

REGISTERED COMPANY NUMBER: 03696681 (England and Wales)
REGISTERED CHARITY NUMBER: 1077139

**REPORT OF THE TRUSTEES AND
AUDITED GROUP FINANCIAL STATEMENTS FOR THE YEAR
ENDED 31 MARCH 2022
FOR
PLAY TO THE CROWD
(PREVIOUSLY THE LIVE THEATRE WINCHESTER TRUST)
(A COMPANY LIMITED BY GUARANTEE)**

PLAY TO THE CROWD

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FOR THE YEAR ENDED 31 MARCH 2022**

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PLAY TO THE CROWD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2022. The trustees have adopted the provisions Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

2021-22 began with the charity still unable to operate as a live performance venue, with Covid restrictions in place. Indeed, our first live performance was not until the end of May and we were only able to start operating at full capacity again from September. Given that curtailed start to the financial year we are delighted with what we have been able to achieve both financially and in terms of the range of activity across the year.

We prepared and finalised a new five-year business plan for 2022-2027 which was carefully developed over the course of the 2021-22 year, with significant contributions via workshops and meetings with staff, trustees and key stakeholders.

This new business plan is based on the sound foundations we had reached just prior to the pandemic, based on our new brand and sharpened charitable purpose. These foundations are as follows:

Why: To Delight and Unite

How: By inspiring people to connect with and participate in live performance - both indoors and out - and by inviting them to 'escape from the ordinary' and discover a lifelong love of theatre and the arts

What: We run a beautiful theatre, family friendly festivals and community participation programmes in and around Winchester

The name Play to the Crowd reflects our commitment to encourage a broader and more diverse set of people to our work and to bring the charity forward in the consciousness of the public.

Play to the Crowd consists of Theatre Royal Winchester, Hat Fair and Playmakers as well as our wholly owned subsidiary company, Trade to the Crowd, which was established to enable our new Cafe Bar at Theatre Royal Winchester.

The organisation consists of:

Theatre Royal Winchester, our 400 seat, heritage theatre,

Hat Fair, one of the nation's most distinctive Outdoor Arts festivals and

Playmakers, the name for all our community, participation and young people's work

as well as our trading subsidiary, **Trade to the Crowd**, which runs the Cafe Bar inside the theatre.

Our brand personality is:

Play to the Crowd
Arts and Education Charity
Friendly
Bold
Collaborative

PLAY TO THE CROWD
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND ACTIVITIES (Continued)

Theatre Royal Winchester	Playmakers	Hat Fair
<i>Approachable</i>	<i>Playful</i>	<i>Cheeky</i>
<i>Vibrant</i>	<i>Curious</i>	<i>Expressive</i>
<i>Sociable</i>	<i>Open</i>	<i>Intriguing</i>

Play to the Crowd's strategic objectives for this, the final year of the old business plan, were to:

- A Increase the number and range of people experiencing live performance and deepen their engagement
- B Bring communities together to share experiences, ideas and themes relevant to them
- C Unlock creative potential, particularly of young people and emerging or local artists
- D Offer fresh perspectives to support community cohesion and empathy
- E Encourage laughter, thought and amazement to boost people's joie de vivre and mental health
- F Build a sustainable, resilient business model, working in innovative and progressive partnerships
- G Play a leadership role in cultural development and partnerships in Winchester, across Hampshire and beyond, helping to support place making agendas
- H Sustain and develop our building for the benefit of residents, visitors, artists and businesses

This was the second Covid affected year. However, we were better able to continue to operate despite the Government restrictions in the first months of this year than had been the case in the first months of 2020-21.

In the first three months of the financial year we used our theatre auditorium for our youth theatre classes, once they were able to meet in person again and used Zoom when that was not possible. We also used our theatre space to facilitate socially distanced participation such as choir rehearsals, ukulele workshops and some R & D by local theatre companies developing new work.

We also culminated our online creative community projects, Wintopia and Winchester Word Walk, during that period and finally got to present the small-scale Hat Fair walk-about performances in local communities (Hyde, Stanmore and Winnall) in May 2021.

In those early months we were still deploying flexible furlough, reducing each month until everyone was fully back from July, ready for Hat Fair.

Once we were allowed to open as a live performance venue again we did so, with the first live show since Christmas Eve of 2020 being on 29th May 2021. We worked with our now established socially distanced capacity of 130 (about one third of usual) until the end of August, a bit longer than required by the legislation, as we sought to work carefully and safely on behalf of our audiences, artists and communities.

We were delighted to be able to find a way to bring Hat Fair back in July 2021, albeit in a very different way, as necessitated by the restrictions at the time and by our desire to keep everyone safe while still delighting and uniting.

Finally at the end of August, we put the rest of our seats back in and opened at full capacity again with a full autumn season culminating with Panto, Aladdin, which had been originally planned for 2020.

PLAY TO THE CROWD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

We managed to present every performance of Aladdin which was remarkably well attended, showing a real appetite to return to the theatre and have fun together again. This really helped us achieve a positive out turn for the year, along with securing Culture Recovery Fund round 3 support. This additional support helped us as the Omicron wave hit in the final months of the financial year and caused further challenges around staffing logistics as well as audience confidence.

ACHIEVEMENT AND PERFORMANCE

Strategic Summary

Despite working flat out with a smaller team to restart live activity, we also initiated important strategic developments, to try to make us more resilient for the years ahead:

- Developed a new business plan for 2022-2027
- Successfully applied for CRF 2 and CRF 3 support from Arts Council England
- Applied for and achieved a further 3 years of investment from Winchester City Council, as one of our key strategic partners.
- Submitted an application to Arts Council England to continue as one of its National Portfolio Organisations for 2023-2026. We await the outcome of this application.
- Planned and implemented, with consultancy support from TRG Arts, a ticketed Hat Fair for the first time. This was to enable a compliant socially distanced festival but we knew that in future years we would need some form of free and ticketed blended model to ensure Hat Fair could remain deliverable as costs grew and public funding diminished
- Also with guidance from TRG Arts, a consultancy part funded by the Transformation and Adaptation Fund from Winchester City Council's Covid response Government resources, we planned a whole new pricing strategy for the theatre, moving to graduated pricing in order to try to gradually increase yield from ticket sales while also ensuring some even more accessibly priced tickets
- Devised a reworked Playmakers model, with our new emerging business plan in mind, designed to be more in keeping with our brand and our USP. This includes cheaper prices to participate, more options to deepen engagement, a commitment to using Playmakers Youth Theatre to give young people their own voice and a focus on exploring outdoor and site-specific performances and original devised work
- A new social media strategy which has already seen positive results in more engagement
- A whole new set of Hat Fair collateral, as this was the first time we had presented Hat Fair with the new brand in place
- Plans developed to adapt one outside wall of the theatre to install bifold opening doors to help connect the public space outside with the Cafe Bar inside. We have the funds in place to progress this work once the plans are complete thanks to Garfield Weston Foundation.
- Plans begun to transform our toilets. Once these plans are complete we can begin to search for funding to do the work.

Artistic Outputs

Professional Performance

Despite the challenges of Covid and the slow start to the year as a result, we ended the year having presented 234 performances in the theatre to 47,558 people. Hat Fair contributed a further 221 performances to an estimated audience of just over 32,000. This includes the festival itself in July which took place entirely as a ticketed event on the green field site on the North Walls, as well as the small walk about events in May and our contribution to the Cathedral's Christmas Market festivities in November.

Overall, we presented 455 performances to 79,627 people.

PLAY TO THE CROWD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

ACHIEVEMENT AND PERFORMANCE (Continued)

Highlights during the year in the theatre included names such as Francis Rossi, Professor Brian Cox, Matt Le Tissier, Lady Glenconner, Ben Hart, Jasper Carrott, Alistair McGowan and Judi Dench.

We presented quality drama including The Ballad of Maria Marten, Absurd Person Singular, Black is the Color of my Voice, Frankenstein and The Strange Case of Jekyll and Hyde. We were also delighted to present local professional company, Platform 4, with their immersive Triffids, with audience and performers all up on the stage.

Dance included The Snow Queen ballet and companies including Mark Bruce Company, Yorke Dance and Motionhouse.

There was also a wide range of music, family and comedy events as well as the first use of our new cinema infrastructure when we presented the 10th anniversary screening for Winchester Film Festival.

Aladdin saw panto roar back to life with us achieving 90% of pre-pandemic sales and revenue despite the continuing pandemic.

Hat Fair was different, ticketed and all on one site to ensure we complied with the Covid guidance in place at the time and was warmly received. As well as the usual eclectic range of 'Hatters' there were also performances from companies including Opera North, Etta Ermini Dance Theatre, Van Hunh Company and Gravity and Levity. We also co-commissioned brand new Outdoor Arts productions including Jeanefer Jean Charles' Black Victorians, Pif Paf's Toast and Charmaine Child's Strong Lady.

The Board of Trustees would like to thank sincerely all the visiting artists, musicians, companies, performers and audiences who visited Theatre Royal Winchester and Hat Fair during 2021/2022 with a special mention for those artists and producers who had the courage to come out while we still had a capacity of only 130 to help us put a season together in the spring and summer.

Supporting the local community to perform

As the only professional stage in the district we are delighted to welcome, support and present the work of many local community groups providing professional expertise and advice as well as a platform for their talents. In 2021-22, despite the pandemic, we were delighted to welcome back local groups including:

Winchester Musicals and Operatic Society (WMOS), Blue Apple, Integr8 Dance, Encore Youth Theatre, University of Winchester, Wessex Dance Academy and Winnall Rock School.

Of particular note was the tremendous original devised performance of Dark and Bright by Encore Youth Theatre Company which was created almost entirely on Zoom before being presented live on stage in early June 2021. We were also able to use our new technology to live stream the production out for those who did not yet feel comfortable to return as an audience to the theatre.

Hat Fair also enables us to offer a diverse range of community performance opportunities including the involvement of a number of local choirs and outdoor performances by Blue Apple and University students as well as many other local acts presented on The Hat Fair People's Stage.

PLAY TO THE CROWD
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

ACHIEVEMENT AND PERFORMANCE (Continued)

Playmakers

Playmakers is our brand for all our participation, community engagement and young people's work. Across the year, despite the Covid restrictions still in place at the beginning of the year, Playmakers organised 465 instances of participatory activity with an estimated 6,366 attendances. This includes over 1,000 online attendances reflecting the position we were still in at the beginning of the financial year.

Regular Participation:

Playmakers Youth Theatre returned in person, meeting weekly, with 4 socially distanced groups at the start of the financial year. By the end of this year we had 7 groups including 2 Musical Theatre groups, 2 Drama and Theatre groups, a group based in South Wonston, a Playmakers Young Company and a National Theatre Connections Company. The offer now spans ages from 5 to 25.

Groups showcased their work both at Hat Fair in July 2021 and on the main Theatre Royal Winchester stage in March 2022.

Other regular participation includes the Ukuleles classes in our Cafe Bar and workshops in schools supporting people prepare for Hat Fair Carnival 2022.

The summer holidays brought the launch of a series of workshops called "Let's Explore" encouraging skills development for young people, including in Technical Theatre, design and play writing. Further such workshops took place in the October school holiday.

Projects:

The Knitted King Alf project and Wintopia, both of which had been a way of continuing engagement remotely during the pandemic, culminated in Hat Fair 2021.

There were 5 entries to the Top Hat competition where students develop new Outdoor Arts work and then present it at Hat Fair, with the winning entry going on to receive support to develop their piece further.

Our Winchester Wordwalk project, again conceived during the pandemic, culminated in an in person sharing and the launch of a website where people's writing is located on a map, showing where it was inspired to be written. This was one strand of Writing to Play. Out of this has also come a Writer's Weekend intensive, led by our Writer in Residence, Richard Hurford as well as a series of new commissions for performance by the youth theatre.

We began our delayed intent to begin to establish local Community Hubs beyond the City with some early engagement in Wickham.

The Hat Fair Carnival is a project that enables much of our primary school partnership working and includes many creative workshops in preparation for the big parade at the start of Hat Fair. This was unable to happen in 2021 but many groups are hard at work already preparing for 2022.

Our Local Talent strand includes curating the People's Stage at Hat Fair and offering platforms both on the main stage and in our Cafe Bar to try new work

Partnerships:

These include activity with both local Universities, the Hampshire Cultural Education Partnership, The City of Sanctuary, Blue Apple, St John's, The Grange Festival, Anvil Arts, The New Carnival Company, as well as many of our local schools who come to our performances and who we offer bespoke workshops to as well as delivering Arts Award.

PLAY TO THE CROWD
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

It is with some relief that we are able to report a sound financial performance for the year despite the continuing negative impact of the pandemic.

The Financial Position of the charity at year end

The financial year began with a general undesignated free reserve of £478,153 with an additional £159,912 in our designated restoration reserve held for development of the building and the theatre's infrastructure.

The year was very challenging to budget for given the uncertainty caused by the pandemic so we were very pleased to be able to end the year with a surplus of £63,638 against a budgeted deficit of £71,027.

This was achieved primarily due to successfully applying for funds from the third round of the Government's Culture Recovery Fund which we had not budgeted for as we did not know there would be a third round at the time we set the budget. It was also managed by a more successful panto season than we could have hoped for which helped us recover the lost ground from the early months of the year, when we were still operating under Covid restrictions.

We therefore end this year with a total of £597,752 in our undesignated general reserve. Our free undesignated general reserve at the year-end (undesignated general reserve less the unrestricted fixed assets balance) stands at £387,611. In addition, we have £199,474 in our restoration levy supported designated reserve for future projects to improve the building. This is grown through a £1 Restoration Levy from every ticket sold.

We are therefore in a stronger financial position than we were pre-pandemic thanks to each part of our strategic response to the pandemic having been successful. However the trustees believe we are going to need all of this improved resilience and more in the years ahead, where the growing cost of living increase is going to impact on both rising fixed costs and challenges to income.

Reserves Policy

The Trustees' reserves policy is to build up an unrestricted contingency general reserve fund against general business risks and the liabilities for property maintenance of the building under the terms of the lease and to enable longer-term development of the artistic programme. This reserve target is currently set at £500,000 or 6 months core operating costs.

As referenced above Play to the Crowd also has a designated fund separate to the general free reserve which is built up by £1 of the Restoration Levy on each ticket going into it, with a view to using this to lever additional investment to deliver building improvements and developments. The other £1 of the Restoration Levy goes directly into the undesignated and unrestricted operational budget to ensure we can meet the requirements of our full repairing lease for our grade 2 listed building.

Volunteers

Volunteers continue to make an important contribution to the running of Play to the Crowd. Over 200 individuals contributed their time voluntarily assisting with Front of House, Marketing, Distribution and related activities. Hat Fair volunteers cover technical, fundraising and crowd marshalling activities. The in-kind value of the contribution of our volunteers across the organization is estimated at over £90,000. The Board is grateful for the contribution our volunteers give to the charity.

PLAY TO THE CROWD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

Play to the Crowd is a company limited by guarantee governed by its Memorandum and Articles of Association as amended pursuant to a Special Resolution of the Trust dated 13 July 1999. It is registered as a charity with the Charity Commission and as a company at Companies House.

Appointment of Trustees

The Chairperson is nominated by the Board. As per Board Policy, Board Members / Directors should serve a maximum of two terms of 3 years. The first term is to expire at the AGM after the Board member has served an initial 3-year period of office. Board members / Directors wishing to serve a second term of 3 years are to be re-elected at the AGM after the third year of the initial term has expired. A second term must be sponsored by two other Directors at the AGM. There is provision under Section 27 for one additional year in exceptional circumstances.

Board and Governance

This year has seen a welcome diversification of the board with several new trustees bringing a range of different backgrounds and cultures to the table. Trustees have engaged actively with the development of the new Business Plan and the work leading towards the application to Arts Council England's National Portfolio.

Observers who regularly attend Board meetings are those from Hampshire County Council, Winchester City Council and our landlords, Winchester Theatre Trust. Arts Council England are also observers although they attend less regularly.

Board members regularly discuss the artistic output, sales and financial performance, risk, future resilience and plans for strengthening the company's relationships across the city.

A new Business Plan has been prepared for the period 2022-2027.

Trustees have continued to make an extraordinary contribution during times that continue to be challenging and require active support and oversight as well as agile and dynamic approaches to governance.

Trustee Induction and Training

New Trustees are fully informed of their legal obligations under charity and company law. New trustees are given a copy of the Memorandum and Articles of Association, recent accounts and financial performance of the charity, relevant publicity material, the latest 'Trustees' Annual Report' and the current Business Plan.

They also have an induction meeting and tour. Occasional training opportunities are offered to them to support their understanding and awareness of the arts sector and their role as trustees of both a charity and a company.

They also participate in staff and board development activities and workshops.

PLAY TO THE CROWD
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNMENT AND MANAGEMENT (Continued)

Organisation

The Board of Trustees administers the charity. The Board meets for formal board meetings four times per annum.

The Board has four Board Action Groups, comprised of board members and senior staff and with invited experts on occasion, which meet as required to their purpose.

These Action Groups report into the main board meetings and are:

The Finance and Trading Action Group - meets in advance of every board meeting and receive the full monthly management accounts every month.

The Building and Spaces Action Group - meets to discuss operational building matters and is currently supporting the Building Transformation Project.

The Marketing and Development Action Group - meets as required to support key initiatives such as the rebranding project, the fundraising strategy development and the marketing and audience development strategy.

The Hat Fair and Playmakers Action Group – meets regularly but more frequently in the lead up to Hat Fair.

The Chief Executive is appointed by the trustees to manage the day to day operation of the charity and theatre. The Chief Executive, Deryck Newland, appointed in March 2017, continues to evolve the staffing structure with a focus on rebuilding operational capacity as we build back from Covid. The Senior Management Team operates effectively as a team of 4 including a new full-time role of Head of Finance, whose responsibilities include oversight of HR, Trade to the Crowd and business efficiency.

To facilitate effective operations, the Chief Executive has delegated authority from the board for operational matters including finance, employment and artistic related activity. The Senior Management Team supplies a written report on the progress of the organisation prior to each formal board meeting and whenever requested by the board.

Related Parties

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a Trustee or Senior Manager of the charity with a production company, contracted actor, performer or exhibitor must be disclosed to the full Board of Trustees in the same way as any other contractual relations with a related party.

Lease

Theatre Royal Winchester is the property of Winchester Theatre Trust Limited. Winchester Theatre Trust Limited raised money for the refurbishment and fitting out of the theatre, which enabled it to re-open in October 2001. The lease is full repairing and currently runs until 2048.

PLAY TO THE CROWD
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNMENT AND MANAGEMENT (Continued)

Setting pay of key personnel

Pay levels for key personnel are set by assessing sector benchmarks and taking a view on balancing affordability with market forces. Trustees consider the affordability of pay rises each January or February, as well as examining external factors, prior to implementation in April.

Principal risks identified by trustees and measures to manage these

The Board have approved a Board Risk Assessment and they review it annually to update the level of risk and identify any new or emerging risks.

The main risk areas assessed through this document are as follows:

- Financial
- Creative
- Organisational
- Marketing and Profile related
- Building and infrastructure related

The analysis indicates that Play to the Crowd's most significant risks and their mitigating actions are:

- **Loss of public investment** - Maintain strong relationships. achieve multi-year agreements to minimise uncertainty. Develop more diverse income streams. Reduce the % turnover from public funding year on year by growing earned income as per business plan targets.
- **Decline in ticket sales** - Busier more diverse programmes to attract new audiences. New ticket pricing to attract younger people. More engagement results in more relevant programme. However, the pandemic creates a big unknown as to the propensity for audiences to return rapidly as we recover.
- **Burden of full repairing lease** – The Restoration Levy has made a big difference in mitigating this risk and the improvements made during the capital works this year will also help as they include a new fire alarm system and a new Building Management System. Building redevelopment capital plans to support and upgrade continue to be a priority and fundraising continues for future planned phases. Each year we now prioritise an achievable number of tasks to improve the building and to minimise the risk of reactive repairs being required.
- **A future 'force majeure' shock** such as a pandemic – Maintain a cash reserve to allow a more robust response than previously and update business interruption plans
- **Inability of Cafe Bar net contribution** to adequately replace lost public investment from HCC and WCC
- **External financial pressures combine to create the perfect storm** of rising fixed costs and loss of earned income due to less available discretionary spend amongst the public and more competition for grant and supporter income streams – Carefully monitor operational budgets and make changes to mitigate month by month.

PLAY TO THE CROWD
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

REFERENCE AND ADMINISTRATIVE

Registered Company number

03696681 (England and Wales)

Registered Charity number

1077139

Registered office

Theatre Royal Winchester
21 Jewry Street
Winchester
Hampshire
SO23 8SB

Auditors

P Underwood, FCCA
Morris Crocker Limited
Chartered Accountants
Statutory Auditors
Station House
North Street
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Bankers

CAF Bank Ltd
25 Kings Hill Avenue
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Kent
ME19 4JQ

National Westminster Bank plc
48 Blue Boar Row
Salisbury
Wiltshire
SP1 1DF

PLAY TO THE CROWD
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

REFERENCE AND ADMINISTRATIVE (Continued)

Trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

The trustees serving during this year and since the year end were as follows:

Nominated Chair: David Hill (until 26.07.21) Mark Byford (From 26.07.21)

Elected Trustees:

David Hill (Until 26.07.21)	Anthony Arkwright
Tamsin Sallis (until 26.07.21)	Amy Eastwood
Paul Spencer	Lynne Lockyer (From 26.07.21)
Steve Cross	Sho Shibata (From 26.07.21)
Shaun Stacey	Majid Dhana (From 26.07.21)
Cara Honey	Lorraine Cheshire (From 26.07.21)
Mark Byford	

Chief Executive: Deryck Newland

Company Secretary: Hannah Garriock

PLAY TO THE CROWD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Statement of Trustees Responsibilities

The trustees (who are also the directors of Play to the Crowd for the purposes of company law) are responsible for preparing the Report of the Trustees 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 group for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that they are obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Auditors, Morris Crocker Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on and signed on its behalf by:



.....
Mr Mark Byford
Chair of the Board

25/7/2022

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF PLAY TO THE CROWD

Opinion

We have audited the financial statements of Play to the Crowd (the 'charitable company') and its subsidiaries for the year ended 31 March 2022 on pages 16 to 31, which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets and Cashflow Statements and notes to the financial statements, 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 FRS 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 the parent charitable company's affairs as at 31 March 2022 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 and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group or parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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 Report of the Independent Auditors thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF PLAY TO THE CROWD

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities set out on page 10, 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 and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

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

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

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.

From discussion with management and those charged with governance information about the entity is documented to assess the activity within the organisation. We discuss management's assessment of risk in respect of irregularities, fraud and going concern.

Based on these discussions and our own assessments we determined that the key risk areas were income recognition in respect of cut off issues concerning ticket sales and grant income and management override concerning the size of the organisation.

We set financial statement materiality level based on the level of income. As a not for profit organisation raising income is its primary focus which is why income was used to determine the level of materiality. Our overall assessment of risk was used to determine performance materiality at an appropriate level.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
PLAY TO THE CROWD**

Substantive audit tests were designed after assessing and testing systems and controls. The systems and controls which have been designed to act as a preventative measure against fraud and error were operating as documented. Substantive testing tested a sample of the population, representative of the population, to identify errors. The testing did not identify any material misstatements in areas tested.

Audit substantive tests concluded no material errors over the key risk areas of income recognition and management override.

The audit considers the organisation is not exposed to material risk of error as a result of assessing laws and regulations that are appropriate to the organisation.

Management assessed there is no going concern risk. The audit undertook a review of budgets, management accounts and the review of board minutes and came to the same conclusion as management.

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 group and the parent charity and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Underwood (Senior Statutory Auditor)
for and on behalf of Morris Crocker Limited
Chartered Accountants
Statutory Auditors
Station House
North Street
Havant
Hampshire
PO9 1QU
Date: 27 October 2022



PLAY TO THE CROWD

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING A CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
INCOME FROM					
Grants, donations and legacies	5	576,204	187,700	763,904	1,460,774
Charitable activities					
Charitable operations	7	864,996	53,053	918,049	111,457
Other trading activities	3 & 6	244,820	-	244,820	85,331
Investment income	4	180	-	180	169
Total		1,686,200	240,753	1,926,953	1,657,731
EXPENDITURE ON					
Raising funds					
Commercial trading operations	3 & 8	153,933	-	153,933	86,401
Charitable activities					
Charitable operations	9	1,368,692	340,690	1,709,382	972,611
Total		1,522,625	340,690	1,863,315	1,059,012
Net income/(expenditure)		163,575	(99,937)	63,638	598,719
Transfers between funds	22	(4,414)	4,414	-	-
Taxation (trading subsidiary only)		-	-	-	-
Net movement in funds		159,161	(95,523)	63,638	598,719
RECONCILIATION OF FUNDS					
Total funds brought forward		638,065	528,016	1,166,081	567,362
TOTAL FUNDS CARRIED FORWARD		797,226	432,493	1,229,719	1,166,081

PLAY TO THE CROWD

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 MARCH 2022

	Notes	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
FIXED ASSETS					
Tangible assets	16	542,648	572,662	539,869	571,454
Investments	17	-	-	1	1
		<u>542,648</u>	<u>572,662</u>	<u>539,870</u>	<u>571,455</u>
CURRENT ASSETS					
Stocks	18	11,020	6,909	-	-
Debtors	19	130,604	84,595	167,245	78,922
Cash at bank and in hand		1,072,128	878,104	1,033,229	876,460
		<u>1,213,752</u>	<u>969,608</u>	<u>1,200,474</u>	<u>955,382</u>
CREDITORS					
Amounts falling due within one year	20	(526,681)	(376,189)	(511,741)	(355,731)
NET CURRENT ASSETS		<u>687,071</u>	<u>593,419</u>	<u>688,733</u>	<u>599,651</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		1,229,719	1,166,081	1,228,603	1,171,106
CREDITORS					
Amounts falling due in more than one year	21	-	-	-	-
NET ASSETS		<u>1,229,719</u>	<u>1,166,081</u>	<u>1,228,603</u>	<u>1,171,106</u>
FUNDS					
Restricted funds	23	432,493	528,016	432,493	528,016
Unrestricted funds	23	797,226	638,065	796,110	643,090
TOTAL FUNDS		<u>1,229,719</u>	<u>1,166,081</u>	<u>1,228,603</u>	<u>1,171,106</u>

The financial statements were approved by the Board of Trustees on and were signed on its behalf by:



Mr Mark Byford - Trustee

25/7/2022

PLAY TO THE CROWD

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Cash flows from operating activities					
Cash generated from operations	28	322,578	603,411	283,152	601,766
		<u>322,578</u>	<u>603,411</u>	<u>283,152</u>	<u>601,766</u>
Cash flows from investing activities					
Interest received		180	169	180	169
Purchase of tangible fixed assets		(128,734)	(93,409)	(126,563)	(93,409)
Acquisition of subsidiary		-	-	-	(1)
Cash provided by (used in) investing activities		<u>(128,554)</u>	<u>(93,240)</u>	<u>(126,383)</u>	<u>(93,241)</u>
Change in cash and cash equivalents in the reporting period		194,024	510,171	156,769	508,525
Cash and cash equivalents at the beginning of the reporting period		878,104	367,933	876,460	367,933
Total cash at the end of the year		1,072,128	878,104	1,033,229	876,458

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

Accounting convention

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The total unrestricted funds of Play to the Crowd, including the designated restoration levy and unrestricted fixed assets, as of 31 March 2022 stand at a positive £797,226, up from a positive £638,065 the previous year. In addition there is a positive sum of £424,993 held on the balance sheet of restricted funds.

As at 31 March 2022 Play to the Crowd had a net current assets position of £687,071.

For the year ended 31 March 2022 the Trust achieved a surplus of £63,638 and saw its' Cash and Bank balances increase to £1,072,128. With a current focus on transformation of the business to further build operational and financial resilience the Trustees are confident that the Trust will continue to achieve a net current asset position at 31 March 2022, although there are significant challenges to meet, emerging from the Covid-19 pandemic.

In addition the Trust benefits from having significant monies received in advance for future shows and services which totalled £230,272 at 31 March 2022.

The trustees therefore believe the charity has sufficient resources to continue in operational existence for the foreseeable future and, on the basis of these budgets and forecasts, the trustees consider the company to be a going concern and have prepared the financial statements accordingly.

Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary, Trade To The Crowd, on a line by line basis. A separate statement of financial activities and income and expenditure account are not presented for the charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

Incoming resources

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grants, sponsorship and donations represent income from various sources as disclosed in the notes to the financial statements.

Investment income is recognised on a receivable basis.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022**1. ACCOUNTING POLICIES - continued****Government grants**

Government grants are recognised based on the accrual model. Grants relating to revenue are recognised in income over the period in which the related costs are recognised. Where costs are related to the next financial period, the grants will be recognised in deferred income.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Support costs include central functions and have been entirely allocated to operation of the theatre costs on the basis that this is the charity's core and that further allocation would not be meaningful.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Resources expended are allocated to costs of generating funds, charitable activities and governance costs on an accrual basis where appropriate and a usage basis, as determined by the trustees, when allocation on an accruals basis is not possible.

Recoverable VAT

The company qualifies for cultural exemption in respect to its income from theatrical performances. As other activities are standard rates, a proportion of VAT paid by the company is recoverable in respect of those activities. The amount recoverable will fluctuate from year to year in accordance with the levels of income generated by the various activities. The recoverable amount is offset against charitable services costs.

Operating leases

Rentals payable are charged on a straight line basis over the lease term.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvement to property	- 20% on cost
Plant and machinery	- 20% on cost
Fixtures and fittings	- 20% on cost
Computer equipment	- 20% on cost

Tangible fixed assets costing £500 or more are capitalised at cost.

Stocks

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

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES - continued

Fund accounting - continued

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable investments in stocks and shares. The measurement basis used for these instruments is detailed below.

Debtors & cash at bank

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. Cash at bank and in hand included cash held on deposit or in a current account.

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 amount after allowing for any trade discounts due.

2. FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of the charity's wholly owned subsidiary, Trade to the Crowd.

A summary of the financial activities undertaken by the charity is set out below:

	2022 £	2021 £
Total incoming resources	1,770,830	1,577,973
Total expenditure on charitable activities	(1,713,333)	(972,680)
Net incoming resources	57,497	605,293
Total funds brought forward	1,171,106	565,813
Total funds carried forward	1,228,603	1,171,106
Represented by:		
Restricted funds	432,493	528,016
Unrestricted funds	796,110	643,090
	1,228,603	1,171,106

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022

3. INCOME FROM COMMERCIAL TRADING OPERATIONS

Trade To The Crowd Ltd (Registered Company number: 12131447)

The charity's wholly owned trading subsidiary, Trade to the Crowd, which is incorporated in England and Wales, pays its profits to the charity by Gift Aid. The following is an extract of the financial statements of Trade to the Crowd for the year ended 31 March 2022:

	2022 £	2021 £
Turnover	162,124	79,758
Cost of sales and administrative expenses	(155,983)	(86,332)
Profit before tax	6,141	(6,574)
Corporation tax	-	-
Profit after tax	6,141	(6,574)
Profits distributed to the charity	-	-
Retained in subsidiary	6,141	(6,574)
The assets and liabilities of the subsidiary were:		
Fixed assets	2,779	1,208
Current assets	13,278	17,793
Current liabilities	(14,940)	(24,025)
Net assets	1,117	(5,024)
Aggregate share capital and reserves	1,117	(5,024)

4. INVESTMENT INCOME

	2022 £	2021 £
Deposit account interest	180	169

5. GRANTS, DONATIONS AND LEGACIES

	2022 £	2021 £
Donations	59,302	320,585
Grants	616,737	1,133,285
Restoration & maintenance levy	87,865	6,904
	763,904	1,460,774

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED FOR THE YEAR ENDED 31 MARCH 2022

Grants received, included in the above, are as follows:

	2022	2021
	£	£
Winchester City Council Grants	204,972	232,057
Hampshire County Council Grant	-	73,000
Arts Council of England	136,627	136,627
Winchester BID	1,500	-
UK Theatres Trust	20,000	-
Secretary of State for Work and Pensions	12,563	-
Garfield Weston	-	205,865
Job Retention Scheme	21,061	256,602
DCMS Resources	219,134	219,134
Other grants	880	10,000
	<u>616,737</u>	<u>1,133,285</u>

6. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Front of house ancillary sales including Trade to the Crowd's trading operation (see note 3)	<u>244,820</u>	<u>85,331</u>

7. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Totals	2021
	£	£	£	£
Ticket sales	786,569	-	786,569	46,091
Hatfair other income	837	49,553	50,390	19,169
Education income	14,800	-	14,800	13,991
University of Winchester Investment	15,000	-	15,000	
Venue hire	5,966	-	5,966	5,228
Individual memberships	7,693	-	7,693	4,675
Corporate support	12,500	3,500	16,000	5,377
Theatre tax relief	20,000	-	20,000	16,607
Other income	1,631	-	1,631	319
	<u>864,996</u>	<u>53,053</u>	<u>918,049</u>	<u>111,457</u>

8. COMMERCIAL TRADING OPERATIONS

Other trading activities

	2022	2021
	£	£
Front of house ancillary cost of sales including Trade to the Crowd's trading operation (see note 3)	<u>153,933</u>	<u>86,401</u>

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022

9. CHARITABLE ACTIVITIES COSTS

	Direct expenditure (see note 10) £	Support costs (see note 11) £	Total 2022 £	Total 2021 £
Charitable Operations	778,503	930,879	1,709,382	972,611
	<u>778,503</u>	<u>930,879</u>	<u>1,709,382</u>	<u>972,611</u>

10. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2022 £	2021 £
Production costs	493,976	68,886
Hatfair production costs	161,311	51,389
Education workshops and performances	25,661	35,993
Marketing	49,362	32,592
Box office costs	48,193	6,454
	<u>778,503</u>	<u>195,314</u>

11. SUPPORT COSTS

	Management £	Finance £	Governance £	Totals £
Charitable Operations	764,349	158,148	8,382	930,879
	<u>764,349</u>	<u>158,148</u>	<u>8,382</u>	<u>930,879</u>

	2022 £	2021 £
Management		
Wages	499,168	471,888
Social security	43,517	52,499
Pensions	11,220	9,717
Insurance	13,582	10,032
Light and heat	53,058	28,433
Telephone	3,880	4,288
Postage and stationery	14,356	11,773
Sundries	31,442	18,902
Travel expenses	206	107
Cleaning	7,230	2,791
Repairs and maintenance	48,429	20,983
Consultancy	20,420	22,640
Training	5,073	1,815
Recruitment	6,547	115
Subscriptions	3,055	3,649
Bad debts	303	5
Recoverable VAT	2,863	(11,049)
Legal and professional	-	-
	<u>764,349</u>	<u>648,588</u>

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED FOR THE YEAR ENDED 31 MARCH 2022

Finance

	2022 Charitable Operations £	2021 Total Activities £
Depreciation of tangible fixed assets	158,148	117,290
Loss on sale of tangible fixed assets	-	1,081
	<u>158,148</u>	<u>118,371</u>

Governance costs

	2022 Charitable Operations £	2021 Total Activities £
Auditors remuneration	5,838	7,566
Accounting fees	2,136	2,370
Bank charges	408	402
	<u>8,382</u>	<u>10,338</u>

12. NET INCOME/(EXPENDITURE) - GROUP

Net resources are stated after charging:

	2022 £	2021 £
Auditors' remuneration	5,838	7,566
Depreciation - owned assets	158,148	117,290
Deficit on disposal of fixed assets	-	1,081

13. TRUSTEES' REMUNERATION AND BENEFITS

No trustees' received remuneration or other benefits during the year ended 31 March 2022 nor for the period ended 31 March 2021.

Trustees' Expenses

During the year no trustees (2021: none) were reimbursed for out of pocket expenses.

14. STAFF COSTS

	2022 £	2021 £
Wages and salaries	585,130	540,661
National insurance	43,517	52,499
Pension contributions	11,220	9,717
	<u>639,867</u>	<u>602,877</u>

The key management personnel of the charitable company during 2021-22 comprised the Chief Executive, the Operations Director, the Business Director, the Hat Fair Director, the Marketing and Communications Director and the Playmakers Director. The total employee benefits of the key management personnel of the Charity were £135,437 (2021: £233,040).

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED FOR THE YEAR ENDED 31 MARCH 2022

The average monthly number of employees (full time equivalent) during the year was as follows:

	2022 Number	2021 Number
Administration	11	11
Box office	2	3
Technical	4	3
Front of house	5	8
	<u>22</u>	<u>25</u>

No employee had annual emoluments of more than £60,000 per annum this year or in the previous period.

15. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - 2021

	Unrestricted funds £	Restricted funds £	Total 2021 £
INCOME FROM			
Donations and legacies	998,306	462,468	1,460,774
Charitable activities			
Charitable Operations	111,457	-	111,457
Other trading activities			
Other trading activities	38,174	47,157	85,331
Investment income	169	-	169
Total	<u>1,148,106</u>	<u>509,625</u>	<u>1,657,731</u>
EXPENDITURE ON			
Raising funds			
Commercial trading operations	39,244	47,157	86,401
Charitable activities			
Charitable Operations	633,497	339,114	972,611
Total	<u>672,741</u>	<u>386,271</u>	<u>1,059,012</u>
Net (expenditure)/income	475,365	123,354	598,719
Net movement in funds	475,365	123,354	598,719
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>162,700</u>	<u>404,662</u>	<u>567,362</u>
TOTAL FUNDS CARRIED FORWARD	<u>638,065</u>	<u>528,016</u>	<u>1,166,081</u>

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022

16. TANGIBLE FIXED ASSETS - GROUP

	Improvements to property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Total £
COST					
At 1 April 2021	301,782	237,345	219,139	42,345	800,611
Additions	13,591	103,856	2,171	9,116	128,734
Disposals	-	(10,637)	-	(7,283)	(17,920)
At 31 March 2022	315,373	330,564	221,310	44,178	911,425
DEPRECIATION					
At 1 April 2021	56,332	89,717	66,971	14,929	227,949
Charge for year	44,766	61,646	44,086	8,250	158,748
Eliminated on disposals	-	(10,637)	-	(7,283)	(17,920)
At 31 March 2022	101,098	140,726	111,057	15,896	368,777
NET BOOK VALUE					
At 31 March 2022	214,275	189,838	110,253	28,282	542,648
At 31 March 2021	245,450	147,628	152,168	27,416	572,662

TANGIBLE FIXED ASSETS - CHARITY

	Improvements to property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Total £
COST					
At 1 April 2021	301,782	237,345	217,434	42,345	798,906
Additions	13,591	103,856	-	9,116	126,563
Disposals	-	(10,637)	-	(7,283)	(17,920)
At 31 March 2022	315,373	330,564	217,434	44,178	907,549
DEPRECIATION					
At 1 April 2021	56,332	89,717	66,474	14,929	227,452
Charge for year	44,766	61,646	43,486	8,250	158,148
Eliminated on disposals	-	(10,637)	-	(7,283)	(17,920)
At 31 March 2022	101,098	140,726	109,960	15,896	367,680
NET BOOK VALUE					
At 31 March 2022	214,275	189,838	107,474	28,282	539,869
At 31 March 2021	245,450	147,628	150,960	27,416	571,454

17. INVESTMENTS - CHARITY ONLY

Investments represent the charity's shareholding in its trading company, Trade To The Crowd Ltd (company no. 12131447), of 1 ordinary £1 share.

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022

18. STOCKS	2022 £	2021 £
Bar stock	7,846	4,836
Confectionery etc	3,174	2,073
	<u>11,020</u>	<u>6,909</u>

19. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade debtors	9,018	421	9,018	421
Other debtors and accrued income	87,265	70,707	123,906	65,034
Prepayments	34,321	13,467	34,321	13,467
	<u>130,604</u>	<u>84,595</u>	<u>167,245</u>	<u>78,922</u>

20. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade To The Crowd Limited	-	-	-	3,567
Trade creditors	89,677	85,408	82,376	86,026
Social security and other taxes	20,634	45,652	20,634	45,652
VAT	7,190	18,505	1,221	(3,893)
Other creditors	178,908	111,025	177,238	108,780
Deferred income	230,272	115,599	230,272	115,599
	<u>526,681</u>	<u>376,189</u>	<u>511,741</u>	<u>355,731</u>

21. CREDITORS: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Accruals and deferred income	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

DEFERRED INCOME

Deferred income represents income received in advance for tickets for shows in the next financial year.

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Brought forward	115,599	184,729	115,599	184,729
Amount released to incoming resources	(115,599)	(184,729)	(115,599)	(184,729)
Amount deferred in year	230,272	115,599	230,272	115,599
Carried forward	<u>230,272</u>	<u>115,599</u>	<u>230,272</u>	<u>115,599</u>

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022

22. OPERATING LEASE COMMITMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022 £	2021 £
Expiring:		
Within one year	5,727	7,098
Between one and five years	15,750	4,943
	<u>21,477</u>	<u>12,041</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £4,943 (2021: £7,098).

The building the charity occupies is currently provided for a peppercorn rent and the charity is committed to the lease agreement until 30 September 2040. The total future minimum lease payments are expected to be £nil.

23. MOVEMENT IN FUNDS

Analysis of unrestricted fund movements

	Balance at At 1.4.21 £	Incoming resources £	Resources expended £	Transfers £	Balance at At 31.3.22 £
General fund	478,153	1,642,224	(1,522,625)	(4,414)	593,338
Designated Restoration fund	159,912	43,976	-	-	203,888
	<u>638,065</u>	<u>1,686,200</u>	<u>(1,522,625)</u>	<u>(4,414)</u>	<u>797,226</u>

Analysis of restricted fund movements

	Balance at At 1.4.21 £	Incoming resources £	Resources expended £	Transfers £	Balance at At 31.3.22 £
Restricted fund - HCC	322,151	-	(82,511)	-	239,640
Restricted fund - Garfield Weston	205,865	-	(20,512)	-	185,353
Restricted fund - Job retention scheme	-	-	-	-	-
Restricted fund - Hat Fair	-	191,180	(191,180)	-	-
Restricted fund - WCC TAD	-	20,573	(20,573)	-	-
Restricted fund - Theatres Trust	-	20,000	(24,414)	4,414	-
Restricted fund - WCC CIL	-	9,000	(1,500)	-	7,500
	<u>528,016</u>	<u>240,753</u>	<u>(340,690)</u>	<u>4,414</u>	<u>432,493</u>

Comparatives for movement in funds

Analysis of unrestricted fund movements

	Balance at At 1.4.20 £	Incoming resources £	Resources expended £	Transfers £	Balance at At 31.3.21 £
General fund	6,240	1,144,654	(672,741)	-	478,153
Designated fund	156,460	3,452	-	-	159,912
	<u>162,700</u>	<u>1,148,106</u>	<u>(672,741)</u>	<u>-</u>	<u>638,065</u>

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED FOR THE YEAR ENDED 31 MARCH 2022

Analysis of restricted fund movements

	Balance at At 1.4.20 £	Incoming resources £	Resources expended £	Transfers £	Balance at At 31.3.21 £
Restricted fund	404,662	-	(82,511)	-	322,151
Restricted fund - Garfield Westor	-	205,865	-	-	205,865
Restricted fund - Job retention scheme	-	303,760	(303,760)	-	-
	<u>404,662</u>	<u>509,625</u>	<u>(386,271)</u>	<u>-</u>	<u>528,016</u>

The Trustees recognise that there are significant future costs to be incurred to maintain the infrastructure of the Listed Building. The Trustees also recognise that significant funds will be required, to which the Trust would be expected to contribute, for major refurbishment and transformation projects aimed at improving the operational and financial resilience of the Trust. At present a £2 Restoration and Maintenance Levy is collected from audiences as part of the overall ticket price and the Trustees have decided that £1 of this Levy is used to increase the Designated Fund. The other £1 is used to support operational maintenance and repair costs to ensure the building is kept in sound condition as per the requirements of our lease.

24. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	2022 Total funds £
Fixed assets	210,141	332,507	542,648
Current assets	1,113,766	99,986	1,213,752
Current liabilities	(526,681)	-	(526,681)
	<u>797,226</u>	<u>432,493</u>	<u>1,229,719</u>

25. EMPLOYEE BENEFIT OBLIGATIONS

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the company to the scheme and amounted to £11,220 (2021: £9,717).

26. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2022.

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Transactions between group entities which have been eliminated on consolidation are not disclosed within the financial statements.

27. ULTIMATE CONTROLLING PARTY

The charitable company is not under the control of another entity or any one individual.

PLAY TO THE CROWD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2022

28. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM
OPERATING ACTIVITIES

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Net movement in funds	63,638	598,719	57,497	605,293
Loss on disposal of fixed assets	-	1,082	-	1,081
Depreciation charge	158,748	117,631	158,148	117,290
Interest received	(180)	(169)	(180)	(169)
(Increase)/decrease in stocks	(4,111)	2,949	-	-
(Increase) in debtors	(46,009)	(9,461)	(88,323)	(3,788)
Increase/(decrease) in creditors	150,492	(107,340)	156,010	(117,941)
	<u>322,578</u>	<u>603,411</u>	<u>283,152</u>	<u>601,766</u>

ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank	878,104	194,024	1,072,128
	<u>878,104</u>	<u>194,024</u>	<u>1,072,128</u>