



SCENE AND HEARD

**TRUSTEES' REPORT
AND FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 30 APRIL 2023

COMPANY NUMBER 03761808

CHARITY NUMBER 1077836



SCENE AND HEARD

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SCENE AND HEARD TRUSTEES' REPORT for the year ended 30 April 2023

TRUSTEES' REPORT

The trustees of Scene and Heard are pleased to present their annual report with the financial statements of the charity for the year ended 30 April 2023.

The financial statements are prepared to meet the requirements for a directors' report and accounts for Companies Act purposes and comply with the Charities Act 2011, the Companies Act 2006, the charity's Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (the FRS 102 Charities SORP).

CHAIRMAN'S REPORT

Established in January 1999, financial year 2022-2023 was Scene & Heard's twenty-fourth year of operation. It was a successful year of operation, back to full capacity post pandemic, providing unique arts opportunities for children in Somers Town, an area of multiple deprivation, working alongside scores of volunteer theatre professionals.

We have run five playwriting courses as our core programme of work. In addition to the intensive support of our one to one mentoring projects, Member Playwrights have further benefitted from a range of engagements with us including Theatre Trips, Work Experience and our Young Ambassador Programme. Local children have benefitted from our two new Arts Hub projects this year, affording them a happy, creative and safe space to develop their social and interpersonal skills.

Our successful **staff team** of four full-time positions remain unchanged:

- **CEO & Artistic Director Rosalind Paul MBE** continues to oversee all aspects of the charity, managing staff, volunteers, beneficiary and wider community relations, running projects and productions as well as curating our new Arts Hub.
- **Finance & General Manager** Catherine Hylton is responsible for managing the building as well as all financial procedures.
- **Head of Development** Natasha Shaw has been in post just over a year, maintaining a successful fundraising and donor relationship building profile.
- **Arts Officer** Kathryn Wee supports the artistic activities of the charity, relationships with children and families.

Bookkeeper **Margam Evans Ltd** stepped down in March 2023. We have successfully recruited **Ashis Roy of NRV Tax Ltd** to work remotely in conjunction with our Finance & General Manager using Quickbooks and maintaining our financial records.

Fiona Mallin-Robinson remains with us on a freelance basis as **Strategy Advisor**. Instrumental in securing our new home, and taking the lead in developing our Strategic Plan, she supports the staff team and trustees as and when required.

We continue our work as a **Centre of Excellence**, sharing knowledge and best practice in the education, arts and charity sectors. In early 2023 we launched our brand-new **website** which features a super new **documentary film** celebrating 24 years of playwriting success as well as featuring our new Scene & Heard Arts Hub HQ. The development team have embarked on further training in PR & Communications. We were a featured case study in National Youth Sector Census publications. We are part of the **Cultural Camden Steering Committee** alongside major institutions in our borough including The British Library, The British Museum and The Roundhouse.

SCENE AND HEARD TRUSTEES' REPORT for the year ended 30 April 2023

Our **partnerships** continue to develop. Across the twelve-month period we worked closely with our long-standing feeder primary schools, **Edith Neville** and **St. Mary & St. Pancras** as they refer children to our playwriting courses. We also worked closely with our geographical neighbours **Plot 10 After School Club**, where many of our children attend. We enjoy a positive ongoing relationship with **Regent High School** where the majority of our Member Playwrights go for secondary education and from where many embark on our **Work Experience Programme**.

We were pleased to be able to return to our newest course, **Writeback**, which we had not been able to offer since 2017. Created for older Member Playwrights to extend their engagement with us and each other to write a collaborative single play, Writeback 2022 was delivered in partnership with **Wellcome Collection**, serving to introduce our young people to one of the many cultural institutions on their doorstep that may not seem accessible to them. In April this year we also enjoyed a partnership role in the **Little Amal Spring Gathering** in Camden.

We continue to be supported by our many **patrons**, high profile individuals from the Theatre, Film, Television and Arts world who champion our work:

Scene & Heard is important because it gives young people who face many challenges the opportunity to express themselves, possibly for the first time, by creating a play. Each child's work is nurtured and respected, giving them a lasting sense of just what they can achieve. It is invaluable.

Hugh Bonneville, Actor and Scene & Heard Patron

TV producer Jennie Darnell stepped down from her role as patron after more than 20 years and we are grateful to her for so many years of support. Very sadly our patron Hilary Mantel DBE died unexpectedly this year:

Hilary was passionate about Scene & Heard because she, of course, absolutely understood the power of imagination transferred into the written word. She delighted in the unfiltered and unedited creativity of children's minds brought to life on our stage by professional actors. She loved our shows and we loved her.

Rosalind Paul MBE, CEO & Artistic Director

Scene & Heard is a Member of the Foundation for Social Improvement (FSI), The Chartered Institute of Fundraising (CIOF), the NCVO, The Directory of Social Change (DSC), the Centre for Social Justice Alliance (CSJ) and the Camden VCS. CEO & Artistic Director Rosalind Paul is a Fellow of RSA and was appointed **MBE** in the New Year Honours 2022 for charitable services to Theatre, to Young People and to Families in Somers Town, London Borough of Camden. The charity holds **The Queens Award for Voluntary Service**, received in 2011, and **Centre for Social Justice Award 2015**, in recognition of the best of small grassroots charities working to alleviate issues surrounding poverty and disadvantage.

Our purposes and activities

The purposes of the charity are to advance education for the public benefit of the children of Somers Town, London, by the teaching and promotion of the arts, in particular but not exclusively the art of drama and playwriting.

Scene & Heard is a unique mentoring project that partners the inner-city children of Somers Town, London with volunteer theatre professionals. We give children intensive one-to-one adult attention enabling them to write plays which are then performed by professional actors. Our performances give the children immediate and public experiences of success, raising their aspirations and boosting their self-esteem. Scene & Heard is committed to producing the highest quality theatre with and for the Somers Town Community. Our work improves literacy skills and attitudes towards education and develops communication and social skills.

In order to have a profound and long-term impact on the children we serve, we offer more than a one-off experience, children are invited back to work with us year after year. We work with siblings, building up lasting relationships with families and with the wider Somers Town community. We currently have 409 Member Playwrights aged nine to over thirty.

SCENE AND HEARD TRUSTEES' REPORT for the year ended 30 April 2023

We aim to:

- boost children's self-esteem and raise aspirations through personal experiences of success
- give each child high quality one-to-one mentoring
- offer the children positive adult role models from beyond their normal experience
- run courses using playwriting and other drama skills to benefit the children of Somers Town
- tailor courses to the developing needs of each child
- provide an environment where each child feels they can offer something of value
- continue working with each child through a series of courses from age 9 onwards
- remain a significant presence in the lives of the children and their families

Our commitment to our 380+ theatre professionals who volunteer their services to us includes:

- providing a uniquely challenging and rewarding experience for our volunteers
- providing the opportunity to develop their professional skills and contacts
- doing everything we can to accommodate their professional commitments to ensure that they can volunteer whilst maintaining successful careers
- Offer support, advice and broker professional relationships to enhance their careers

Public Benefit

We serve the wider community of Somers Town, providing high-quality theatre in their community. We aim to create a space where everyone is welcome. To this end we:

- professionally produce regular seasons of innovative new writing for a public audience
- do not charge for performances
- produce our work within the community we serve
- created free Drama Drop In and Creative Arts Week programmes for local children
- maintain a wealth of free online content for the benefit of children, their families, local schools, the wider Somers Town Community and our arts professional volunteers
- offer free bespoke support to individuals
- opened our new home to the local community and to the wider theatre professional arts and charity sectors

Scene & Heard's ability to introduce children to the theatre is inspiring. Not only do you bring to life an art form which under normal circumstances might feel inaccessible, but in your hands it also becomes a vehicle for an array of empowering life skills. This is truly an example of Cultural Democracy in action.

Sir Keir Starmer KCB QC, MP for Holborn and St Pancras

Our Impact

- 86% of our older Member Playwrights have gone on to achieve a degree or equivalent in stark contrast to the 37% of Somers Town residents with a higher degree (or equivalent) in the 2021 census
- Referring teachers assess each child after a course, their evaluations are universally positive: 100% of participants display improved confidence, 94% improved literacy; 94% participate more in class; 94% of children's communication skills have improved and 88% of children are more engaged with school staff.
- Our Teachers' Pack ***Playwriting the Scene & Heard Way***, available on our website and the TES website, continues to be hugely popular with teachers around the world. To date it has had over 7,450 views and 2,089 downloads. We are proud to share our work with the wider community and demonstrate best practice in this way.

Brilliant, useful, creative and an inspiring resource! The work of Roz Paul and Scene and Heard is fantastic. Well done and thanks for sharing this, it will be used in Service Childrens Education!

Joy Harris Performing Arts Adviser Service Childrens Education

SCENE AND HEARD TRUSTEES' REPORT
for the year ended 30 April 2023

Events and Courses in the year May 2022 – April 2023

- **Stage One Workshop Weekend** – May 2022. Nine of our Member Playwrights aged 11-13 completed this course; their first introduction to performance, returning to Scene & Heard to continue their journey with us and develop playwriting and communication skills.
- **Playmaking One** – Summer Term 2022. Ten children new to Scene & Heard, aged 9-10, took our flagship course of weekly after school classes, intensive Writing Weekend and rehearsals, culminating in four public performances of *Just In Time – The Urgent Plays* July 2022.
- **Writeback** – August to September 2022. Due to demand, we extended the offer from ten to twelve participants ranging in age from 14-17, a writing project at Wellcome Collection leading to three public performances of *Writeback – The Carousel Play* September 2022.
- **Playmaking One** – Autumn Term 2022. Ten new children aged 9-11 took our flagship course culminating in four public performances of *Kicking Up Leaves – The Autumnal Plays* November 2022.
- **Replay** – Spring Term 2023. A successful return to our second course, Replay for the first time following the pandemic. This is a course for ten returning Member Playwrights culminating in four public performances of *Hold On To Your Hats – Third Person's Back* in March 2023.

In addition, we have piloted two **new programmes in our Arts Hub** aimed directly at local children who may not be referred to our Playwriting programmes:

- **Drama Drop In** – Spring term 2022. A new programme of weekly drama games and activities free to the local community engaging 34 children.
- **Creative Arts Week** – August 2022. Delivered in the summer holidays for children from the local area, we engaged 21 children and welcomed 50 people to our local sharing event at the end of the week.

We broadened how we support our beneficiaries:

- We welcomed 3 older Member Playwrights for **Work Experience** at the Scene & Heard HQ, where they supported the team in a range of activities.
- Our **Young Ambassador** attended each of our courses this year, supporting Writing Weekends and productions. We plan to expand our Young Ambassadors programme following a successful pilot this year.
- We returned to the West End for our first **Theatre Trip** since the pandemic, taking a group of 15 Member Playwrights to see *The Woman in Black*.
- We maintained **regular contact with Member Playwrights** offering bespoke advocacy and support as and when required.

We have mounted four professional theatre productions, welcoming 1,920 people to our performances, producing high-quality theatre with and for the Somers Town community. We have effectively established our new home as an Arts Hub and resource for the local community, launching new programmes to engage local children in free drama activities. We have maintained and developed new partnerships across the sectors we work in, continuing to build our profile as a leading community arts project in Camden.

We have developed the facilities at our HQ, building **additional toilet facilities** and a **super storage shed** to house our fantastic costumes, freeing up space inside the building. In addition to our own programme, we rent out the space to theatre artists and visitors from like-minded organisations. This helps to financially support our core work whilst welcoming diverse cultural arts organizations and activities into the area. This year, over **450 visitors** have used our space for rehearsals, workshops and creative activities.

In the year May 2022 – April 2023 Scene & Heard worked with over 100 volunteer theatre professionals, mainly Actors, Directors and Writers. We hired a number of freelance designers and technicians on a project by project basis. Our volunteer base has approximately 380+ members. All volunteers undergo safeguarding, child protection training and an enhanced DBS check.

SCENE AND HEARD TRUSTEES' REPORT for the year ended 30 April 2023

Scene & Heard volunteers 2022-23 have included, among many others:

Laura Aikman – Actor, *Gavin & Stacey*, *Death In Paradise*, *The Split*
David Ahmad – Actor, *The Kite Runner* UK, *Potted Potter* New York, *The Crucible* NT
Alex Bhat – Actor, *Henry V*, *Sweet Bird of Youth*, *Overruled* Repertory theatre
Hayley Carmichael – Actor, *Complicité*, *Told by an Idiot*, NT, RSC. *Call the Midwife*
Felicity Davidson – Actor, *Leopoldstadt*, *Keith Lemon*, *50 Ways to Kill Your Lover*
Jonny Freeman – Actor, *EastEnders*, *MI High*, *Silent Witness*, *Midsomer Murders*
Don Gilet – Actor, *Sherwood*, *Shakespeare & Hathaway*, *Midsomer Murders*, *Holby City*, *Eastenders*
Greg Haiste – Actor, W. End: *Nell Gwyn*, *39 Steps*, *Quiz*, RSC
Ben Moor – Actor, Writer, Comedian, *A Very English Scandal*, *The Queen's Gambit*, *Taboo*
Emma Pallant – Actor, *Responsible Child*, *Casualty*, *Holby City*, *Father Brown*, RSC
Nina Smith – Actor, *Heart of Darkness*, *Britannia*, *Doctors*
Susie Trayling – Actor, W. End: *Harry Potter & The Cursed Child*, RSC
Jamie Wilkes – Actor, RSC, *Shakespeare's Globe*, *York Theatre Royal*

Merchandise

Merchandise sales continue to bring a small but steady income at our productions each year with **Christmas cards** and our 20th Anniversary book *Only Cheese Can Leave – The Universal Truths of Scene & Heard* proving popular.

In Kind donors

- Ben Tunningley of **Spare Part Films**, made our new documentary film at cost, taking no fee for himself
- **Slaughter & May** continue to give us legal support whilst negotiating the lease of our new building
- We continue to hold lighting equipment for our productions on semi-permanent loan from **White Light Ltd.**
- **The Quiz Team** provided our annual pub quiz
- **Ian Bass Illustrations** creates all of the illustrations for our flyers, Christmas and greetings cards

Fundraising

Scene & Heard raises funds through applications to grant making trusts, corporate sponsorship, benefactors (high wealth individuals), our Eyes & Ears Individual Giving scheme, one-off donations and our own fundraising efforts. Scene & Heard abides by the Code of Fundraising Practice and the requirements of the Fundraising Regulator, updating our policies and procedures in line with changes to the code and best practice in the sector. Scene & Heard does not use any third parties to raise funds, such as a professional fundraiser or commercial participator.

Scene & Heard is in compliance with the **General Data Protection Regulation** (GDPR). Our Privacy Policy (available on our website) and our Data Protection Policy reflect the law. We have Legitimate Interests Assessments for all individuals whose data is essential for the delivery of our courses and events: our Member Playwrights, our volunteers (including trustees and patrons), our regular donors & funders, local community organisations (including schools and local government) and other creative industry partners with whom we may collaborate.

All our marketing and fundraising information contains clear instructions on how to change communication preferences and we respond to any requests within the legal time frame. We also have a transparent complaints procedure. Scene & Heard continues to ensure that our data procedures and policies are in line with all relevant legislation.

Eyes & Ears income increased by 2% this year. Having moved our online donation platform to Just Giving in September 2021 (in anticipation of the closure of Virgin Money Giving), we found that it wasn't serving our needs in terms of data collection. Our Head of Development researched other platforms and in August 2022 we moved our main online donation platform to CAF Donate. Our return to a full programme of productions has led to an increase in our Eyes & Ears individual givers, with 17 new members joining between May 2022 and April 2023, leading to a total number of 205 Eyes & Ears Members

We raised £4,897 from our Benefactors, high wealth individuals with a commitment to our work in Somers Town.

SCENE AND HEARD TRUSTEES' REPORT for the year ended 30 April 2023

The **Fundraising sub-committee** of our board of trustees worked with Head of Development to create a new **Fundraising Strategy** to support our Strategic Plan 2021 – 2026. The strategy includes continuing to diversify our income streams, notably with **Corporate Sponsorship** and **Legacy Giving**. It includes plans to expand our **Eyes & Ears Individual Giving Scheme** by increasing the number of donors.

Our fundraising events this year:

- Our fourteenth annual **Anniversary Pub Quiz** took place in person for the first time post-pandemic in February 2023 hosted by volunteer Jez Worsnip of The Quiz Team.
- **Numerous individual volunteers** raised funds through **online giving campaigns**.
- Our very own Arts Officer Katie Wee ran the **London Marathon** for us in October 2022.
- Following the untimely death of our much loved patron **Hilary Mantel DBE**, her family requested any donations be made to Scene & Heard in her memory.
- Patron Hugh Bonneville donated funds from an event at The Rose Theatre Kingston March 2023.

Film and TV production company, **Sister**, continue to support us as their charity partner.

Gilbert & Swayne, makers of fine chocolates, continue to nominate Scene & Heard as a beneficiary option on their website for customers to donate a portion of their profits to us.

We enjoy a positive and successful relationship with our neighbours **Phoenix Court**, home to venture capitalist funds based in Somers Town. This is the third year these corporate sponsors have funded us.

We received one-off donations from Nickelodeon and The Joseph Mindel Trust in memory of our patron Hilary Mantel DBE. We have created a new **Member Playwright Fund** which we are utilising to further remove barriers to participation for our young people, including providing meals, refreshments, transportation and wraparound care where required. We can now provide lunches for all Playwrights, staff and volunteers at all full day events on our courses.

Scene & Heard would like to take this opportunity to **thank the following** for their support of our work in 2022-2023:

Arts Council England
The Backstage Trust
BBC Children in Need
The Boris Karloff Charitable Foundation
Camden Council
The Carlile Family Foundation
The Christina Smith Foundation
Crescendo
The D'Oyly Carte Charitable Trust
The Garfield Weston Foundation
Goldman Sachs Gives
The Gosling Foundation

The Harold Hyam Wingate Foundation
The Sir James Roll Charitable Trust
John Lyon's Charity
The John Thaw Foundation
The Joseph Mindel Trust
The Shadworth Hodgson Bequest
South Camden Community Trust
The Thompson Family Charitable Trust
Tom Ap Rhys Pryce Memorial Trust
The Wellington Management UK Foundation
William Wates Memorial Trust

SCENE AND HEARD TRUSTEES' REPORT for the year ended 30 April 2023

Financial review

Summary

Scene & Heard's total income in 2022-23 was £479,229, an increase of 14% on £419,455 in the previous year. Expenditure for the year was £374,518, compared with £248,945 in 2021-22. We finished the financial year with unrestricted funds of £666,181 of which £200,808 were free reserves and £45,373 were fixed assets. The Trustees have designated £300,000 to a new investment fund and £25,000 to a fund to mark Scene & Heard's 25th Silver Jubilee Year in 2024. A further £112,000 has been designated to the Kathryn Findlay Future fund, of which £32,000 is planned spend for 2023-24 and £80,000 is designated to the ongoing costs of running our building. We have restricted funds of £59,023, making total funds held by the charity £725,204.

Accountancy firm JS2 continue to provide our independent financial examination.

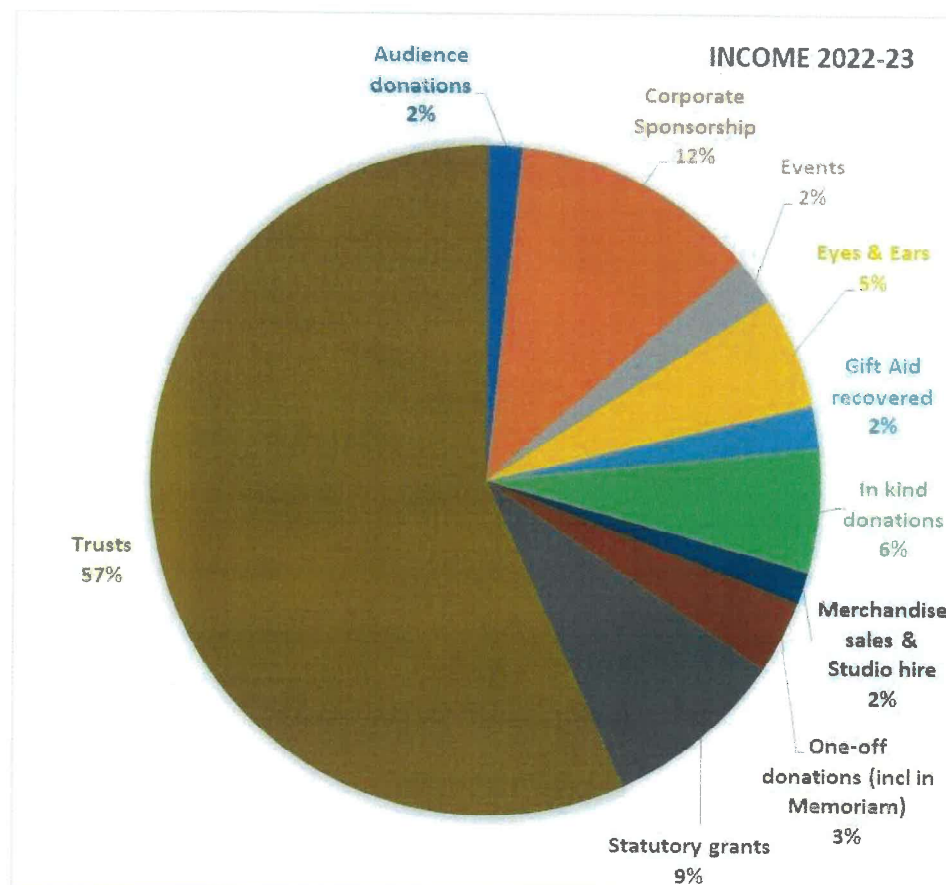
Income

Funding from trusts and foundations in 2022-23 increased by £42,004 making up 57% of total income for the year. New trusts and foundations funding Scene & Heard for the first time in 2022-23 include The Backstage Trust, The Christina Smith Foundation, The Gosling Foundation, The William Wates Memorial Trust and The John Thaw Foundation.

Income from fundraising events increased again post pandemic. Our Studio hire income continues to grow steadily.

In order to ensure access for all, we do not charge for tickets to our performances, but we do receive consistent amounts in audience donations. A full return to public performances meant a 78% increase in audience donations from 2021-22.

We were able to claim Gift Aid on our Individual donations, including Eyes & Ears and one-off donations.



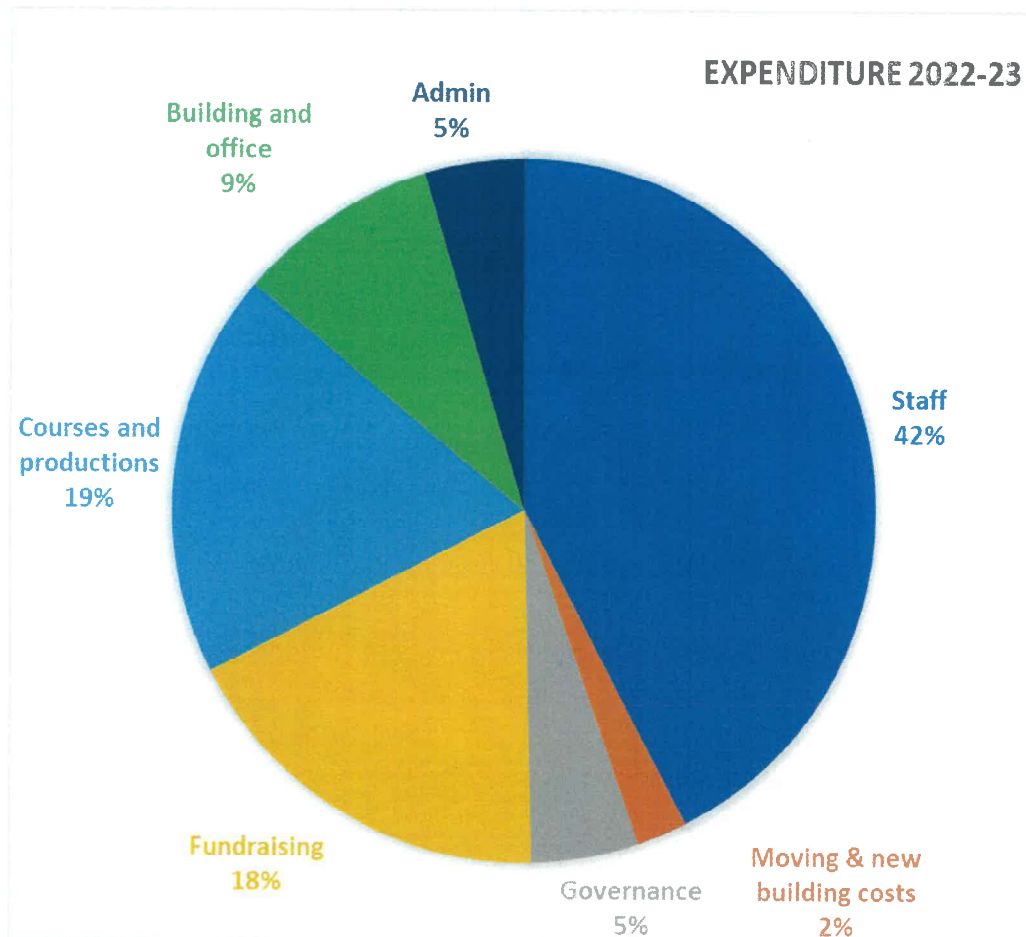
SCENE AND HEARD TRUSTEES' REPORT
for the year ended 30 April 2023

Expenditure

Total expenditure of £374,518 was an increase of £125,573 (50%) over the 2021-22 total. This was due to a full return to productions including film making, as well as spend from the Kathryn Findlay Future Fund on our new building. Charitable Activities accounted for 82% of total expenditure with the remainder attributed to Fundraising activities.

Staff salaries and on costs increased following a benchmark review of staff roles and responsibilities. Salaries were additionally raised in response to the cost-of-living crisis. The cost-of-living crisis has also impacted our volunteers and Member Playwrights, and we have significantly increased our budget for 2023-24 based on the increased spend on volunteer and Member Playwright expenses this year. We spent some of our administration budget on a new website.

Office rental and overhead costs increased as we came to the end of the rent-free period in our new building. We incurred further costs to improve the facilities and ensure the building is fit for purpose, including installing additional toilets in the main space and storage facilities in our courtyard. We have used designated funds from the Kathryn Finlay Future Fund to cover these improvements.



SCENE AND HEARD TRUSTEES' REPORT
for the year ended 30 April 2023

IMPACT OF COVID 19 - REPORT AND UPDATE

Following the pandemic and subsequent lockdowns, the charity is back up and running, delivering a full schedule of courses with plans to expand that delivery.

Having our own home gives us considerably more flexibility in when and how we deliver our work. Autonomy over our space allows us to ensure Covid secure safety measures including enhanced cleaning, ventilation and air circulation. CEO & Artistic Director undertakes regular and comprehensive **Risk Assessments** for all our activities in line with **National Youth Agency Guidelines**.

Scene & Heard has been delivering work for 24 years and has an excellent track record of financial stability. We monitor our expenditure continuously and stay in touch with long-term funders to support any shortfall.

SCENE AND HEARD TRUSTEES' REPORT for the year ended 30 April 2023

PLANS FOR THE FUTURE

We plan to continue with our **full schedule of courses** that form our core work: two *Playmaking One* courses, *Replay*, *Stage One* and a new course still in development and planning, *Stage Two*.

Following a successful first theatre trip post-pandemic we will re-establish regular **theatre trips** into our calendar giving new cultural experiences to our Member Playwrights.

In addition to our flagship mentoring playwriting and performance courses, we will run our successful Drama Drop In and Creative Arts Week programmes for local children. As with all of our work, children will be able to experience activities that encourage achievement and success completely **free of charge ensuring equal access for all**.

Scene & Heard will continue expand opportunities for older children and Member Playwrights

- Creating our new course **Stage Two** to replace our One on One course
- Develop our **Young Ambassadors Programme**
- We will work with local corporate sponsors to develop new and different **Work Experience opportunities** for our Members
- We plan to establish new ways to **alert older Members of opportunities available to them**, connecting our young people to a range of sectors and roles they may be interested in but cannot readily access.

Following the successful first year of building hires and activities, we will continue to develop our HQ as an **Arts Hub**, encouraging leading theatre professionals and like-minded organisations whose values chime with our own, to come and work in our space.

Our role on the Cultural Camden Steering Committee has inspired us to forge stronger partnerships with local theatre companies with ideas to collaborate more, potentially working in partnership on some youth projects or pooling resources of freelance technical teams. We are currently in conversation with Camden People's Theatre, The Gate Theatre, Old Diorama Theatre and Tamasha. These plans will serve to **strengthen our relationships with both the local community and the wider arts community of Camden**, developing new partnerships to bring groups and organisations together.

In 2024 Scene & Heard will celebrate our **25th Silver Jubilee Year** and we are planning a full calendar of events to mark this milestone including:

- A giant anniversary quiz hosted by one of our patrons
- Open house at our HQ with a pop up display of 25 years of children's Playwriting in Somers Town
- Silver Jubilee Tea party in a marquee in our courtyard open to all of our stakeholders
- A Big Birthday Party to thank and honour our volunteers
- Celebrations at all of our productions

In addition we plan to undertake a **Longitudinal Study** of all of the progress of our Member Playwrights using data from 24 years of distance travelled forms completed by children throughout their time with Scene & Heard. This piece of work will further demonstrate our powerful and profound long-term positive impact on the Somers Town community.

SCENE AND HEARD TRUSTEES' REPORT
for the year ended 30 April 2023

REFERENCE AND ADMINISTRATIVE DETAILS

Company number 03761808 (England and Wales)
Charity number 1077836 (England and Wales)
Principal and Registered office 128A Chalton Street, London NW1 1RX

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purposes of charity law. The trustees, officers and staff serving during the year and since the year end were as follows:

Trustees	Keith Ackerman (Chair from 09/18) Emma Bell Brónagh McCann Joanne Millard John Nevin (Deputy Chair from 09/18) Anthony Obiezekpazu Emily Plosker Andrew Porter John Rolph Tracey Shevlin David Stewart (Treasurer from 12/19)
Staff	CEO & Artistic Director — Rosalind Paul MBE Finance & General Manager – Catherine Hylton Head of Development – Natasha Shaw Arts Officer, Courses & Productions – Kathryn Wee
Bookkeeping	Margam Evans Ltd retired April 2023 NRV Tax Ltd appointed March 2023
Strategic Consultant	Fiona Mallin-Robinson
Banks	CAF Bank, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ The Cooperative Bank Plc, PO Box 101, 1 Balloon Street, Manchester, M60 4EP Triodos Bank, Deanery Road, Bristol BS1 5AS Reliance Bank Ltd, Faith House, 23-24 Lovat Lane, London EC3R 8EB
Independent Examiners	JS2 Ltd, One Crown Square, Church Street East, Woking, Surrey, GU21 6HR

SCENE AND HEARD TRUSTEES' REPORT
for the year ended 30 April 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Scene and Heard is a company limited by guarantee governed by its Memorandum and Articles of Association dated 22 March 1999, and is a registered charity. Each member of the company has agreed to contribute £10 in the event of the charity winding up. The CEO, Strategy Advisor and all trustees are members: Keith Ackerman, Emma Bell, Fiona Mallin-Robinson, Brónagh McCann, Jo Millard, John Nevin, Anthony Obiezekpazu, Rosalind Paul, Emily Plosker, Andrew Porter, John Rolph, Tracy Shevlin and David Stewart. All members are actively involved in the work of the charity.

The Trustees updated our Articles of Association to include remote meetings and voting by special resolution at the board meeting on 6th June 2022.

There can be no less than three trustees. New trustees are appointed by the board. The trustees meet regularly to direct the charity's affairs. There are four full time employees. All staff and trustees undergo enhanced DBS checks. In addition, our bookkeeper and strategy advisor support the charity on a freelance basis. We also hire freelance production staff on short term contracts when required.

New trustees have an orientation programme which includes: seeing a production, meeting the staff and a number of volunteers. They are given a **Trustee Welcome Pack**, papers and briefing on their legal obligations under charity and company law, on the charity's decision-making process and financial performance. Trustees are encouraged to attend appropriate external training.

Related parties: None of our trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or employee of the charity and any individual or organisation which is paid to work with or for the charity must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related third party. In the year under review no such related party transactions were reported.

Pay policy for senior staff: The Trustees consider the board of Trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day-to-day basis. All trustees give of their time freely and no trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in Note 2 to the accounts.

Staff salaries are reviewed annually by the remuneration committee, a sub-committee of Trustees.

Risk management: At the annual review of the strategic plan, trustees assess the risks which the charity may face and the systems and procedures which mitigate the risks identified. Attention has been focussed on non-financial risks arising from COVID security and other health and safety issues relating to children, volunteers and audiences. Scene & Heard is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The trustees' review identified that financial sustainability, whilst considerably more stable than in the past, continues to be one of the charity's main risks.

The recent significant changes to our operations and staffing brings opportunity for growth alongside substantial change to our projected expenditure. This led to a comprehensive review of our cashflow and financial planning, which is reflected in our new three-year budget. The Trustees are pleased to report that the organisation is in a strong position from which to deliver all our planned activities for the next year as we implement our new fundraising strategy 2023 - 2028, to ensure that our growth and development is sustainable.

SCENE AND HEARD TRUSTEES' REPORT
for the year ended 30 April 2023

A key element in the management of financial risk is a strong reserves policy.

Reserves: The trustees have reviewed the charity's need for reserves in line with the guidance issued by the Charity Commission. The trustees have identified that general funds should be sufficient to safeguard the charity's service commitment in the event of delays in receipt of grants and to ensure continuity in the event of a large variation of income, enabling the charity to run efficiently and meet the needs of the beneficiaries for at least 6 months. This includes the obligations that would result from a decision to wind up the charity, to cover staff notice periods, governance costs, overheads and contractual commitments.

In order to guarantee the above, the Trustees have designated that reserves equivalent to at least six months operating costs be held by the charity to ensure it can meet its future obligations as they fall due. The reserves amount for the financial year 2023-24 is £200,808.

In line with our long-term planning, **The Kathryn Findlay Future Fund** set up to secure the future home of Scene & Heard has been utilised to cover moving and setting up costs including a number of improvements to the building to make it suitable for our purposes. We have installed additional toilet facilities and a purpose-built costume shed. Remaining funds are for the replacement of our external gates which are not fit for purpose and a reduced fund retained for ongoing and unforeseen building related costs.

Small Company Exemptions

This report is prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

Signed on behalf of the board of directors and trustees:



Keith Ackerman
Trustee & Chairman

Date

11/09/23



David Stewart
Trustee & Treasurer

Date

19/09/23

**Independent Examiner's Report to the Members of SCENE AND HEARD
for the year ended 30 April 2023**

INDEPENDENT EXAMINER'S REPORT

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 April 2023 as set out on pages 16 to 25.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act).

This report is made solely to the charity's trustees, as a body. My work has been undertaken so that I might state to the charity's trustees those matters which I am required to state to them in an independent examiners report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to any party other than the charity and charity's trustees as a body, for my examination, for this report, or for the statement I have given below.

Independent Examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



JOHN SPEED FCA FCIE

JS2 Limited
One Crown Square
Woking
Surrey
GU21 6HR

September 28th, 2023

SCENE AND HEARD STATEMENT OF FINANCIAL ACTIVITIES
Including Income and Expenditure Account for the year ended 30 April 2023

STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	Total Funds 2022
		£	£	£	£
Income from:					
Donations & legacies	1	308,575	149,701	458,276	406,270
Other Trading Activities (Fundraising)	1	18,348	-	18,348	13,106
Income from investments (Bank interest)	1	2,605	-	2,605	80
Total income:		329,528	149,701	479,229	419,455
Expenditure on:					
Raising funds	2-3	64,923	-	64,923	47,827
Charitable activities	2-3	184,225	125,370	309,595	201,118
Total expenditure:		249,148	125,370	374,518	248,945
NET INCOME:		80,380	24,331	104,711	170,510
Total funds at beginning of year		585,801	34,692	620,493	449,983
Total funds at end of year		666,181	59,023	725,204	620,493

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

The annexed notes form part of these financial statements

SCENE AND HEARD BALANCE SHEET as at 30 April 2023
Company Number 03761808

BALANCE SHEET

	Note	2023	2022
		£	£
FIXED ASSETS			
Improvement for leasehold		16,358	-
Plant & Machinery		29,015	-
	6	45,373	-
CURRENT ASSETS			
Cash at bank and in hand		678,388	637,625
Debtors		603	447
Prepayments & accrued income		11,620	11,277
		690,611	649,349
Trade Creditors		(1,364)	(1,762)
PAYE & NICs		(5,226)	(3,306)
Pension contributions		(1,296)	(778)
Accruals		(2,894)	(3,010)
Deferred income		-	(20,000)
Creditors:		(10,780)	(28,857)
NET CURRENT ASSETS		679,831	620,492
TOTAL ASSETS LESS CURRENT LIABILITIES	7	725,204	620,492
FUNDS			
Unrestricted			
General Unrestricted		200,808	150,004
Designated		465,373	435,797
Total Unrestricted		666,181	585,801
Restricted		59,023	34,692
TOTAL FUNDS	8	725,204	620,493

SCENE AND HEARD BALANCE SHEET as at 30 April 2023
Company Number 03761808

For the year ended 30 April 2023 the Company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) The members have not required the Company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

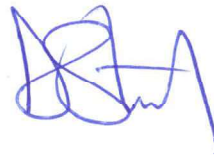
These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. They were approved, and authorised for issue, by the directors on 11 September 2023 and signed on their behalf by:-



Keith Ackerman
Trustee

Date

11/09/23



David Stewart
Trustee

Date

19/09/23

The annexed notes form part of these financial statements

SCENE AND HEARD NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 April 2023

ACCOUNTING POLICIES AND NOTES TO THE FINANCIAL STATEMENTS

Company number	03761808 (England and Wales)
Charity number	1077836 (England and Wales)
Principal and Registered office	128A Chalton Street London NW1 1RX

Basis of preparation of accounts

These financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have considered the impact of the coronavirus pandemic on the charity's operations. In particular the trustees have considered the Charity's forecasts and projections and have taken into account the limitations around holding courses and impact on future trust & foundation funding. After making enquiries the trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and have not been designated for other purposes. Restricted funds are funds received to be used for particular purposes. Designated funds are funds earmarked by the trustees for a particular project or commitment, but which remain part of the unrestricted funds and are not legally restricted to the designated purpose.

Income and endowments

Donations and legacies are received by way of subscriptions and donations and are included in full in the statement of financial activities when received. Income that is received that does not meet the criteria for recognition of income because entitlement to the income does not exist at the balance sheet date is recorded as deferred income. Income from fundraising ventures is shown gross under Other trading with the associated costs included in the costs of Raising funds. Bank interest is included in the statement of financial activities when received under Investment income

Expenditure

Expenditure is included in the Statement of Financial Activities on an accrual's basis, inclusive of any VAT which cannot be recovered.

Expenditure has been included in the following cost categories:

Raising funds is costs incurred encouraging people and organisations to contribute financially to the charity's work. This includes the cost of staging special fundraising events.

Charitable activities costs are expenditure on meeting the charity's objectives (as opposed to the cost of raising the funds to finance these activities). Such costs include the direct costs of the charitable activities together with an allocation of the support costs and governance costs that enable these activities to be undertaken.

Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

SCENE AND HEARD NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 April 2023

1 INCOME

	2023 Unrestricted Funds £	2023 Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Donations and legacies				
Trusts				
Anonymous	2,000	8,000	10,000	-
Backstage Trust	3,000	10,000	13,000	-
BBC Children In Need	-	9,868	9,868	13,614
Carlile Family Foundation	15,000	-	15,000	-
Christina Smith Foundation	-	8,000	8,000	-
Crescendo	1,000	-	1,000	1,000
Foyle Foundation	-	-	-	15,000
John Lyon's Charity	36,000	22,000	58,000	58,900
Joseph Mindel Trust	-	5,000	5,000	-
Shadworth Hodgson Bequest	5,000	-	5,000	5,000
South Camden Community Trust	-	157	157	-
The Boris Karloff Charitable Foundation	-	1,500	1,500	3,000
The D'Oyly Carte Charitable Trust	-	3,000	3,000	-
The Gosling Foundation	-	6,000	6,000	-
The Harold Hyam Wingate Foundation	-	8,000	8,000	7,725
The John Thaw Foundation	-	1,000	1,000	-
The Sir James Roll Charitable Trust	1,000	-	1,000	-
Thompson Family Charitable Trust	50,000	-	50,000	50,000
Tom ap Rhys Pryce Memorial Trust	-	5,000	5,000	5,000
Wellington Management UK Foundation	50,000	-	50,000	46,000
William Wates Memorial Trust	-	-	-	2,000
Young Camden Foundation	-	-	-	1,282
Trusts Subtotal	163,000	87,525	250,525	208,521
Deferred income: Garfield Weston Foundation (Note 5)	20,000	-	20,000	-
Statutory Grants	-	42,000	42,000	20,700
One-off donations (incl In Memoriam)	16,912	-	16,912	72,635
Eyes & Ears	25,645	-	25,645	25,243
Audience donations	7,944	-	7,944	4,466
Corporate sponsorship	36,845	20,176	57,021	48,859
Gift Aid recovered	10,139	-	10,139	11,616
In Kind donations	28,090	-	28,090	14,230
Total Donations and legacies	308,575	149,701	458,276	406,270
Other Trading (Fundraising)				
Merchandise sales	3,143	-	3,143	3,352
Marathon Runners etc	4,850	-	4,850	7,169
Studio hire	4,405	-	4,405	1,222
Other fundraising (one-off events)	5,950	-	5,950	1,363
Total Other trading activities	18,348	-	18,348	13,106

A major resource benefitting the charity during this financial period is the contribution of over 100 volunteer arts professionals. Actors, writers and directors, give up their time and dedicate their talents to mentoring the children of Somers Town, enabling them to write their own plays and performing them with the highest production values.

SCENE AND HEARD NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 April 2023

2 OPERATING AND SUPPORT COSTS

	2023	2023	2023	2022
	Raising funds	Charitable activities	Total	Total
Direct costs	£	£	£	£
Staff costs (Note 3)	38,203	152,813	191,016	147,007
Performance venue hire	-	14,844	14,844	6,696
Hire of rehearsal space	-	759	759	568
Hire of class space	-	-	-	252
Set, costumes and props	-	4,318	4,318	4,738
Production support (Note 4)	-	38,857	38,857	8,494
Member Playwrights' expenses	-	4,115	4,115	1,001
Volunteer Artists' expenses	-	4,594	4,594	3,088
Travel & expenses	-	5,307	5,307	2,482
DBS	-	468	468	475
Insurance	-	1,590	1,590	1,577
25th Birthday projects	1,030	-	1,030	-
Publicity materials	-	720	720	793
Development	2,215	-	2,215	1,098
Subscriptions	674	-	674	715
Total direct costs	42,122	228,385	270,507	178,984
Support costs				
Governance costs				
Strategic planning	765	3,060	3,825	4,275
Independent Examiner's fees	367	1,469	1,836	1,788
Governance sundries	2,970	11,879	14,849	13,333
Subtotal Governance costs	4,102	16,408	20,510	19,396
Other support costs				
Office rental and overheads	5,500	22,000	27,500	6,200
Building utilities and services	1,762	7,046	8,808	5,200
Relocation costs	2,120	8,480	10,600	20,377
Bank charges	96	385	481	96
Covid security	-	-	-	36
Telephone & Internet	447	1,789	2,236	1,590
Printing	185	1,313	1,498	1,064
Postage	599	2,395	2,994	2,453
Stationery	129	517	646	584
Training & recruitment	544	2,175	2,719	3,348
IT	658	2,630	3,288	3,368
Website	879	3,517	4,396	-
Merchandise	813	-	813	2,057
Bookkeeping	729	2,916	3,645	2,576
Office sundries	141	564	705	397
Depreciation	2,269	9,075	11,344	-
Studio hire expenses	281	-	281	137
Fundraising events	1,547	-	1,547	1,082
Subtotal other support costs	18,699	64,802	83,501	50,565
Total support costs	22,801	81,210	104,011	69,961
TOTAL COSTS	64,923	309,595	374,518	248,945

Support costs are allocated on the basis of staff time where appropriate. None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity or related entity during the year or prior year. Directly incurred expenses are reimbursed, if claimed. 2022-23 £Nil expenses claimed. (2021-22: £Nil).

SCENE AND HEARD NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 April 2023

2 OPERATING AND SUPPORT COSTS (continued)

	2023	2022
	£	£
Operating lease payments	27,500	6,200

3 STAFF COSTS

	2023	2022
	£	£
Wages and salaries (gross)	169,667	133,464
Social security costs	15,725	9,341
Pension costs	5,624	4,202
TOTAL	191,016	147,007

The average head count during the year was 4 (2022: 4).

No employee received remuneration of more than £60,000 in the year or in the previous year.

The key management personnel of the Charity comprise all staff members. The total employee benefits of the key management personnel are £191,016.

4 PRODUCTION SUPPORT EXPENSES

Increased due to a full return to productions and two films including £14,000 of in-kind support for film editing.

5 DEFERRED INCOME

The charity received a total of £20,000 from the Garfield Weston Foundation in 2021-22 for 2022-23.

6 FIXED ASSETS

	Leasehold Improvements	Plant & Machinery	Total
Cost	£	£	£
At 1 May 2022	-	-	-
Additions in year	20,448	36,269	56,717
Disposals	-	-	-
At 30 April 2023	20,448	36,269	56,717

Depreciation

At 1 May 2022	-	-	-
Charge for the year	4,090	7,254	11,344
Disposals	-	-	-
At 30 April 2023	4,090	7,254	11,344

Net Book Value

At 30 April 2023	16,358	29,015	45,373
At 30 April 2022	-	-	-

7 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Total
	£	£	£
Net current assets	666,181	59,023	725,204

SCENE AND HEARD NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 April 2023

8 STATEMENT OF FUNDS IN THE YEAR

	As at 1 May 2022	Income	Expenditure	Transfers	As at 30 Apr 2023
Unrestricted Funds					
General unrestricted	150,004	329,528	244,259	(34,465)	200,808
Designated Investment Fund	-	-	-	300,000	300,000
Designated 25th Silver Jubilee Fund	-	-	-	25,000	25,000
Designated Fixed Assets Fund	-	-	-	45,373	45,373
Designated Kathryn Findlay Future Fund	435,797	-	4,889	(335,908)	95,000
Total Unrestricted	585,801	329,528	249,148	-	666,181
Restricted					
Courses fund	17,634	132,701	108,312	-	42,023
Kathryn Finlay Future Fund	17,058	17,000	17,058	-	17,000
Total Restricted	34,692	149,701	125,370	-	59,023
TOTAL FUNDS	620,493	479,229	374,518	-	725,204

Courses fund: Funding to part or fully fund one or more of the relevant courses: Playmaking One Summer 2022; Stage One 2022; Creative Arts Week 2022; Writeback 2022; Playmaking One Autumn 2022; Replay Spring 2023.

Kathryn Findlay Future Fund – to secure the long-term home of Scene & Heard: In 2022/23 the spending on this fund was towards making improvements to our new building, including new toilets and a shed in the courtyard for costume storage. We have planned expenditure in 2023/24 of £32,000 on further improvements including new entrance gates. The Trustees have designated a further £80,000 to the fund for the ongoing costs of running the building.

9 STATEMENT OF FUNDS IN THE PRIOR YEAR

	As at 1 May 2021	Income	Expenditure	Transfers	As at 30 Apr 2022
Unrestricted Funds					
General unrestricted	111,702	297,350	99,556	(159,492)	150,004
Designated In Memoriam Nick Gray	3,000	8,065	11,065	-	-
Designated Kathryn Findlay Future Fund	288,342	-	12,037	159,492	435,797
Total Unrestricted	403,044	305,415	122,658	-	585,801
Restricted					
Courses fund	42,567	93,341	118,273	-	17,634
Kathryn Finlay Future Fund	4,372	20,700	8,014	-	17,058
Total Restricted	46,939	114,041	126,287	-	34,692
TOTAL FUNDS	449,982	419,455	248,945	-	620,493

All restricted income in the prior year related to donations and legacies, and all restricted expenditure related to charitable activities.

10 SHARE CAPITAL

As the company is limited by guarantee, it has no share capital and no shareholders.

SCENE AND HEARD NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 April 2023

11 OPERATING LEASE COMMITMENTS

At the reporting end date, the charity had the following future minimum lease payments under its non-cancellable operating property lease which falls due as follows:

	2023	2022
	£	£
Less than 1 year	30,000	30,000
Between 1 and 5 years	120,000	120,000
Over 5 years	120,000	150,000
	<u>270,000</u>	<u>300,000</u>

12 INCOME – PRIOR YEAR

	2022 Unrestricted Funds	2022 Restricted Funds	2022 Total Funds
	£	£	£
Donations and legacies			
Trusts			
BBC Children In Need	-	13,614	13,614
Crescendo	1,000	-	1,000
Foyle Foundation	15,000	-	15,000
John Lyon's Charity	30,000	28,900	58,900
Shadworth Hodgson Bequest	5,000	-	5,000
The Boris Karloff Charitable Foundation	-	3,000	3,000
The Harold Hyam Wingate Foundation	-	7,725	7,725
Thompson Family Charitable Trust	50,000	-	50,000
Tom ap Rhys Pryce Memorial Trust	-	5,000	5,000
Wellington Management UK Foundation	46,000	-	46,000
William Wates Memorial Trust	2,000	-	2,000
Young Camden Foundation	-	1,282	1,282
Trusts Subtotal	<u>149,000</u>	<u>59,521</u>	<u>208,521</u>
Statutory Grants	-	20,700	20,700
One-off donations (incl In Memoriam)	72,635	-	72,635
Eyes & Ears	25,243	-	25,243
Audience donations	4,466	-	4,466
Corporate sponsorship	15,039	33,820	48,859
Gift Aid recovered	11,616	-	11,616
In Kind donations	14,230	-	14,230
Total Donations and legacies	<u>292,229</u>	<u>114,041</u>	<u>406,270</u>
 Other Trading (Fundraising)			
Merchandise sales	3,352	-	3,352
Marathon Runners etc	7,169	-	7,169
Studio hire	1,223	-	1,223
Other fundraising (one-off events)	1,363	-	1,363
Total Other trading activities	<u>13,106</u>	<u>-</u>	<u>13,106</u>

SCENE AND HEARD NOTES TO THE FINANCIAL STATEMENTS
for the year ended 30 April 2023

13 OPERATING AND SUPPORT COSTS – PRIOR YEAR

	2022	2022	2022
	Raising funds	Charitable activities	Total
Direct costs	£	£	£
Staff costs	29,401	117,606	147,007
Performance venue hire	-	6,696	6,696
Hire of rehearsal space	-	568	568
Hire of class space	-	252	252
Set, costumes and props	-	4,738	4,738
Production support expenses	-	8,494	8,494
Member Playwrights' expenses	-	1,001	1,001
Volunteer Artists' expenses	-	3,088	3,088
Travel & expenses	-	2,482	2,482
DBS	-	475	475
Insurance	-	1,577	1,577
Publicity materials	-	793	793
Development	1,098	-	1,098
Subscriptions	715	-	715
Total direct costs	31,214	147,770	178,984
Support costs			
Governance costs			
Strategic planning	855	3,420	4,275
Reporting accountants' fees	358	1,430	1,788
Governance sundries	2,667	10,666	13,333
Subtotal Governance costs	3,880	15,516	19,396
Other support costs			
Office rental and overheads	1,240	4,960	6,200
Building utilities and services	1,040	4,160	5,200
Relocation costs	4,075	16,302	20,377
Bank charges	19	78	97
Covid security	7	29	36
Telephone & Internet	318	1,272	1,590
Printing	213	851	1,064
Postage	491	1,962	2,453
Stationery	117	467	584
Training & recruitment	670	2,678	3,348
IT	674	2,694	3,368
Merchandise	2,057	-	2,057
Bookkeeping	515	2,061	2,576
Office sundries	79	318	397
Studio hire expenses	137	-	137
Fundraising events	1,082	-	1,082
Subtotal other support costs	12,734	37,832	50,565
Total support costs	16,614	53,347	69,961
TOTAL COSTS	47,827	201,118	248,945