NUMBER 8

England & Wales · Charity number 1089301

Details

Status	Registered
Legal form	Charitable company
Company number	04266321
Registered	2001-11-13
Register	View on the Charity Commission register

Contact

Address	Number 8 8 High Street Pershore WR10 1BG
Phone	01386555028
Email	admin@number8.org
Website	www.number8.org

Activities

Objects: (A) TO PROMOTE, MAINTAIN, IMPROVE, AND ADVANCE EDUCATION FOR THE BENEFIT OF THE INHABITANTS OF PERSHORE AND SURROUNDING VILLAGES AND NEIGHBOURHOOD (HEREINAFTER CALLED "THE AREA OF BENEFIT") WITHOUT DISTINCTION, BY ASSOCIATING TOGETHER THE SAID INHABITANTS AND THE LOCAL AUTHORITIES, VOLUNTARY AND OTHER ORGANISATIONS IN A COMMON EFFORT AND TO PROVIDE FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR RECREATION AND LEISURE-TIME OCCUPATION, WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE SAID INHABITANTS.(B) TO ESTABLISH OR SECURE THE ESTABLISHMENT OF A COMMUNITY CENTRE AND TO MAINTAIN AND MANAGE THE SAME (WHETHER ALONE OR IN CO-OPERATION WITH ANY LOCAL AUTHORITY OR OTHER PERSON OR BODY) IN FURTHERANCE OF THESE OBJECTS.

Activities: Number 8 is a Community Arts Centre inspired and led by the people of Pershore. It provides a programme of film, live events, event cinema, creative workshops and exhibitions, and offers facilities for community classes and groups. Opened in 2004 it is governed by a Board of Trustees and managed by an Executive Team which includes two senior employees, supported by approximately 200 volunteers.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** PERSHORE AND SURROUNDING VILLAGES AND NEIGHBOURHOOD
- Worcestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£599,913	£608,982	£2,040,223	7
2023-12-31	£554,040	£557,108	£2,049,292	7
2022-12-31	£450,851	£483,325	-	-
2021-12-31	£281,052	£330,154	-	-
2020-12-31	£332,756	£373,100	-	-

Trustees

Name	Role	Appointed
Anne Peebles		2023-06-01
CATHERINE CECILIA WALTON		
Christine Tooth		2018-05-24
JANE PATRICIA DANIELS		
John Weaver		2026-02-26
MICHAEL JAMES HODGES		2011-12-22
Mark Kingsley Ward		2019-08-07
Mary Pawsey		2017-11-09
Michael Anthony Rowley		2017-11-09

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NUMBER 8

England & Wales - Charity number 1089301

Accounts

REGISTERED COMPANY NUMBER: 04266321 (England and Wales)
REGISTERED CHARITY NUMBER: 1089301

Report of the Trustees and Financial Statements for the Year Ended 31 December 2024 for Number 8

Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Number 8

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Number 8

Chairman's Report
for the Year Ended 31 December 2024

Overall, 2024 was a satisfactory year with a strong financial performance finish to the year - which hopefully continues into 2025.

The Financial Review reports on the 2024 full-year performance. I am pleased to report we achieved a good result when considering the continuing challenges facing our industry. The financial performance for 2024 was ahead of budget but behind on the previous year, 2023.

2024 also marked an important and notable year for Number 8 - the 20th anniversary of our first public opening. The event in December marking the occasion was attended by many loyal and dedicated volunteers. This was a very fitting occasion proving that the volunteers are at the heart of the Number 8 community.

On behalf of the Board of Trustees I take this opportunity to thank everyone associated with Number 8 in achieving a successful and credible 2024.

Tony Rowley
Chair of Trustees

Number 8

Report of the Trustees
for the Year Ended 31 December 2024

The Trustees, who are also the Directors of the charity for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ended 31st December 2024.

OBJECTIVES AND STRATEGIES

The objectives of the charity are:
- To advance the education of the public in all aspects of dramatic art and film including the arts of drama, mime, opera, music, singing, dance, painting and photography.
- The development of public appreciation of such art by the provision of an arts centre and gallery and the presentation of public performances.
- To further the social and cultural welfare of Pershore and its hinterland and visitors to the area.

The charity has a general aim of contributing to the quality of life of the people of Pershore and wider area by expanding their horizons through the provision of exciting, challenging and accessible community arts events.

The strategies employed to achieve the charity's objectives are to:
- Offer opportunities for a broad range of people to participate in arts activity and explore their own creative powers.
- Provide facilities for amateur and professional artists to develop. Pershore Operatic and Dramatic Society are the resident amateur company and use spaces for rehearsal and performance.
- Concentrate on involving young people in the arts through participatory activities such as workshops and exhibition projects to help encourage a culture in which different age ranges play a complementary part.
- Celebrate the diversity of cultures in our society by programming presentations by and work from artists of different cultural backgrounds.
- Present a broad range of arts work.

The main areas of activity are: stage performances and concerts, film screenings, event cinema screenings, educational programmes and art exhibitions. The programme aims to achieve a mix of the arts to suit a range of tastes and incomes.

An exhibition space features regular displays of work by artists both amateur and professional. Whilst this activity produces the least income it is of equal importance in the life of Number 8 and contributes to the ambience of our foyer coffee bar and box office. These exhibitions enable local people and visitors to the town to see a variety of work which they may not otherwise have the opportunity to see at galleries. Four glass display cabinets allow the exhibition of 3D crafts.

Number 8 is heavily involved in the community. Our letter heading captures the spirit of Number 8 "inspired and led by the people of Pershore". Number 8 has approximately 200 volunteers who assist in the running of Number 8, stewarding events, operating the box office, charity shop, coffee shop and bar and projecting films. This enables Number 8 to operate effectively ensuring that Number 8 is a financially viable enterprise. Number 8 runs a Friends of Number 8 scheme through which people can support the charity. There were 266 Friends of Number 8 at the end of 2024.

STRATEGIC REPORT

Achievements & Performance

Charitable Activities

During 2024 Number 8 programmed 26 different live events, 52 event cinema screenings, 248 film screenings, 13 performances of 2 different shows produced by our resident company Pershore Operatic and Dramatic Society, and 15 ticketed performances organised by hirers. Total ticketed attendances to screenings, event cinema, and auditorium live events were 28,662. Number 8 also hosted 20 un-ticketed events organised by external hirers, with attendances of circa 2,300.

In addition to auditorium events, smaller-scale events and activities were held in The Foyer performance space, showcasing up-and-coming local performers, and giving the public the opportunity to attend free activities and events. These included a series of 11 Foyer Folk nights, with attendances of 600, a Writing Showcase, Sing-Alongs, regular Readers' Group meetings, exhibition previews, Sip & Sketch afternoons, and 11 Language Cafes with attendances of over 600, plus informal meetings of local art, photography and language groups, etc.
Number 8's auditorium programme in 2024 included a wide variety of events, 37 different event cinema titles, and 116 different films. Live events included the theatre productions Havisham and River Tours: The Severn, stand-up comedy shows Jo Caulfield - Here Comes Trouble and FUN! with Barbara Nice, and theatre productions targeted at children and families such as Rhubarb Theatre's Finding Chester and Cardboard Carnival -The Carnival of the Animals. Music highlights included Midwinter a classical concert and a screening of the classic silent film Safety Last! With a live score from Orchestra of the Swan, folk gigs from Tannahill Weavers, the tribute concerts Lipstick on Your Collar and WestEnders: Les Miz Magic & The World's Greatest Musicals, Brenton West & Raj Bisram's show It's Never Too Late, and a performance incorporating music and dance from Carismatico Tango.

Our resident amateur company Pershore Operatic and Dramatic Society put on week-long runs of their productions Priscilla: Queen of the Desert and the pantomime Puss in Boots. The society rehearsed regularly at Number 8 throughout the year and made use of the storage facilities for wardrobe and props, technical facilities, equipment and Box Office and marketing services for their shows.
Number 8 continued to screen world-class theatre, ballet, and opera via satellite with seasons from the National Theatre, The Royal Ballet and Royal Opera. Audiences discovered more about great artists in the Exhibition on Screen series, enjoyed screenings of concerts from André Rieu and Jonas Kaufmann, and West End shows including Kinky Boots the Musical and Miss Saigon - 25th Anniversary Show. A 20th Anniversary Celebration was held in December to mark Number 8's anniversary.

The centre hosted a number of different events organised by external hirers including a Voices Unlimited concert, Pershore Jazz on a Summer's Day, Pershore Flower Club's annual meeting, and regular U3A events. Young people's talent was showcased in Pershore Operatic and Dramatic Society Youth Section's production of Everybody's Talking About Jamie: Teen Edition, and in shows from local schools, and dance schools. These productions gave the children and young people the opportunity to experience performing in a professional theatre environment with the use of Number 8's technical facilities and support. Community hirers, school groups, and registered charities all benefited from discounted hire rates.
The 2024 film programme was diverse including screenings of critically acclaimed titles such as Oppenheimer, The Holdovers, and Monkey Man, documentary Wilding, British films including All of Us Strangers, The Great Escaper, and Wicked Little Letters, classics A Matter of Life and Death, and The Red Shoes. Foreign language titles included the award-winning French drama Anatomy of a Fall, Bhutanese drama Lunana: A Yak in the Classroom, and the Danish film The Promised Land
A number of films targeted at younger audiences were screened during school holidays such as Inside Out 2, The Garfield Movie, Moana 2 with discounted ticket prices to make them more accessible for families. School groups and home educators had the opportunity to attend free screenings as part of the Into Film Festival during which Number 8 held 3 free screenings for schools and children being educated at home, attended by over 500 children in total.
The programme included regular screenings of films with subtitles for those with hearing loss, and people with sight loss could access audio description, with the provision of headsets, at screenings of films for which audio description was available. The programme also included relaxed screenings where the cinema environment was adapted to be more welcoming and accessible to people with additional needs.
Number 8's programme of creative courses and workshops continued to thrive in 2024 with attendances of over 5500. Courses included seven weekly Chance to Dance classes for those age 55+, a Gentle Chance to Dance class for those with health conditions, who are rehabilitating, or have a disability that impacts their mobility, and one-off Chance to Dance workshops. Other adult workshops included five Pop Up Painting workshops themed around different artists and a Fused Glass Coaster Workshop. Monthly Sip & Sketch afternoons took place in The Foyer area. These free sessions were open to all, whether established artists or complete beginners, and offered a space where people could get together to draw a still life in an informal setting. Regular free Language Cafes gave those keen to learn another language the opportunity to practise their language skills by chatting and mingling in a friendly environment.

Number 8

Report of the Trustees
for the Year Ended 31 December 2024

Number 8's Reader's Group expanded to two Readers' Groups in 2024 to accommodate new members, with each group meeting on a monthly basis. The centre also played host to regular U3A talks and a variety of arts and leisure classes organised by community hirers. Over fifteen different community hirer classes ran weekly during term time, including ballet classes for children, pilates, and yoga classes, a youth theatre, and an art class, along with other monthly classes, and one-off workshops throughout the year.

The 2024 programme also included A Celebration of New Writing, a project to develop and celebrate new writers including a performance of the play Diary of a Badminton Player from Worcester-based playwright Steve Wilson, a poetry/spoken word workshop and a playwriting workshop, and an event showcasing the work created by the workshop participants. Later in the year, following on from the success of the project, a Writing Your Imagination was held.

Local artists and craft people, both professional and amateur, were given the opportunity to showcase and sell their work in exhibitions displayed in The Foyer coffee bar exhibition and craft cabinet spaces. The 2024 programme featured sixteen gallery and ten craft exhibitions showcasing work in a variety of different mediums and artistic styles. The programme included solo and group exhibitions, including some that brought together the work of groups of artists such as Artspace, Feckenham Artisans, and the Pershore Arts exhibitions. Number 8's Open exhibition showcased work from 19 different artists who were also offered the opportunity to attend a preview event with their guests to celebrate the opening of the exhibition.

The 2024 Schools Showcase explored the theme of 'Pershore Heritage'. Number 8 commissioned art practitioner, art historian and educator Maggi Davis to deliver workshops in the local schools: Abbey Park Middle School; Orchard Primary School; Holy Redeemer Catholic Primary School; St. Nicholas Church of England Middle School and Vale of Evesham School. Work produced by the children was then exhibited in an exhibition in Number 8's gallery space. The young artists, their teachers and parents were invited to attend a Preview Event at Number 8.

Overall 2024 saw Number 8 offer a varied programme of arts and cultural events and activities designed to entertain, educate, and improve the wellbeing of the community, along with the provision of facilities, resources, and opportunities to support the development of artists and creative talent.

Fundraising Activities

In addition to raising funds through ticket income, hire charges and gallery income through its charitable activities, Number 8 raises funds in two other primary areas:

Catering - Following on from a very successful year in 2023, Number 8's catering again performed above budgeted expectations. Once again, the Coffee Bar in particular had an extremely productive year, far exceeding budget forecasts and expectations. Our Bar takings were largely in line with budget but a slight downturn in overall attendance numbers (to which bar takings directly track) limited income potential.

Charity Shop - Number 8's charity shop (Just After 8) continues to be a very useful contributor to the organisation. As in the previous year, 2024 saw less growth than other areas of the business. This is in part due to a reduced number of good quality, high-value donations (and fewer items that were worth sending to auction) from the previous year, a problem faced by a growing number of shops in the charity sector. There were also a small number of unexpected, one-off maintenance and upkeep costs. That said, the shop's eclectic selection of goods and friendly atmosphere continue to draw in many interested customers and it remains a firm fixture of Number 8.

Financial review

The 2024 financial performance was good and better than expected given the lack of popular films for much of the year. Overall, we achieved a surplus before depreciation of £35,128 comprising a surplus of £20,156 from the Arts Centre and a surplus of £14,972 from the Charity Shop. This result was £5,979 ahead of budget. After depreciation charges there was a deficit of £(9,069), which compares to a deficit of £(3,068) in 2023.

There were a number of one-off items of expenditure in 2024 including £9,100 for repainting the front of the building and £1,900 to address water leaks from the flat roof. As the building continues to age, we expect to have to spend more on repairs and maintenance to the fabric of the building.

Number 8's financial goal remains to return to break even, after covering both necessary timely repairs to the fabric of the building and depreciation charges. We very much hope to achieve this in 2025.

Number 8 has been well managed financially throughout its existence and continues to have substantial cash reserves held to both secure and invest in its future.

Investment policy and objectives
Any investment is made in accordance with the Rules of the charity and by the Trustees. The Trustees have a cautious attitude to risk and do not invest in such a way as could put capital at risk.

Reserves policy
Cash reserves are held to cover unforeseen operational costs, essential maintenance costs, asset replacement, and for funding new projects or investments in new technologies. The cash reserves figure at 31st December 2024 was £420,787 (31st December 2023 £366,851).

Financial and Risk Management Objectives & Policies

The Trustees have a risk management strategy which comprises:
- An annual review of the risks the charity may face;
- The establishment of systems and procedures to mitigate those risks identified in the plan;
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.
- The status of current mitigation actions is reported to the Board on a regular basis.

Our key operational risks are as follows:
- Our most important risk, by far, continues to be the availability of sufficient numbers of volunteers with appropriate skill sets. On the downside, a lack of volunteers would restrict our ability to offer the services we currently provide. There is also a risk that we are unable to capitalise on new opportunities that arise.
- Dependency on key members of staff: with a full complement of staff the focus has been on developing new staff to improve our operating resilience.
- As our building ages there is an increasing risk of unforeseen repair and maintenance costs: we have in place regular maintenance schedules and activity.
- A key element in the management of financial risk is the setting of the reserves policy and its regular review by Trustees.
- The trust put in the volunteers who handle cash has been identified as an acceptable risk by the Trustees.

STRUCTURE, GOVERNANCE & MANAGEMENT

Number 8 is a Company Limited by Guarantee and a Registered Charity, managed by a Board of Trustees, who meet quarterly each year.

Registered Company number	(England & Wales) 04266321
Registered Charity number	1089301
Registered Office and place of business	8 High Street, Pershore, Worcs. WR10 1BG

Recruitment and appointment of new Trustees

The Chair of the Trustees is elected by the Board of Trustees and, consistent with other Trustees, retires after a period of 3 years. Retiring Trustees may be re-elected with the consent of the remaining Trustees.

During 2024 there were the following changes to the Trustees:
Ellen May Honeybunn - resigned 3 April 2024
Michael Anthony Amies - resigned 3 April 2024
Ann Marcangelo - appointed 14 November 2024

At the end of 2024, Number 8 had twelve Trustees each of whom agree to contribute £5 in event of the charity winding up.

Induction & Training of New Trustees

New Trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the decision-making processes, the business plan and recent financial performance of the charity. During the induction day they will meet key staff members and other Trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisational Structure

Executive
The Company has an Executive Committee with delegated powers to manage the day to day running of the business and financial affairs of the company. The Executive is chaired by Anne Peebles, one of the Executive Trustees, and includes a mix of trustees, volunteers and senior paid staff.

The Executive meets monthly and their deliberations are minuted and available to Board members. The Executive reports in detail to the Board quarterly.

Staff
The staff team is appointed by the Board of Trustees and totals 7, 3 of whom are part-time. They manage the programming, marketing, operational, financial, and administrative activities of Number 8. They are supported by volunteers.

Volunteers
During 2024, there were approximately 220 volunteers, operating within every area of Number 8's activities. Volunteer managers of the box office, bar, coffee bar, front of house, and charity shop meet quarterly to discuss the day-to-day needs, suggestions and problems of these departments. The recommendations from this management team are then considered by the Executive and implemented as appropriate.

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees
M A Rowley Chair of the Board of Trustees
A Peebles Executive Director - Chair (took over from M A Rowley in December)
C J Tooth Executive Director - Finance
J Daniels Executive Director - Arts
A Marcangelo Executive Director
K Goddard MBE Executive Director

S M Booth
M J Hodges
R Partridge
M Pawsey
K Walton
M Ward Wychavon District Council representative

Report of the Trustees
for the Year Ended 31 December 2024

Independent examiner
Attwoods, Perrott House, 17 Bridge Street, Pershore, Worcestershire, WR10 1AJ

Approved by order of the Board of Trustees on 29th May 2025

Signed on behalf of the Board by:

M A Rowley - Chair of Trustees

Independent Examiner's Report to the Trustees of Number 8

Independent examiner's report to the trustees of Number 8 ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2024.

Responsibilities and basis of report
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of 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.

Independent examiner's statement
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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

Lucy Watkins
FCCA
Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Date: 20/05/2025

Number 8

Statement of Financial Activities for the Year Ended 31 December 2024

	Notes	Unrestricted funds £	Restricted fund £	**31.12.24 Total funds £**	31.12.23 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**22,258**	-	**22,258**	18,628
Other trading activities	3	**562,337**	-	**562,337**	524,459
Investment income	4	**15,318**	-	**15,318**	10,953
Total		**599,913**	-	**599,913**	554,040
EXPENDITURE ON					
Raising funds	5	**608,982**	-	**608,982**	557,108
NET INCOME/(EXPENDITURE)		**(9,069)**	-	**(9,069)**	(3,068)
RECONCILIATION OF FUNDS					
Total funds brought forward		**2,049,292**	-	**2,049,292**	2,052,360
TOTAL FUNDS CARRIED FORWARD		**2,040,223**	-	**2,040,223**	2,049,292

Balance Sheet
31 December 2024

	Notes	Unrestricted funds £	Restricted fund £	**31.12.24 Total funds £**	31.12.23 Total funds £
FIXED ASSETS					
Tangible assets	11	**1,650,353**	**-**	**1,650,353**	1,687,521
CURRENT ASSETS					
Stocks	12	**4,225**	**-**	**4,225**	5,330
Debtors	13	**17,319**	**-**	**17,319**	20,878
Cash at bank and in hand		**480,787**	**-**	**480,787**	426,953
		502,331	**-**	**502,331**	453,161
CREDITORS					
Amounts falling due within one year	14	**(112,461)**	**-**	**(112,461)**	(91,390)
NET CURRENT ASSETS		**389,870**	**-**	**389,870**	361,771
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,040,223**	**-**	**2,040,223**	2,049,292
NET ASSETS		**2,040,223**	**-**	**2,040,223**	2,049,292
FUNDS	15				
Unrestricted funds				**2,040,223**	2,049,292
TOTAL FUNDS				**2,040,223**	2,049,292

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 29th May 2025 and were signed on its behalf by:

Number 8

Balance Sheet - continued
31 December 2024

.....
M A Rowley - Trustee

.....
C J Tooth - Trustee

Number 8

Cash Flow Statement
for the Year Ended 31 December 2024

	Notes	31.12.24 £	31.12.23 £
Cash flows from operating activities			
Cash generated from operations	1	**45,545**	(7,184)
Net cash provided by/(used in) operating activities		**45,545**	(7,184)
Cash flows from investing activities			
Purchase of tangible fixed assets		**(7,029)**	(4,410)
Sale of tangible fixed assets		**-**	630
Interest received		**15,318**	10,953
Net cash provided by investing activities		**8,289**	7,173
Change in cash and cash equivalents in the reporting period		**53,834**	(11)
Cash and cash equivalents at the beginning of the reporting period		**426,953**	426,964
Cash and cash equivalents at the end of the reporting period		**480,787**	426,953

Number 8

Notes to the Cash Flow Statement for the Year Ended 31 December 2024

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.24 £	31.12.23 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(9,069)**	(3,068)
Adjustments for:		
Depreciation charges	**44,197**	49,906
Interest received	**(15,318)**	(10,953)
Decrease/(increase) in stocks	**1,105**	(322)
Decrease/(increase) in debtors	**3,559**	(5,676)
Increase/(decrease) in creditors	**21,071**	(37,071)
Net cash provided by/(used in) operations	**45,545**	(7,184)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.24 £	Cash flow £	**At 31.12.24 £**
Net cash			
Cash at bank and in hand	**426,953**	**53,834**	**480,787**
	426,953	**53,834**	**480,787**
Total	**426,953**	**53,834**	**480,787**

Notes to the Financial Statements for the Year Ended 31 December 2024

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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.

Income

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.

All income (including voluntary donations) is allocated to the general fund unless otherwise restricted by donor or specifically designated by the Trustees.

Restricted funds are funds which the donor specifically restricted the purpose for which they can be used. The amount in these funds represents the monies still available for future expenditure.

Designated funds are funds that the Trustees have specifically designated the purpose for which they can be applied. The amount in these funds represents the monies still available for future expenditure.

General funds are expendable at the discretion of the Trustees in furtherance of the objects of the charity.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity 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.

Costs of generating funds are the costs directly attributable to raising funds.

The income from fundraising ventures is shown gross, with the associated costs included within fundraising costs.

Charitable expenditure includes all costs directly relating to the objective of the charity and the costs involved in supporting that work.

Management and administration costs include those costs connected with management of the charity's assets, organisational management and administration and compliance with constitutional and statutory requirements.

Expenditure on management and administration of the charity includes all expenditure not directly related to the charitable activity of fundraising ventures. This also includes legal, independent examination fees and certain trust secretarial expenses.

Tangible fixed assets

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

Long term fixtures	- Straight line over 25 years
Refurbishments	- Straight line over 15 years
Leasehold improvements	- 1% on cost
Digital/sound & office equipment	- 20% on cost
Furniture & fixtures	- 25% on reducing balance and at varying rates on cost

Notes to the Financial Statements - continued for the Year Ended 31 December 2024

1. ACCOUNTING POLICIES - continued

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.

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

Grants received
Grants received are included in incoming resources when they are received.

Donations
Donations received are included in incoming resources when they are received.

2. DONATIONS AND LEGACIES

	31.12.24	31.12.23
	£	£
Donations	**20,061**	18,318
Grants	**1,775**	310
Fund raising	**422**	-
	22,258	18,628

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

	31.12.24	31.12.23
	£	£
Inner Wheel	**400**	60
Schools Exhibition	**375**	250
Elmley Foundation (Creative writing)	**1,000**	-
	1,775	310

Notes to the Financial Statements - continued
for the Year Ended 31 December 2024

3. OTHER TRADING ACTIVITIES

	31.12.24	31.12.23
	£	£
Charity shop income	**31,895**	33,448
Catering	**167,997**	155,191
Films, box office & live event	**280,752**	255,612
Space hire	**27,594**	30,991
Film/brochure advertising	**3,943**	5,659
Exhibition hire and commission	**3,534**	3,539
Workshops	**29,848**	25,699
Merchandising and voucher sale	**6,957**	6,445
Online booking fees	**9,817**	7,875
	562,337	524,459

4. INVESTMENT INCOME

	31.12.24	31.12.23
	£	£
Deposit account interest	**15,318**	10,953

5. RAISING FUNDS

Other trading activities

	31.12.24	31.12.23
	£	£
Opening stock	**5,330**	5,008
Purchases	**190,712**	165,824
Closing stock	**(4,225)**	(5,330)
Catering	**61,410**	56,256
Charity shop expenses	**16,923**	14,959
Support costs	**338,832**	320,391
	608,982	557,108

6. SUPPORT COSTS

	Management	Finance	Totals
	£	£	£
Other trading activities	**332,642**	**6,190**	**338,832**

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.12.24	31.12.23
	£	£
Depreciation - owned assets	**44,197**	49,904

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2024 nor for the year ended 31 December 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2024 nor for the year ended 31 December 2023.

9. STAFF COSTS

	31.12.24	31.12.23
	£	£
Wages and salaries	**167,683**	160,509
Social security costs	**10,218**	8,472
Other pension costs	**3,056**	3,201
	180,957	172,182

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

	31.12.24	31.12.23
	7	7

No employees received emoluments in excess of £60,000.

Notes to the Financial Statements - continued
for the Year Ended 31 December 2024

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	18,628	-	18,628
Other trading activities	524,459	-	524,459
Investment income	10,953	-	10,953
Total	554,040	-	554,040
EXPENDITURE ON			
Raising funds	557,108	-	557,108
NET INCOME/(EXPENDITURE)	(3,068)	-	(3,068)
RECONCILIATION OF FUNDS			
Total funds brought forward	2,052,360	-	2,052,360
TOTAL FUNDS CARRIED FORWARD	2,049,292	-	2,049,292

11. TANGIBLE FIXED ASSETS

	Long term fixtures £	Refurbishments £	Leasehold improvement £
COST			
At 1 January 2024	**27,570**	**108,307**	**1,907,233**
Additions	**-**	**5,417**	**-**
At 31 December 2024	**27,570**	**113,724**	**1,907,233**
DEPRECIATION			
At 1 January 2024	**5,514**	**49,884**	**362,892**
Charge for year	**1,103**	**7,582**	**19,263**
At 31 December 2024	**6,617**	**57,466**	**382,155**
NET BOOK VALUE			
At 31 December 2024	**20,953**	**56,258**	**1,525,078**
At 31 December 2023	22,056	58,423	1,544,341

Notes to the Financial Statements - continued
for the Year Ended 31 December 2024

11. TANGIBLE FIXED ASSETS - continued

	Digital/sound & office equipment £	Furniture & fixtures £	Totals £
COST			
At 1 January 2024	**103,504**	**172,820**	**2,319,434**
Additions	**1,100**	**512**	**7,029**
At 31 December 2024	**104,604**	**173,332**	**2,326,463**
DEPRECIATION			
At 1 January 2024	**59,527**	**154,096**	**631,913**
Charge for year	**11,440**	**4,809**	**44,197**
At 31 December 2024	**70,967**	**158,905**	**676,110**
NET BOOK VALUE			
At 31 December 2024	**33,637**	**14,427**	**1,650,353**
At 31 December 2023	43,977	18,724	1,687,521

12. STOCKS

	31.12.24 £	31.12.23 £
Stocks	**4,225**	5,330

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.24 £	31.12.23 £
Trade debtors	**3,007**	5,911
Prepayments	**14,312**	14,967
	17,319	20,878

Notes to the Financial Statements - continued for the Year Ended 31 December 2024

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.24	31.12.23
	£	£
Trade creditors	**20,648**	20,316
Social security and other taxes	**4,237**	-
VAT	**10,952**	10,123
Other creditors	**3,910**	10,883
Event hire holding account	**6,635**	1,493
Gallery/craft holding account	**603**	137
Deferred income	**41,766**	33,699
Accrued expenses	**23,710**	14,739
	112,461	91,390

15. MOVEMENT IN FUNDS

	At 1.1.24	Net movement in funds	At 31.12.24
	£	£	£
Unrestricted funds			
General fund	**2,049,292**	**(9,069)**	**2,040,223**
TOTAL FUNDS	**2,049,292**	**(9,069)**	**2,040,223**

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	**599,913**	**(608,982)**	**(9,069)**
TOTAL FUNDS	**599,913**	**(608,982)**	**(9,069)**

Comparatives for movement in funds

	At 1.1.23	Net movement in funds	At 31.12.23
	£	£	£
Unrestricted funds			
General fund	2,052,360	(3,068)	2,049,292
TOTAL FUNDS	2,052,360	(3,068)	2,049,292

Notes to the Financial Statements - continued for the Year Ended 31 December 2024

15. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	554,040	(557,108)	(3,068)
TOTAL FUNDS	554,040	(557,108)	(3,068)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.23 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds			
General fund	2,052,360	(12,137)	2,040,223
TOTAL FUNDS	2,052,360	(12,137)	2,040,223

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,153,953	(1,166,090)	(12,137)
TOTAL FUNDS	1,153,953	(1,166,090)	(12,137)

Notes to the Financial Statements - continued
for the Year Ended 31 December 2024

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2024.

NUMBER 8

England & Wales - Charity number 1089301

Accounts

REGISTERED COMPANY NUMBER: 04266321 (England and Wales)
REGISTERED CHARITY NUMBER: 1089301

Report of the Trustees and

Financial Statements

for the Year Ended 31 December 2023

for

Number 8

Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Number 8

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Number 8

Chairmans Report
for the Year Ended 31 December 2023

I recently sent a message to our staff and volunteers that Number 8 is, "heading in the right direction".

The Financial Review reports on the 2023 full-year performance, which I am pleased to say on behalf of the Executive is an excellent result. This confirms the view that, despite continued challenges faced by the industry, we are performing very well.

The result – ahead of both budget and the previous year's performance – was achieved by the hard work and commitments of our volunteers and staff. The Executive and the Board believe we have the right business model at Number 8 which has seen us progress successfully through the dark days of the pandemic to the present day.

On behalf of the Board of Trustees I thank everyone associated with Number 8 in achieving a successful 2023.

Tony Rowley
Chair of Trustees

Report of the Trustees for the Year Ended 31 December 2023

The Trustees, who are also the Directors of the charity for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ended 31st December 2023.

OBJECTIVES AND STRATEGIES

The objectives of the charity are:

- To advance the education of the public in all aspects of dramatic art and film including the arts of drama, mime, opera, music, singing, dance, painting and photography.
- The development of public appreciation of such art by the provision of an arts centre and gallery and the presentation of public performances.
- To further the social and cultural welfare of Pershore and its hinterland and visitors to the area.

The charity has a general aim of contributing to the quality of life of the people of Pershore and wider area by expanding their horizons through the provision of exciting, challenging and accessible community arts events.

The strategies employed to achieve the charity's objectives are to:

- Offer opportunities for a broad range of people to participate in arts activity and explore their own creative powers.
- Provide facilities for amateur and professional artists to develop. Pershore Operatic and Dramatic Society are the resident amateur company and use spaces for rehearsal and performance.
- Concentrate on involving young people in the arts through participatory activities such as workshops and exhibition projects to help encourage a culture in which different age ranges play a complementary part.
- Celebrate the diversity of cultures in our society by programming presentations by and work from artists of different cultural backgrounds.
- Present a broad range of arts work.

The main areas of activity are: stage performances and concerts, film screenings, event cinema screenings, educational programmes and art exhibitions. The programme aims to achieve a mix of the arts to suit a range of tastes and incomes

An exhibition space features regular displays of work by artists both amateur and professional. Whilst this activity produces the least income it is of equal importance in the life of Number 8 and contributes to the ambience of our foyer coffee bar and box office. These exhibitions enable local people and visitors to the town to see a variety of work which they may not otherwise choose to see at galleries. Four glass display cabinets allow the exhibition of 3D crafts.

Number 8 is heavily involved in the community. Our letter heading captures the spirit of Number 8 "inspired and led by the people of Pershore". Number 8 has approximately 200 volunteers who assist in the running of Number 8, stewarding events, operating the box office, charity shop, coffee shop and bar and projecting films. This enables Number 8 to operate effectively ensuring that Number 8 is a financially viable enterprise. Number 8 runs a Friends of Number 8 scheme through which people can support the charity. There were 311 Friends of Number 8 at the end of 2023.

STRATEGIC REPORT

Achievements and Performance

Charitable Activities

During 2023 Number 8 held 20 live events, 51 event cinema screenings, 247 film screenings, 13 performances of 2 different shows produced by our resident company Pershore Operatic and Dramatic Society, and 19 ticketed performances organised by hirers. Total ticketed attendances to screenings, event cinema, and auditorium live events were 26,437. At the close of 2023 attendance for ticketed live events and participatory activities had recovered to be en par with pre-Covid pandemic levels, but attendances for event cinema and film screenings were still significantly lower than pre-pandemic levels. Number 8 also played host to 13 un-ticketed events organised by external hirers, with attendances of over 2000.

In addition to the main auditorium activities, the informal performance space within The Foyer provided local musicians and performers with a place to perform, providing an ideal setting for smaller scale events such as performances by local acts. Ten different ticketed events, including a series of Foyer Folk nights and a concert by Worcester Guitar Quartet were held in The Foyer with attendances of 580. The space was also used to hold a variety of un-ticketed free activities and events such as Readers' Group meetings, exhibition previews, Language Cafes, monthly Sip & Sketch afternoons, and Sing Alongs plus a number of informal meetings of local art, photography and language groups, etc.

Number 8's auditorium programme in 2023 included a wide variety of live events, 38 different event cinema titles and 117 different films. Live events included classical concerts from Orchestra of the Swan, plus concerts from GreenMatthews, Tenors Unlimited, and Treorchy Male Choir, and tribute shows The Ronnie Scott's Story, Celebrating the Music of Fleetwood Mac and Hello Again... A Tribute to Neil Diamond. Live theatre included Divorced, Beheaded, Died: An Audience with Henry VIII and Discovering Antarctica, illustrated talks/shows A Year of Birdsong & Bird Songs and Watch This Space and children's theatre productions including Sarah & Duck's Big Top Birthday and Sea Legs Puppet Theatre's The Ugly Duckling.

Number 8's resident amateur company Pershore Operatic and Dramatic Society (PODS) held their twice weekly rehearsals at Number 8 throughout the year and made use of the technical facilities, wardrobe space, equipment and Box Office services for their shows. In 2023 they put on 13 performances with 6 day runs of their productions of Guys & Dolls and PODS Christmas Spectacular.
Number 8 continued to beam in event cinema throughout 2023 with a programme of 38 different titles including world class ballet, opera and theatre via satellite with seasons from the National Theatre, Royal Ballet and Royal Opera. The event cinema programme also included concerts such as Brian & Roger Eno Live at the Acropolis, Andre Rieu's 2023 Maastricht Concert: Love is All Around and the Berliner Philharmoniker's New Year's Eve Concert, plus the Exhibition on Screen series exploring the work of famous artists.

The centre also played host to a number of events organised by external hirers including the sold out concert Toyah & Robert's Sunday Lunch Live!, Pershore Jazz on a Summers Day, a concert from Worcester Philharmonic Orchestra, an illustrated talk from photographer Jack Boskett organised by Rotary Club of Pershore, brass band concerts from Flowers Band, and Pershore Flower Club's annual meeting. Children and young people performed on stage at Number 8 in Pershore Operatic and Dramatic Society Youth Section's production of Chitty Chitty Bang Bang Jnr, in shows from four different local schools, and two local dance schools. These productions gave the children and young people the opportunity to experience performing in a professional theatre environment with the use of Number 8's technical facilities and support. Community hirers, school groups, and registered charities all benefited from discounted hire rates.

The 2023 film programme was diverse with screenings of critically acclaimed titles including TAR, The Banshees of Inisherin, Oppenheimer, Killers of the Flower Moon and The Fabelmans, classics including Holiday Inn, The Age of Innocence, Roman Holiday, and as part of our Maggie Smith season, The Prime of Miss Jean Brodie, Gosford Park and Quartet.

Foreign language titles were a regular feature of the programme with screenings including amongst many others Lunana: A Yak in the Classroom, L'immensita, EO and Saint Omer. A special screening of the documentary film In the Court of the Crimson King was followed by a Q&A on stage with the film's director Toby Amies and producer David Singleton.

Films for children and family audiences were screened during school holidays including such titles as Spider-Man: Across the Spider-Verse, Wish, and Wonka with discounted ticket prices for selected screenings to make them more accessible for families. School groups and home educators had the opportunity to attend free screenings as part of the 'Into Film Festival' during which Number 8 held three free screenings. Over 550 attended from five different schools including local schools and one from each of Evesham, Tewkesbury, and Redditch, plus home educators.
The programme included regular screenings of films with subtitles for those with hearing loss and people with sight loss could access audio description with the provision of headsets at screenings of films for which audio description was available. The programme also included relaxed screenings for which the cinema environment was adapted to be more welcoming and accessible to people with additional needs.

Report of the Trustees
for the Year Ended 31 December 2023

Number 8's programme of creative courses and workshops continued to thrive in 2023 with attendances for the year of circa 4800. Courses included seven weekly Chance to Dance classes for those age 55+ and Gentle Chance to Dance, a class for those with long term conditions, who are rehabilitating or have a disability that impacts on their mobility. In addition to regular classes, one-off themed Chance to Dance workshops such as Festive Chance to Dance and Springtime on Broadway were held outside of term time. Other creative workshops took place throughout the year with six Pop Up Painting workshops for adults themed around different artists from Monet to Bansky, and a Matilda Dance Workshop for children.

2023 saw the introduction of monthly Language Cafes in The Foyer space prior to selected foreign language screenings with attendances of over 600. The introduction of Language Cafes gave people the opportunity to practice their language skills and helped to increase audiences for foreign language films. Monthly Sip & Sketch afternoons gave people the opportunity to try their hand at sketching, and Number 8's Reader's Group met on a monthly basis. The centre also played host to regular U3A talks and a variety of arts and leisure classes organised by community hirers. Fifteen different community hirer classes ran weekly during term time, including ballet classes for children and adults, a youth theatre, an adult drama group, and an art class, along with other monthly classes and one-off workshops throughout the year.

Local artists and craft people, both professional and amateur, were given the opportunity to showcase and sell their work in exhibitions displayed in The Foyer coffee bar exhibition and craft cabinet spaces. The 2023 programme featured seventeen gallery and nine craft exhibitions showcasing work in a variety of different mediums and artistic styles. The programme included solo and group exhibitions including those that brought together the work of large groups of artists such as the Pershore Arts and St. Peter's Printmakers exhibitions.
Number 8's 2023 Open Exhibition received a record number of submissions. The exhibition showcased work from 27 different artists who were also given the opportunity to attend a preview event with their guests to celebrate the opening of the exhibition.

Our 2023 Schools Showcase was an exhibition of block printed collages created by children from five local schools in printing workshops organised by Number 8. The young artists, their teachers and parents attended a Preview Event at Number 8.

Fundraising Activities

In addition to raising funds through ticket income, hire charges and gallery income through its charitable activities, Number 8 raises funds in two other primary areas:

Catering – Whilst 2022 was very much a 'recovery' year post-Covid, 2023 saw a hugely encouraging return to pre-Covid levels in our catering takings. The Coffee Bar especially had an extremely productive year, far surpassing budget forecasts and expectations. Our Bar takings were also higher than predicted due to very good attendance levels for live events and the continued positive impact of allowing drinks to be taken into the Auditorium.

Charity Shop – Number 8's charity shop (Just After 8) continues to be a very useful contributor to the organisation although 2023 saw less growth than other areas of the business. This is in part due to a drop in quality, high-value donations (and fewer items that were worth sending to auction) from the previous year, a problem faced by a growing number of shops in the charity sector. That said, its eclectic selection of goods and friendly atmosphere continue to draw in many interested customers and it remains a firm fixture of Number 8.

Financial review

The 2023 financial performance was excellent and much better than expected. Overall there was a small deficit after depreciation of £(3,068). This result was £37,970 better than budget and £29,406 ahead of the 2022 out-turn.

The strong financial performance was achieved due to increases in income from Live events, Digital event screenings, workshops and the catering operations. Against this film income was lower than in 2022 reflecting the lack of film releases due to the strikes in the US film industry and the underlying changes in the film industry with the increase in online streamed content reducing consumer demand for the traditional cinema experience.

Number 8's financial goal remains to return to break even, after covering depreciation charges, despite the challenge from the ongoing lack of film releases which will have an adverse impact for the first half of 2024 at least.
Number 8 has been well managed financially throughout its existence and continues to have substantial cash reserves held to both secure and invest in its future.

Investment policy and objectives
Any investment is made in accordance with the Rules of the charity and by the Trustees. The Trustees have a cautious attitude to risk and do not invest in such a way as could put capital at risk. However, in the economic climate that has prevailed for the last few years this means that returns on investment have been low.

Reserves policy
Cash reserves are held to cover unforeseen operational costs, essential maintenance costs, asset replacement, and for funding new projects or investments in new technologies. The cash reserves figure at 31st December 2023 was £366,953 (31st December 2022 £366,964).

Financial and Risk Management Objectives and Policies

The Trustees have a risk management strategy which comprises:
- An annual review of the risks the charity may face;
- The establishment of systems and procedures to mitigate those risks identified in the plan;
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.
- The status of current mitigation actions is reported to the Board on a regular basis.

Our key operational risks are as follows:
- Our most important risk, by far, continues to be the availability of sufficient numbers of volunteers with appropriate skill sets. On the downside, a lack of volunteers would restrict our ability to offer the services we currently provide. There is also a risk that we are unable to capitalize on new opportunities that arise.
- Dependency on key members of staff: with a full complement of staff the focus has been on developing new staff to improve our operating resilience.
- As our building ages there is an increasing risk of unforeseen repair and maintenance costs: we have in place regular maintenance schedules and activity.
- A key element in the management of financial risk is the setting of the reserves policy and its regular review by Trustees.
- The trust put in the volunteers who handle cash has been identified as an acceptable risk by the Trustees.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Number 8 is a Company Limited by Guarantee and a Registered Charity, managed by a Board of Trustees, who meet quarterly each year.

Registered Company number (England & Wales)	04266321
Registered Charity number	1089301
Registered Office and place of business	8 High Street, Pershore, Worcs. WR10 1BG

Recruitment and appointment of new Trustees

The Chair of the Trustees is elected by the Board of Trustees and, consistent with other Trustees, retires after a period of 3 years. Retiring Trustees may be re-elected with the consent of the remaining Trustees.

During 2023 there were two changes to the Trustees:
Anne Peebles – appointed 1st June 2023
Paul Anthony Osborn – resigned 18th July 2023

At the end of 2023, Number 8 had thirteen Trustees each of whom agree to contribute £5 in event of the charity winding up.

Induction and training of new Trustees

New Trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the decision-making processes, the business plan and recent financial performance of the charity. During the induction day they will meet key staff members and other Trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisational Structure

Executive
The Company has an Executive Committee with delegated powers to manage the day to day running of the business and financial affairs of the company. The Executive is chaired by the Chair of Trustees and includes a mix of trustees, volunteers and senior paid staff.

The Executive meets monthly and their deliberations are minuted and available to Board members. The Executive reports in detail to the Board quarterly.

Staff
The staff team is appointed by the Board of Trustees and totals 7, 3 of whom are part-time. They manage the programming, marketing, operational, financial and administrative activities of Number 8. They are supported by volunteers.

Volunteers
During 2023, there were approximately 220 volunteers, operating within every area of Number 8's activities. Volunteer managers of the box office, bar, coffee bar, front of house and charity shop meet monthly to discuss the day to day needs, suggestions and problems of these departments. The recommendations from this management team are then considered by the Executive and implemented as appropriate.

Report of the Trustees
For the Year Ended 31 December 2023

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

M A Rowley	Executive Director - Chair
C J Tooth	Executive Director – Finance
J Daniels	Executive Director – Arts
E Honeybunn	Executive Director – Education Liaison
A Peebles	Executive Director
K Goddard MBE	Executive Director
M Amies	
S M Booth	
M J Hodges	
R Partridge	
M Pawsey	
K Walton	
M Ward	Wychavon District Council representative

Independent examiner
Attwoods, Perrott House, 17 Bridge Street Pershore Worcestershire WR10 1AJ

Approved by order of the Board of Trustees on ...30 May 2024.....

Signed on behalf of the Board by:

.....
M A Rowley – Chair of Trustees

Number 8

Independent examiner's report to the Trustees of Number 8

Independent examiner's report to the trustees of Number 8 ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2023.

Responsibilities and basis of report
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of 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.

Independent examiner's statement
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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

Lucy Watkins
ACCA
Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Date: 20/05/2024

Statement of Financial Activities for the Year Ended 31 December 2023

	Notes	Unrestricted funds £	Restricted fund £	**31.12.23 Total funds £**	31.12.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**18,378**	-	**18,378**	19,559
Other trading activities	3	**524,709**	-	**524,709**	428,940
Investment income	4	**10,953**	-	**10,953**	2,352
Total		**554,040**	-	**554,040**	450,851
EXPENDITURE ON					
Raising funds	5	**557,108**	-	**557,108**	483,325
NET INCOME/(EXPENDITURE)		**(3,068)**	-	**(3,068)**	(32,474)
RECONCILIATION OF FUNDS					
Total funds brought forward		**2,052,360**	-	**2,052,360**	2,084,833
TOTAL FUNDS CARRIED FORWARD		**2,049,292**	-	**2,049,292**	2,052,359

The notes form part of these financial statements

Balance Sheet
31 December 2023

	Notes	Unrestricted funds £	Restricted fund £	31.12.23 Total funds £	31.12.22 Total funds £
FIXED ASSETS					
Tangible assets	11	**1,687,522**	-	**1,687,522**	1,733,645
CURRENT ASSETS					
Stocks	12	**5,330**	-	**5,330**	5,008
Debtors	13	**20,878**	-	**20,878**	15,202
Cash at bank and in hand		**426,953**	-	**426,953**	426,964
		453,161	-	**453,161**	447,174
CREDITORS					
Amounts falling due within one year	14	**(91,391)**	-	**(91,391)**	(128,460)
NET CURRENT ASSETS		**361,770**	-	**361,770**	318,714
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,049,292**	-	**2,049,292**	2,052,359
NET ASSETS		**2,049,292**	-	**2,049,292**	2,052,359
FUNDS	15				
Unrestricted funds				**2,049,292**	2,052,359
TOTAL FUNDS				**2,049,292**	2,052,359

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 30 May 2024 and were signed on its behalf by:

M A Rowley - Trustee

C J Tooth - Trustee

The notes form part of these financial statements

continued...

Number 8

Cash Flow Statement
for the Year Ended 31 December 2023

	Notes	31.12.23 £	31.12.22 £
Cash flows from operating activities			
Cash generated from operations	1	**(7,184)**	85,330
Net cash (used in)/provided by operating activities		**(7,184)**	85,330
Cash flows from investing activities			
Purchase of tangible fixed assets		**(4,410)**	(54,233)
Sale of tangible fixed assets		**630**	-
Interest received		**10,953**	2,352
Net cash provided by/(used in) investing activities		**7,173**	(51,881)
Change in cash and cash equivalents in the reporting period		**(11)**	33,449
Cash and cash equivalents at the beginning of the reporting period		**426,964**	393,515
Cash and cash equivalents at the end of the reporting period		**426,953**	426,964

The notes form part of these financial statements

Notes to the Cash Flow Statement for the Year Ended 31 December 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.23 £	31.12.22 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(3,068)**	(32,474)
Adjustments for:		
Depreciation charges	**49,905**	41,954
Loss on disposal of fixed assets	**-**	1,660
Interest received	**(10,953)**	(2,352)
Increase in stocks	**(322)**	(1,928)
Increase in debtors	**(5,676)**	(191)
(Decrease)/increase in creditors	**(37,070)**	78,661
Net cash (used in)/provided by operations	**(7,184)**	85,330

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.23 £	Cash flow £	**At 31.12.23 £**
Net cash			
Cash at bank and in hand	**426,964**	**(11)**	**426,953**
	426,964	**(11)**	**426,953**
Total	**426,964**	**(11)**	**426,953**

The notes form part of these financial statements

Notes to the Financial Statements for the Year Ended 31 December 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
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.

Income
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.

All income (including voluntary donations) is allocated to the general fund unless otherwise restricted by donor or specifically designated by the Trustees.

Restricted funds are funds which the donor specifically restricted the purpose for which they can be used. The amount in these funds represents the monies still available for future expenditure.

Designated funds are funds that the Trustees have specifically designated the purpose for which they can be applied. The amount in these funds represents the monies still available for future expenditure.

General funds are expendable at the discretion of the Trustees in furtherance of the objects of the charity.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity 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.

Costs of generating funds are the costs directly attributable to raising funds.

The income from fundraising ventures is shown gross, with the associated costs included within fundraising costs.

Charitable expenditure includes all costs directly relating to the objective of the charity and the costs involved in supporting that work.

Management and administration costs include those costs connected with management of the charity's assets, organisational management and administration and compliance with constitutional and statutory requirements.

Expenditure on management and administration of the charity includes all expenditure not directly related to the charitable activity of fundraising ventures. This also includes legal, independent examination fees and certain trust secretarial expenses.

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

Long term fixtures	- Straight line over 25 years
Refurbishments	- Straight line over 15 years
Leasehold improvements	- 1% on cost
Digital/sound & office equipment	- 20% on cost
Furniture & fixtures	- 25% on reducing balance and at varying rates on cost

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2023

1. ACCOUNTING POLICIES - continued

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.

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

Grants received
Grants received are included in incoming resources when they are received.

Donations
Donations received are included in incoming resources when they are received.

2. DONATIONS AND LEGACIES

	31.12.23	31.12.22
	£	£
Donations	**18,318**	15,559
Grants	**60**	4,000
	18,378	19,559

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

	31.12.23	31.12.22
	£	£
Wychavon District Council	**-**	4,000
Inner Wheel	**60**	-
	60	4,000

continued...

Notes to the Financial Statements - continued
for the Year Ended 31 December 2023

3. OTHER TRADING ACTIVITIES

	31.12.23	31.12.22
	£	£
Charity shop income	**33,448**	36,020
Sponsorships	**-**	700
Catering	**155,191**	119,970
Films, box office & live event	**255,612**	211,418
Space hire	**30,991**	22,351
Film/brochure advertising	**5,659**	4,368
Exhibition hire and commission	**3,789**	3,157
Workshops	**25,699**	21,764
Merchandising and voucher sale	**6,445**	2,419
Online booking fees	**7,875**	6,773
	524,709	428,940

4. INVESTMENT INCOME

	31.12.23	31.12.22
	£	£
Deposit account interest	**10,953**	2,352

5. RAISING FUNDS

Other trading activities

	31.12.23	31.12.22
	£	£
Opening stock	**5,008**	3,080
Purchases	**165,824**	140,081
Closing stock	**(5,330)**	(5,008)
Catering	**56,256**	46,211
Charity shop expenses	**14,959**	13,252
Support costs	**320,391**	285,709
	557,108	483,325

6. SUPPORT COSTS

	Management	Finance	Totals
	£	£	£
Other trading activities	**315,584**	**4,807**	**320,391**

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2023

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.12.23	31.12.22
	£	£
Depreciation - owned assets	49,903	41,956
Deficit on disposal of fixed assets	-	1,660

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2023 nor for the year ended 31 December 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2023 nor for the year ended 31 December 2022.

9. STAFF COSTS

	31.12.23	31.12.22
	£	£
Wages and salaries	160,509	152,992
Social security costs	8,472	7,967
Other pension costs	3,201	2,862
	172,182	163,821

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

31.12.23	31.12.22
-	7

No employees received emoluments in excess of £60,000.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted fund	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	19,559	-	19,559
Other trading activities	428,940	-	428,940
Investment income	2,352	-	2,352
Total	450,851	-	450,851
EXPENDITURE ON			
Raising funds	483,325	-	483,325
NET INCOME/(EXPENDITURE)	(32,474)	-	(32,474)

continued...

Notes to the Financial Statements - continued
for the Year Ended 31 December 2023

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted fund £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	2,084,833	-	2,084,833
TOTAL FUNDS CARRIED FORWARD	2,052,359	-	2,052,359

11. TANGIBLE FIXED ASSETS

	Long term fixtures £	Refurbishments £	Leasehold improvements £
COST			
At 1 January 2023	**27,570**	**108,307**	**1,907,233**
Additions	-	-	-
Disposals	-	-	-
At 31 December 2023	**27,570**	**108,307**	**1,907,233**
DEPRECIATION			
At 1 January 2023	**4,411**	**42,664**	**343,628**
Charge for year	**1,103**	**7,220**	**35,340**
At 31 December 2023	**5,514**	**49,884**	**378,968**
NET BOOK VALUE			
At 31 December 2023	**22,056**	**58,423**	**1,528,265**
At 31 December 2022	23,159	65,643	1,563,605

	Digital/sound & office equipment £	Furniture & fixtures £	Totals £
COST			
At 1 January 2023	**100,674**	**171,870**	**2,315,654**
Additions	**3,460**	**950**	**4,410**
Disposals	**(630)**	-	**(630)**
At 31 December 2023	**103,504**	**172,820**	**2,319,434**
DEPRECIATION			
At 1 January 2023	**43,450**	**147,856**	**582,009**
Charge for year	-	**6,240**	**49,903**
At 31 December 2023	**43,450**	**154,096**	**631,912**
NET BOOK VALUE			
At 31 December 2023	**60,054**	**18,724**	**1,687,522**
At 31 December 2022	57,224	24,014	1,733,645

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2023

12. STOCKS

	31.12.23	31.12.22
	£	£
Stocks	5,330	5,008

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade debtors	5,911	2,894
Accrued income	-	368
Prepayments	14,967	11,940
	20,878	15,202

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade creditors	20,316	66,866
VAT	10,123	823
Other creditors	10,884	13,403
Event hire holding account	1,493	5,950
Gallery/craft holding account	137	1,402
Deferred income	33,699	24,816
Accrued expenses	14,739	15,200
	91,391	128,460

15. MOVEMENT IN FUNDS

	At 1.1.23	Net movement in funds	At 31.12.23
	£	£	£
Unrestricted funds			
General fund	2,052,360	(3,068)	2,049,292
TOTAL FUNDS	2,052,360	(3,068)	2,049,292

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	554,040	(557,108)	(3,068)
TOTAL FUNDS	554,040	(557,108)	(3,068)

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2023

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.22 £	Net movement in funds £	At 31.12.22 £
Unrestricted funds			
General fund	2,084,833	(32,474)	2,052,359
TOTAL FUNDS	2,084,833	(32,474)	2,052,359

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	450,851	(483,325)	(32,474)
TOTAL FUNDS	450,851	(483,325)	(32,474)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.22 £	Net movement in funds £	At 31.12.23 £
Unrestricted funds			
General fund	2,084,833	(35,542)	2,049,291
TOTAL FUNDS	2,084,833	(35,542)	2,049,291

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,004,891	(1,040,433)	(35,542)
TOTAL FUNDS	1,004,891	(1,040,433)	(35,542)

continued...

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2023.

NUMBER 8

England & Wales - Charity number 1089301

Accounts

REGISTERED COMPANY NUMBER: 04266321 (England and Wales)
REGISTERED CHARITY NUMBER: 1089301

Report of the Trustees and

Financial Statements

for the Year Ended 31 December 2022

for

Number 8

Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Number 8

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Number 8

Chairmans Report
for the Year Ended 31 December 2022

2022 marked the year when we confidently confirmed Number 8 had emerged from the dark times of the pandemic. Number 8 became fully operational in all departments to serve the community of Pershore and the wider Worcestershire area.

All staff, volunteers, the Executive and the Board of Trustees were fully up to the task of returning to normal pre-pandemic times. The Board and the Executive were able to meet person to person with the addition of hybrid meetings where appropriate.

One of the most pleasing aspects of the return to normal activities was a series of full houses interspersed throughout the year. There is no more satisfactory sight than seeing all parts of Number 8 – the Auditorium, the Courtyard Room, the Foyer, Abbey Room and the Charity Shop – fully booked and occupied at the same time. There is a unique vibrancy about Number 8 which has gained momentum throughout the year.

To arrive at this position during 2022 is through the tremendous efforts of all staff, volunteers, friends and our customers. On behalf of the Board of Trustees I give our sincere thanks to everyone associated with Number 8 for a successful 2022.

Tony Rowley
Chair of Trustees

Number 8

Report of the Trustees
for the Year Ended 31 December 2022

The Trustees, who are also the Directors of the charity for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ended 31st December 2022.

OBJECTIVES AND STRATEGIES

The objectives of the charity are:

- To advance the education of the public in all aspects of dramatic art and film including the arts of drama, mime, opera, music, singing, dance, painting and photography.
- The development of public appreciation of such art by the provision of an arts centre and gallery and the presentation of public performances.
- To further the social and cultural welfare of Pershore and its hinterland and visitors to the area.

The charity has a general aim of contributing to the quality of life of the people of Pershore and wider area by expanding their horizons through the provision of exciting, challenging and accessible community arts events.

The strategies employed to achieve the charity's objectives are to:

- Offer opportunities for a broad range of people to participate in arts activity and explore their own creative powers.
- Provide facilities for amateur and professional artists to develop. Pershore Operatic and Dramatic Society are the resident amateur company and use spaces for rehearsal and performance.
- Concentrate on involving young people in the arts through participatory activities such as workshops and exhibition projects to help encourage a culture in which different age ranges play a complementary part.
- Celebrate the diversity of cultures in our society by programming presentations by and work from artists of different cultural backgrounds.
- Present a broad range of arts work.

The main areas of activity are: stage performances and concerts, film screenings, event cinema screenings, educational programmes and art exhibitions. The programme aims to achieve a mix of the arts to suit a range of tastes and incomes.

An exhibition space features regular displays of work by artists both amateur and professional. Whilst this activity produces the least income it is of equal importance in the life of Number 8 and contributes to the ambience of our foyer coffee bar and box office. These exhibitions enable local people and visitors to the town to see a variety of work which they may not otherwise choose to see at galleries. Four glass display cabinets allow the exhibition of 3D crafts.

Number 8 is heavily involved in the community. Our letter heading captures the spirit of Number 8 "inspired and led by the people of Pershore". Number 8 has approximately 200 volunteers who assist in the running of Number 8, stewarding events, operating the box office, charity shop, coffee shop and bar and projecting films. This enables Number 8 to operate effectively ensuring that Number 8 is a financially viable enterprise. Number 8 runs a Friends of Number 8 scheme through which people can support the charity. There were approximately 280 Friends of Number 8 at the end of 2022.

STRATEGIC REPORT

Achievements and Performance

Charitable Activities

During 2022 Number 8 held 13 live events, 43 event cinema screenings, 264 film screenings, 13 performances of 2 different shows produced by our resident company Pershore Operatic and Dramatic Society, and 11 ticketed performances organised by hirers. Total ticketed attendances to screenings, event cinema, and auditorium live events were 26,800, with an occupancy rate for film screenings of 25%. Number 8 also hosted 20 un-ticketed events organised by external hirers, with attendances of circa 2,000.

The attendance level achieved reflects the continuing recovery of Number 8 post-pandemic. 2022 saw attendances to Number 8's ticketed events increase throughout the year to reach the equivalent of 63% of pre-pandemic ticketed attendance levels.
In addition to auditorium events smaller scale events and activities were held in The Foyer performance space showcasing up and coming local performers, writers and artists. Twelve different ticketed events, including talks, a book signing, and a series of Foyer Folk nights, were held in The Foyer with attendances of 600. The Foyer space also played host to regular Readers' Group meetings, exhibition previews, Sip & Sketch afternoons, with total attendances of over 400, plus a number of informal meetings of local art, photography and language groups, etc.
Number 8's auditorium programme in 2022 including a wide variety of events, 37 different event cinema titles and 110 different films. Live events included the theatre productions *Choice Grenfell* and *The Canterbury Tales*, poetry in the sold-out event *An Evening with Brian Bilston*, and shows targeted at children and families such as *Morgan & West: Unbelievable Science* and *Christopher Nibble*. Music highlights included a classical concert series from Orchestra of the Swan, folk gigs from Breabach and Budapest Café Orchestra, the tribute concert *Celebrating Cliff & the Shadows*, and a festive concert from GreenMatthews.

Our resident amateur company Pershore Operatic and Dramatic Society put on week long runs of their productions *Mad About Musicals* and *Maid Marian & the Merry Men*. The society rehearsed regularly at Number 8 throughout the year and made use of the storage facilities for wardrobe and props, technical facilities, equipment and Box Office and marketing services for their shows.
Number 8 continued to screen world class theatre, ballet, and opera via satellite with seasons from the National Theatre, The Royal Ballet and Royal Opera. Live coverage of events such as *The Queen's Birthday Parade - Trooping the Colour*, the *Platinum Party at the Palace* and *The State Funeral for Her Majesty The Queen* were also made available for audiences to watch on the big screen with free admission to all. Audiences discovered more about great artists in the *Exhibition on Screen* series, and enjoyed concerts from André Rieu, Mirusia, and Westlife. The close of the year was celebrated in style with a live broadcast of the Berliner Philharmoniker's *New Year's Eve Concert* a Russian/Italian programme conducted by Kirill Petrenko with star tenor Jonas Kaufmann as special guest.

The centre hosted a number of different events organised by external hirers including a brass band concert from Flowers Band, *Pershore Jazz on a Summers Day*, and Pershore Flower Club's annual meeting. The talent of young people was showcased in Pershore Operatic and Dramatic Society Youth Section's production of *Matilda The Musical JR*, the final of the *Young Drummer of the Year 2022,* and in shows from three different local schools, four local dance schools and Stagecoach performing arts school. These productions gave the children and young people the opportunity to experience performing in a professional theatre environment with the use of Number 8's technical facilities and support. Community hirers, school groups, and registered charities all benefited from discounted hire rates.
The 2022 film programme was diverse including screenings of critically acclaimed titles such as The Power of the Dog, *Licorice Pizza* and *Elvis,* British films including *Downton Abbey: A New Era, The Duke, and Good Luck to You, Leo Grande*, classics *The Railway Children*, and the *Double Bill: Dr. Who & the Daleks & Daleks Invasion Earth*. The classic 1922 silent film *Nosferatu* was screened with live accompaniment from Chris Green playing the new score for the film that he composed, commissioned by English Heritage. Foreign language titles included the French drama Robust, Spanish language films *The Good Boss* and *Guillermo Del Toro's Pinocchio* and Italian drama *The Hand of God*. The programme also included documentaries with a screening of *Eric Ravilious: Drawn to War*, and a *Thunderbirds Are FAB!* event including screenings of *Thunderbirds Are Go* and the documentary *Gerry Anderson: A Life Uncharted* followed by an on-stage Q&A with the film's director/producer Benjamin Field and producer (and Gerry's son) Jamie Anderson, an *All Things Gerry Anderson* exhibition of toys and memorabilia and talk from the exhibition's curator Rob Brown.

A number of films targeted at younger audiences were screened during school holidays such as *Minions 2: The Rise of Gru, DC League of Super Pets,* and *The Railway Children Return* with discounted ticket prices to make them more accessible for families. School groups and home educators had the opportunity to attend free screenings as part of the Into Film Festival during which Number 8 held 3 free screenings for schools attended by 6 different schools plus children being educated at home with over 180 children in total.

The programme included regular screenings of films with subtitles for those with hearing loss and people with sight loss could access audio description with the provision of headsets at screenings of films for which audio description was available. The programme also included relaxed screenings for which the cinema environment was adapted to be more welcoming and accessible to people with additional needs.

Number 8's programme of creative courses and workshops continued to thrive in 2022 with attendances of circa 4000. Courses included seven weekly Chance to Dance classes for those age 55+ and a Gentle Chance to Dance class for those with long term conditions, who are rehabilitating or have a disability that impacts on their mobility. Workshops took place throughout the year with six Pop Up Painting workshops for adults themed each time around a different artist, and a Crafty Christmas Workshop for children. 2022 saw the introduction of monthly Sip & Sketch afternoons in The Foyer area. These free sessions were open to all, whether established artists or complete beginners, and offered a space where people could get together to draw a still life in an informal setting.

Number 8's Reader's Group met on a monthly basis and the centre also played host to regular U3A talks and a variety of arts and leisure classes organised by community hirers. Over ten different community hirer classes ran weekly during term time, including ballet classes for children, and adult tap dance classes, a youth theatre, and an art class, along with other monthly classes and one-off workshops throughout the year.

Local artists and craft people both professional and amateur were given the opportunity to showcase and sell their work in exhibitions displayed in The Foyer coffee bar exhibition and craft cabinet spaces. The 2022 programme featured seventeen gallery and ten craft exhibitions showcasing work in a variety of different mediums and artistic styles. The programme included solo and group exhibitions including those that brought together the work of large groups of artists such as the *St. Peter's Printmakers and the* Pershore Arts exhibitions. Number 8's Open exhibition showcased work from 34 different artists who were also given the opportunity to attend a preview event with their guests to celebrate the opening of the exhibition.

Our 2022 Schools Showcase was an exhibition of dramatic masks inspired by the Mayan civilisation that were created by children from Overbury First School in a workshop organised by Number 8. The young artists, their teachers and parents attended a Preview Event at Number 8.

At the close of 2022 although attendances and participation levels had not yet returned to those seen prior to the pandemic there had been significant growth throughout the year. As the availability of films, event cinema titles, and live shows began to improve, and community hirers and schools resumed activity, Number 8 was able to offer a more diverse programme to entertain and educate, and continue to offer resources and opportunities to the community.

Fundraising Activities

In addition to raising funds through ticket income, hire charges and gallery income through its charitable activities, Number 8 raises funds in two other primary areas:

Catering – As confidence in going out increased over the course of the year, our coffee shop saw a significant increase in takings, returning to and even surpassing pre-Covid levels in the final months of the year. Similarly, the bar in the evenings has performed well in line with audience numbers, boosted by several well-attended Foyer events. The change in policy to allow drinks to be taken into the auditorium has also had a very positive impact on sales.

Charity Shop – Number 8's charity shop (Just After 8) also benefitted from returning customer confidence, mirroring the pattern in other areas of the business. The shop continues to stock a wide range of fascinating items and a number of its donations have ended up at auction in the last year to boost the takings back to 2019 levels.

Report of the Trustees
for the Year Ended 31 December 2022

Financial review

The 2022 financial performance was significantly ahead of budgeted expectations given this was the year in which Number 8 started the return to post pandemic normality, without the benefit of government financial support.

The Executive were delighted with the 2022 financial performance which achieved a positive contribution from the Arts Centre and Charity Shop of £9,480 – compared to a stretch budget figure of a £(25,000) deficit from Operations.

Achieving a surplus from Operations represents a significant improvement over the 2021 deficit before external assistance of £(99,849).

The 2022 depreciation charges were £41,954 leading to an overall reduction in reserves of £(32,474). Number 8's financial goal is to return to break even, after covering depreciation charges, within the next few years.

Number 8 has been well managed financially throughout its existence and continues to have substantial cash reserves held to both secure and invest in its future.

Investment policy and objectives

Any investment is made in accordance with the Rules of the charity and by the Trustees. The Trustees have a cautious attitude to risk and do not invest in such a way as could put capital at risk. However, in the economic climate that has prevailed for the last few years this means that returns on investment have been low.

Reserves policy

Cash reserves are held to cover unforeseen operational costs, essential maintenance costs, asset replacement, and for funding new projects or investments in new technologies. The cash reserves figure at 31st December 2022 was £366,964 (31st December 2021 £333,515).

Financial and Risk Management Objectives and Policies

The Trustees have a risk management strategy which comprises:

- An annual review of the risks the charity may face;
- The establishment of systems and procedures to mitigate those risks identified in the plan;
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.
- The status of current mitigation actions is reported to the Board on a regular basis.

Our key operational risks are as follows:

- Our most important risk, by far, continues to be the availability of sufficient numbers of volunteers with appropriate skill sets. On the downside, a lack of volunteers would restrict our ability to offer the services we currently provide. There is also a risk that we are unable to capitalize on new opportunities that arise.
- Dependency on key members of staff: with a full complement of staff the focus has been on developing new staff to improve our operating resilience.
- As our building ages there is an increasing risk of unforeseen repair and maintenance costs: we have in place regular maintenance schedules and activity.
- A key element in the management of financial risk is the setting of the reserves policy and its regular review by Trustees.
- The trust put in the volunteers who handle cash has been identified as an acceptable risk by the Trustees.

Covid-19 Risk Management

Whilst 2022 saw pandemic-era regulations largely dropped, a number of measures were still required for much of the year in order to minimise any ongoing transmission and to maintain the comfort and confidence of customers and volunteers alike.

These ongoing measures included:

- Screens remaining in place on bar/coffee bar counter and box office
- Continued supply of hand sanitizing stations
- Face shields available for use by any volunteer or member of staff wishing to use them

STRUCTURE, GOVERNANCE AND MANAGEMENT

Number 8 is a Company Limited by Guarantee and a Registered Charity, managed by a Board of Trustees, who meet quarterly each year.

Registered Company number (England & Wales)04266321
Registered Charity number 1089301
Registered Office and place of business 8 High Street, Pershore, Worcs. WR10 1BG

Recruitment and appointment of new Trustees

The Chair of the Trustees is elected by the Board of Trustees and, consistent with other Trustees, retires after a period of 3 years. Retiring Trustees may be re-elected with the consent of the remaining Trustees.

During 2022, there were no changes to the Board of Trustees.

At the end of 2022, Number 8 had thirteen Trustees each of whom agree to contribute £5 in event of the charity winding up.

Induction and training of new Trustees

New Trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the decision-making processes, the business plan and recent financial performance of the charity. During the induction day they will meet key staff members and other Trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisational Structure

Executive
The Company has an Executive Committee with delegated powers to manage the day to day running of the business and financial affairs of the company. The Executive is chaired by the Chair of Trustees and includes a mix of trustees, volunteers and senior paid staff.

The Executive meets monthly and their deliberations are minuted and available to Board members. The Executive reports in detail to the Board quarterly.

Staff
The staff team is appointed by the Board of Trustees and totals 7, 3 of whom are part-time. They manage the programming, marketing, operational, financial and administrative activities of Number 8. They are supported by volunteers.

Volunteers
In 2022, there were approximately 200 volunteers, working within every part of Number 8's activities. Volunteer managers of the box office, bar, coffee bar, front of house and charity shop meet monthly to discuss the day to day needs, suggestions and problems of these departments. The recommendations from this management team are then considered by the Executive and implemented as appropriate.

Number 8

Report of the Trustees
for the Year Ended 31 December 2022

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

M A Rowley	Executive Director - Chair
C J Tooth	Executive Director – Finance
J Daniels	Executive Director – Arts
E Honeybunn	Executive Director – Education Liaison
P Osborn	Executive Director – Volunteer Coordinator
K Goddard MBE	Executive Director
M Amies	
S M Booth	
M J Hodges	
R Partridge	
M Pawsey	
K Walton	
M Ward	Wychavon District Council representative

Independent examiner
Attwoods, Perrott House, 17 Bridge Street Pershore Worcestershire WR10 1AJ

Approved by order of the Board of Trustees on 1st June 2023

Signed on behalf of the Board by:

.....
M A Rowley – Chair of Trustees

Independent Examiner's Report to the Trustees of Number 8

Independent examiner's report to the trustees of Number 8 ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2022.

Responsibilities and basis of report
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of 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.

Independent examiner's statement
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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

Lucy Watkins
ACCA
Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Date: 11/05/2023

Number 8

Statement of Financial Activities for the Year Ended 31 December 2022

	Notes	Unrestricted funds £	Restricted fund £	**31.12.22 Total funds £**	31.12.21 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**19,609**	**-**	**19,609**	109,922
Other trading activities	3	**428,890**	**-**	**428,890**	171,054
Investment income	4	**2,352**	**-**	**2,352**	76
Total		**450,851**	**-**	**450,851**	281,052
EXPENDITURE ON					
Raising funds	5	**483,325**	**-**	**483,325**	330,154
NET INCOME/(EXPENDITURE)		**(32,474)**	**-**	**(32,474)**	(49,102)
RECONCILIATION OF FUNDS					
Total funds brought forward		**2,084,833**	**-**	**2,084,833**	2,133,935
TOTAL FUNDS CARRIED FORWARD		**2,052,359**	**-**	**2,052,359**	2,084,833

The notes form part of these financial statements

Balance Sheet
31 December 2022

	Notes	Unrestricted funds £	Restricted fund £	**31.12.22 Total funds £**	31.12.21 Total funds £
FIXED ASSETS					
Tangible assets	11	**1,733,645**	-	**1,733,645**	1,723,026
CURRENT ASSETS					
Stocks	12	**5,008**	-	**5,008**	3,080
Debtors	13	**15,202**	-	**15,202**	15,011
Cash at bank and in hand		**426,964**	-	**426,964**	393,515
		447,174	-	**447,174**	411,606
CREDITORS					
Amounts falling due within one year	14	**(128,460)**	-	**(128,460)**	(49,799)
NET CURRENT ASSETS		**318,714**	-	**318,714**	361,807
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,052,359**	-	**2,052,359**	2,084,833
NET ASSETS		**2,052,359**	-	**2,052,359**	2,084,833
FUNDS	15				
Unrestricted funds				**2,052,359**	2,084,833
TOTAL FUNDS				**2,052,359**	2,084,833

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 1st June 2023 and were signed on its behalf by:

C J Tooth - Trustee

M A Rowley - Trustee

The notes form part of these financial statements

continued...

Number 8

Cash Flow Statement
for the Year Ended 31 December 2022

	Notes	31.12.22 £	31.12.21 £
Cash flows from operating activities			
Cash generated from operations	1	**85,330**	4,893
Net cash provided by operating activities		**85,330**	4,893
Cash flows from investing activities			
Purchase of tangible fixed assets		**(54,233)**	(6,355)
Interest received		**2,352**	76
Net cash used in investing activities		**(51,881)**	(6,279)
Change in cash and cash equivalents in the reporting period		**33,449**	(1,386)
Cash and cash equivalents at the beginning of the reporting period		**393,515**	394,901
Cash and cash equivalents at the end of the reporting period		**426,964**	393,515

The notes form part of these financial statements

Notes to the Cash Flow Statement for the Year Ended 31 December 2022

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.22 £	31.12.21 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(32,474)**	(49,102)
Adjustments for:		
Depreciation charges	**41,954**	44,074
Loss on disposal of fixed assets	**1,660**	-
Interest received	**(2,352)**	(76)
Increase in stocks	**(1,928)**	(1,776)
Increase in debtors	**(191)**	(336)
Increase in creditors	**78,661**	12,109
Net cash provided by operations	**85,330**	4,893

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.22 £	Cash flow £	**At 31.12.22 £**
Net cash			
Cash at bank and in hand	**393,515**	**33,449**	**426,964**
	393,515	**33,449**	**426,964**
Total	**393,515**	**33,449**	**426,964**

The notes form part of these financial statements

Notes to the Financial Statements for the Year Ended 31 December 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
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.

Income
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.

All income (including voluntary donations) is allocated to the general fund unless otherwise restricted by donor or specifically designated by the Trustees.

Restricted funds are funds which the donor specifically restricted the purpose for which they can be used. The amount in these funds represents the monies still available for future expenditure.

Designated funds are funds that the Trustees have specifically designated the purpose for which they can be applied. The amount in these funds represents the monies still available for future expenditure.

General funds are expendable at the discretion of the Trustees in furtherance of the objects of the charity.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity 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.

Costs of generating funds are the costs directly attributable to raising funds.

The income from fundraising ventures is shown gross, with the associated costs included within fundraising costs.

Charitable expenditure includes all costs directly relating to the objective of the charity and the costs involved in supporting that work.

Management and administration costs include those costs connected with management of the charity's assets, organisational management and administration and compliance with constitutional and statutory requirements.

Expenditure on management and administration of the charity includes all expenditure not directly related to the charitable activity of fundraising ventures. This also includes legal, independent examination fees and certain trust secretarial expenses.

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

Long term fixtures	- Straight line over 25 years
Refurbishments	- Straight line over 15 years
Leasehold improvements	- 1% on cost
Digital/sound & office equipment	- 20% on cost
Furniture & fixtures	- 25% on reducing balance and at varying rates on cost

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2022

1. ACCOUNTING POLICIES - continued

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.

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

Grants received
Grants received are included in incoming resources when they are received.

Donations
Donations received are included in incoming resources when they are received.

2. DONATIONS AND LEGACIES

	31.12.22	31.12.21
	£	£
Donations	**15,559**	15,100
Grants	**4,050**	94,822
	19,609	109,922

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

	31.12.22	31.12.21
	£	£
Wychavon District Council	**4,050**	42,087
Government Grant	**-**	52,735
	4,050	94,822

continued...

Notes to the Financial Statements - continued
for the Year Ended 31 December 2022

3. OTHER TRADING ACTIVITIES

	31.12.22	31.12.21
	£	£
Charity shop income	**36,020**	28,192
Sponsorships	**700**	-
Catering	**119,970**	41,132
Films, box office & live event	**211,418**	81,422
Space hire	**22,351**	6,438
Film/brochure advertising	**4,368**	392
Exhibition hire and commission	**3,107**	1,460
Workshops	**21,764**	9,169
Merchandising and voucher sale	**2,419**	2,666
Online booking fees	**6,773**	183
	428,890	171,054

4. INVESTMENT INCOME

	31.12.22	31.12.21
	£	£
Deposit account interest	**2,352**	76

5. RAISING FUNDS

Other trading activities

	31.12.22	31.12.21
	£	£
Opening stock	**3,080**	1,304
Purchases	**140,081**	54,852
Closing stock	**(5,008)**	(3,080)
Catering	**46,211**	18,437
Charity shop expenses	**13,252**	12,132
Support costs	**285,709**	246,509
	483,325	330,154

6. SUPPORT COSTS

	Management	Finance	Totals
	£	£	£
Other trading activities	**280,873**	**4,836**	**285,709**

continued...

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.12.22	31.12.21
	£	£
Depreciation - owned assets	41,954	44,074
Deficit on disposal of fixed assets	1,660	-

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2022 nor for the year ended 31 December 2021.

9. STAFF COSTS

	31.12.22	31.12.21
	£	£
Wages and salaries	152,992	137,533
Social security costs	7,967	6,871
Other pension costs	2,862	2,468
	163,821	146,872

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

	31.12.22	31.12.21
	7	7

No employees received emoluments in excess of £60,000.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted fund	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	109,922	-	109,922
Other trading activities	171,054	-	171,054
Investment income	76	-	76
Total	281,052	-	281,052
EXPENDITURE ON			
Raising funds	330,154	-	330,154
NET INCOME/(EXPENDITURE)	(49,102)	-	(49,102)

continued...

Notes to the Financial Statements - continued
for the Year Ended 31 December 2022

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted fund £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	2,133,935	-	2,133,935
TOTAL FUNDS CARRIED FORWARD	2,084,833	-	2,084,833

11. TANGIBLE FIXED ASSETS

	Long term fixtures £	Refurbishments £	Leasehold improvements £
COST			
At 1 January 2022	**27,570**	**108,307**	**1,907,233**
Additions	**-**	**-**	**-**
Disposals	**-**	**-**	**-**
At 31 December 2022	**27,570**	**108,307**	**1,907,233**
DEPRECIATION			
At 1 January 2022	**3,308**	**35,443**	**324,364**
Charge for year	**1,103**	**7,220**	**19,264**
Eliminated on disposal	**-**	**-**	**-**
At 31 December 2022	**4,411**	**42,663**	**343,628**
NET BOOK VALUE			
At 31 December 2022	**23,159**	**65,644**	**1,563,605**
At 31 December 2021	24,261	72,863	1,582,869

	Digital/sound & office equipment £	Furniture & fixtures £	Totals £
COST			
At 1 January 2022	**49,290**	**251,317**	**2,343,717**
Additions	**51,384**	**2,852**	**54,236**
Disposals	**-**	**(82,299)**	**(82,299)**
At 31 December 2022	**100,674**	**171,870**	**2,315,654**
DEPRECIATION			
At 1 January 2022	**37,641**	**219,935**	**620,691**
Charge for year	**5,809**	**8,558**	**41,954**
Eliminated on disposal	**-**	**(80,638)**	**(80,638)**
At 31 December 2022	**43,450**	**147,856**	**582,009**
NET BOOK VALUE			
At 31 December 2022	**57,224**	**24,015**	**1,733,647**
At 31 December 2021	11,649	31,382	1,723,026

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2022

12. STOCKS

	31.12.22	31.12.21
	£	£
Stocks	5,008	3,080

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.22	31.12.21
	£	£
Trade debtors	2,894	2,075
Other debtors	-	1,500
Accrued income	368	-
Prepayments	11,940	11,436
	15,202	15,011

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.22	31.12.21
	£	£
Trade creditors	66,866	13,873
VAT	823	338
Other creditors	13,403	7,325
Event hire holding account	5,950	540
Gallery/craft holding account	1,402	324
Deferred income	24,816	16,892
Accrued expenses	15,200	10,507
	128,460	49,799

15. MOVEMENT IN FUNDS

	At 1.1.22	Net movement in funds	At 31.12.22
	£	£	£
Unrestricted funds			
General fund	2,084,833	(32,474)	2,052,359
TOTAL FUNDS	2,084,833	(32,474)	2,052,359

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	450,851	(483,325)	(32,474)
TOTAL FUNDS	450,851	(483,325)	(32,474)

continued...

Notes to the Financial Statements - continued
for the Year Ended 31 December 2022

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.21 £	Net movement in funds £	At 31.12.21 £
Unrestricted funds			
General fund	2,133,935	(49,102)	2,084,833
TOTAL FUNDS	2,133,935	(49,102)	2,084,833

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	281,052	(330,154)	(49,102)
TOTAL FUNDS	281,052	(330,154)	(49,102)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.21 £	Net movement in funds £	At 31.12.22 £
Unrestricted funds			
General fund	2,133,935	(81,576)	2,052,359
TOTAL FUNDS	2,133,935	(81,576)	2,052,359

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	731,903	(813,479)	(81,576)
TOTAL FUNDS	731,903	(813,479)	(81,576)

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2022

16. RELATED PARTY DISCLOSURES

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

NUMBER 8

England & Wales - Charity number 1089301

Accounts

REGISTERED COMPANY NUMBER: 04266321 (England and Wales)
REGISTERED CHARITY NUMBER: 1089301

Report of the Trustees and

Financial Statements

for the Year Ended 31 December 2021

for

Number 8

Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Number 8

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Number 8

Chairman's Report
for the Year Ended 31 December 2021

I started my Chairman's Report last year with a statement "The year 2020 is a year to forget for many reasons – although conversely it is a year to remember for the good that came out of adversity....". I ended the report "Whilst 2021 has started as 2020 finished, in lockdown, there is optimism that the 2nd half of the year will see a vast improvement and life returning to some normality and on the local front we will see Number 8 functioning as it always does at the heart of the community!".

As predicted a form of normality began to emerge during the 2nd half of the year with a progressive introduction of certain activities at Number 8. This planned reopening started with the Charity Shop in April 2021 and in addition some hirers towards the end of that month. In May we saw the long awaited and welcomed opening of the Coffee Bar. It was such a pleasure to witness customers returning – although in strange circumstances dominated with covid restrictions and safeguards. The first public showings in the Auditorium commenced on 29 May 2021 and again subject to strict covid restrictions and safeguards.

Whilst the covid restrictions limited much of the activity in all departments there was an appreciation within the community that Number 8 was back in business and playing its part by establishing a presence on the High Street – bringing much life back to the Town and the surrounding area.

As I stated in 2020 a huge thanks must go to the all the staff for their dedication and hard work to get the premises secure and ready once again to receive customers and volunteers during very difficult and challenging times. In addition, our thanks go to the volunteers who readily took up the challenge to return to Number 8 to keep the show going through this period.

The Executive Committee meetings continued throughout 2021 by way of virtual meetings using Zoom. Also, the Trustees met virtually including the AGM held on 27 May 2021.

In conclusion, whilst 2022 is showing signs of creeping to business as usual – it is difficult to predict what might happen for the rest of the year. We can however be certain that Number 8's dedicated staff and volunteers will meet whatever challenges are faced to keep the show on the road!

Tony Rowley
Chair of Trustees

Number 8

Report of the Trustees
for the Year Ended 31 December 2021

The Trustees, who are also the Directors of the charity for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ended 31st December 2021.

OBJECTIVES AND STRATEGIES

The objects of the charity are:
- To advance the education of the public in all aspects of dramatic art and film including the arts of drama, mime, opera, music, singing, dance, painting and photography.
- The development of public appreciation of such art by the provision of an arts centre and gallery and the presentation of public performances.
- To further the social and cultural welfare of Pershore and its hinterland and visitors to the area.

The charity has a general aim of contributing to the quality of life of the people of Pershore and wider area by expanding their horizons through the provision of exciting, challenging and accessible community arts events.

The strategies employed to achieve the charity's objectives are to:
- Offer opportunities for a broad range of people to participate in arts activity and explore their own creative powers.
- Provide facilities for amateur and professional artists to develop. Pershore Operatic and Dramatic Society are the resident amateur company and use spaces for rehearsal and performance.
- Concentrate on involving young people in the arts through participatory activities such as Number 8 Youth Theatre to help encourage a culture in which different age ranges play a complementary part.
- Celebrate the diversity of cultures in our society by programming presentations by and with artists of different cultural backgrounds.
- Present a broad range of arts work.

The four main areas of activity are: stage performances and concerts, film screenings, educational programmes and art exhibitions. The programme aims to achieve a mix of the arts to suit a range of tastes and incomes.

A free viewing gallery features regular displays of work by artists both amateur and professional. Whilst this activity produces the least income it is of equal importance in the life of Number 8 and contributes to the ambience of our foyer coffee bar and box office. These exhibitions enable local people and visitors to the town to see a variety of work which they may not otherwise choose to see at galleries. Four glass display cabinets allow the exhibition of 3D crafts.

Number 8 is very involved in the community. Our letter heading captures the spirit of Number 8 "inspired and led by the community of Pershore". Number 8 has approximately 200 volunteers who assist in the running of Number 8, stewarding events, manning the box office, charity shop, coffee bar & bar and projecting films. This enables Number 8 to operate effectively ensuring that Number 8 is a financially viable enterprise. There were approximately 294 Friends of Number 8 at the end of 2021 (2020 - 446).

STRATEGIC REPORT

Achievements and Performance

Charitable Activities

As a result of the ongoing global pandemic Number 8's activities continued to be severely impacted throughout 2021. The year began with a long period of closure as part of a national lockdown. Following the easing of some restrictions to activity Number 8 a limited number of community hirers who provided activities for young people returned to the space from Monday 19 April onwards.

The centre as a whole remained closed until Monday 17 May when the coffee bar, foyer gallery space and box office reopened. Number 8's programme of screenings resumed from Thursday 27 May with a special screening for our members of our 'Friends of Number 8' membership scheme, followed by a screening that was open to the wider public on Saturday 29 May. The programme of event cinema resumed on Thursday 3 June with a rescheduled screening of *42nd Street*: The Musical and live events restarted with a concert from Orchestra of the Swan on Friday 18 June.

Screenings in the first couple of months after reopening included many films which had been cancelled and rescheduled from the period of closure. Throughout the year the film programme was impacted by the limited availability of new film releases as a result of the pandemic's impact on film release schedules. The live event programme throughout the year was also impacted by the pandemic with a reduced number of shows available to book due to the cancellation of

tours and the limited development of new productions.

During the remaining six months of the year once Number 8 had reopened a total of 145 screenings of 75 different film titles took place, bringing in attendances of 5,800. Highlights included *The Father, No Time to Die* and *The Courier*. 24 event cinema screening of 16 different titles, including *42nd Street - The Musical, The V&A Alice: Curiouser & Curiouser, Cliff Richard: The Great 80 Tour,* Royal Ballet's *The Nutcracker* were shown with total attendances of 1,450. Live events in the auditorium included folk gigs, classical concerts from the Orchestra of the Swan, a concert from local band Fireballs UK and for younger audiences *The Bubble Show!*. There were a total of 6 live shows with a total attendance of 650. Number 8's resident musical theatre company Pershore Operatic and Dramatic Society (PODS) performed the pantomime *Snow White* in December, with 7 performances bringing in attendances of 1,400.

The majority of community hires for live events that usually take place at the centre on an annual basis, including school shows and craft fayres did not go ahead. Community hires for events were limited to a hire by Pershore Flower Club.

Number 8's programme of dance classes restarted in June with Chance to Dance classes, albeit with reduced capacity due to social distancing. Eight of these classes in contemporary dance specifically designed for those age 55+ took place each week during term time plus one Gentle Chance to Dance class for those with long term conditions, who are rehabilitating or have a disability that impacts on their mobility. The later part of the year also saw the return of some of the regular community hirers that use the centre for activities including yoga, watercolour painting and ballet classes.
As a result of periods of closure only 9 gallery exhibitions and 4 craft exhibitions took place in 2021. These included exhibitions from the collective, Artistree, Pershore Quilters and St. Peter's Printmakers. A call for submissions for future exhibition was made and a number of artists successfully secured places in the 2022 programme. A *Pop Up Painting: Monet's Waterlilies* workshop in November and a Christmas Wreath Making Workshop in December were both fully booked and elicited excellent feedback from those who attended.
Whilst the level and nature of activity, and attendances continued to be severely impacted by the pandemic in 2021 Number 8 delivered a diverse programme and provided valuable services for the community. As a hub for arts activity in the town Number 8's reopening after lockdown closures gave hope to the community during difficult times and maintained the vibrancy of Pershore.

Fundraising Activities
In addition to raising funds through ticket income, hire charges and gallery income through its charitable activities, Number 8 raises funds in two other primary areas:

Catering – We saw increased footfall in our coffee bar as restrictions eased and the general atmosphere regarding Covid improved. From 1 September we were also able to open our bar prior to evening performances (as audiences were now all entering through Foyer and distancing regulations had relaxed); this proved to be very popular with audiences and we found that even for small audience, a large proportion would come for a pre-show drink and to meet with friends. Our rules around drinks in the Auditorium have also been altered and we now have a range of canned drinks available for customers to buy to take into an event. We were also able to resume our popular Foyer Folk strand of activity from November.

Charity Shop - Opened initially to raise funds towards the refurbishment of the Foyer, Number 8's charity shop (Just After 8) has become an ongoing fundraising effort to generate money towards future capital projects and investment in future equipment. It opens four days a week, is completely staffed by volunteers, and offers a wide and often fascinating array of items for sale as well as arts and crafts by local artists. Whilst this activity has also been affected by being unable to open due to pandemic restrictions and volunteer caution, it has remained very successful at the times when it was able to open.

Financial review
The second year of the Covid-19 pandemic included an enforced extended lockdown at the start of 2021 coupled with capacity restrictions to comply with safety measures, limited availability of content, especially films, and consumer caution all of which have adversely impacted Number 8's financial performance for the year.
The Arts Centre made a net deficit of £(37,424) before depreciation charges of £44,074. The Charity Shop contributed £32,395 leading to an overall deficit for the year of £(49,103).
Number 8 has been well managed financially throughout its existence and continues to have substantial cash reserves held to invest in its future. These reserves have reduced over the last two years by £1,386 in 2021 and by £51,106 in 2020, but remain healthy and available for necessary asset replacement.
Investment policy and objectives
Any investment is made in accordance with the Rules of the charity and by the Trustees. The Trustees have a cautious attitude to risk and do not invest in such a way as could put capital at risk. However, in the economic climate that has prevailed for the last few years this means that returns on investment have been low.

Reserves policy
Cash reserves are held to cover unforeseen operational costs, essential maintenance costs, asset replacement, and for

funding new projects or investments in new technologies. The cash reserves figure at 31st December 2021 was £333,515 (31st December 2020 £334,901).

Financial and Risk Management Objectives and Policies

The Trustees have a risk management strategy which comprises:
- An annual review of the risks the charity may face;
- The establishment of systems and procedures to mitigate those risks identified in the plan;
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.
- The status of current mitigation actions is reported to the Board on a regular basis.

Our key operational risks are as follows:
- Our most important risk, by far, continues to be the availability of sufficient numbers of volunteers with appropriate skill sets. On the downside, a lack of volunteers would restrict our ability to offer the services we currently provide. There is also a risk that we are unable to capitalize on new opportunities that arise.
- Dependency on key members of staff: with a full complement of staff the focus has been on developing new staff to improve our operating resilience.
- As our building ages there is an increasing risk of unforeseen repair and maintenance costs: we have in place regular maintenance schedules and activity.
- A key element in the management of financial risk is the setting of the reserves policy and its regular review by Trustees.
- The trust put in the volunteers who handle cash has been identified as an acceptable risk by the Trustees.

Covid-19 Risk Management:
The global pandemic and continuing regulations required ongoing efforts to allow the venue to remain open during periods when this was permitted. The existing Covid Secure Risk Assessment remained the basis for all aspects of the operation of Number 8 and Just After 8 charity shop and all previous measures continued to remain in place upon reopening. Later in the year we were able to relax our social distancing and mask-wearing policies although we continued to require mask wearing whilst circulating in public spaces regardless of government guidelines.
- Screens remain in place at all serving areas and counters
- Hand sanitiser stations at every entrance, toilets, and at all work spaces
- Revised working practices
- Face shields provided for all public facing volunteers and staff
- Reduced capacity in Auditorium (with socially distanced seating) continued until the beginning of September.

At this point we returned to full capacity in the Auditorium and all audience members entered through the Foyer

STRUCTURE, GOVERNANCE AND MANAGEMENT

Number 8 is a Company Limited by Guarantee and a Registered Charity, managed by a Board of Trustees, who meet quarterly each year.

Registered Company number (England & Wales)	04266321
Registered Charity number	1089301
Registered Office and place of business	8 High Street, Pershore, Worcs. WR10 1BG

Recruitment and appointment of new Trustees

The Chairman of the Board is elected by the Board of Trustees and, consistent with other Trustees, retires after a period of 3 years. Retiring Trustees may be re-elected with the consent of the remaining Trustees.

During 2021, there were no changes to the Board of Trustees.

At the end of 2021, Number 8 had thirteen Trustees each of whom agree to contribute £5 in event of the charity winding up.

Induction and training of new Trustees

New Trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the decision-making processes, the business plan and recent financial performance of the charity. During the induction day they will meet key staff members and other Trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisational Structure

Executive
The Company has an Executive Committee with delegated powers to manage the day to day running of the business and financial affairs of the company. The Executive is chaired by the Chair of Trustees and includes a mix of trustees, volunteers and senior paid staff.

The Executive meets monthly and their deliberations are minuted and available to Board members. The Executive reports in detail to the Board quarterly.

Staff
The staff team is appointed by the Board of Trustees and totals 7, 3 of whom are part-time. They manage the programming, marketing, operational, financial and administrative activities of Number 8. They are supported by volunteers.

Volunteers
In 2021, there were approximately 200 volunteers, working within every part of Number 8's activities. Volunteer managers of the box office, bar, coffee bar, front of house and charity shop meet monthly to discuss the day to day needs, suggestions and problems of these departments. The recommendations from this management team are then considered by the Executive and implemented as appropriate.

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

M A Rowley	Executive Director - Chair
C J Tooth	Executive Director – Finance
J Daniels	Executive Director – Arts
P Osborn	Executive Director – Volunteer Coordinator
K Goddard MBE	Executive Director
M Amies BEM	
R Partridge	
S M Booth	
M J Hodges	
E Honeybunn	
K Walton	
M Pawsey	
M Ward	Wychavon District Council representative

Independent examiner
Attwoods, Perrott House, 17 Bridge Street Pershore Worcestershire WR10 1AJ

Approved by order of the Board of Trustees on 19/5/2022

Signed on behalf of the Board by:

.....

M A Rowley – Chair of Trustees

Independent Examiner's Report to the Trustees of Number 8

Independent examiner's report to the trustees of Number 8 ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2021.

Responsibilities and basis of report
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of 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.

Independent examiner's statement
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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

Lucy Watkins
ACCA
Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Date: 20/05/2022

Number 8

Balance Sheet
31 December 2021

	Notes	Unrestricted funds £	Restricted fund £	31.12.21 **Total funds £**	31.12.20 Total funds £
FIXED ASSETS					
Tangible assets	11	**1,723,026**	-	**1,723,026**	1,760,745
CURRENT ASSETS					
Stocks	12	**3,080**	-	**3,080**	1,304
Debtors	13	**15,011**	-	**15,011**	14,675
Cash at bank and in hand		**393,515**	-	**393,515**	394,901
		411,606	-	**411,606**	410,880
CREDITORS					
Amounts falling due within one year	14	**(49,799)**	-	**(49,799)**	(37,690)
NET CURRENT ASSETS		**361,807**	-	**361,807**	373,190
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,084,833**	-	**2,084,833**	2,133,935
NET ASSETS		**2,084,833**	-	**2,084,833**	2,133,935
FUNDS	15				
Unrestricted funds				**2,084,833**	2,133,935
TOTAL FUNDS				**2,084,833**	2,133,935

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 19/5/2022 and were signed on its behalf by:

M A Rowley - Trustee

C J Tooth - Trustee

The notes form part of these financial statements

Number 8

Cash Flow Statement for the Year Ended 31 December 2021

	Notes	31.12.21 £	31.12.20 £
Cash flows from operating activities			
Cash generated from operations	1	**4,893**	(51,833)
Net cash provided by/(used in) operating activities		**4,893**	(51,833)
Cash flows from investing activities			
Purchase of tangible fixed assets		**(6,355)**	-
Interest received		**76**	727
Net cash (used in)/provided by investing activities		**(6,279)**	727
Change in cash and cash equivalents in the reporting period		**(1,386)**	(51,106)
Cash and cash equivalents at the beginning of the reporting period		**394,901**	446,007
Cash and cash equivalents at the end of the reporting period		**393,515**	394,901

The notes form part of these financial statements

Number 8

Notes to the Cash Flow Statement for the Year Ended 31 December 2021

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.21 £	31.12.20 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(49,102)**	(40,344)
Adjustments for:		
Depreciation charges	**44,074**	49,528
Interest received	**(76)**	(727)
(Increase)/decrease in stocks	**(1,776)**	3,484
(Increase)/decrease in debtors	**(336)**	4,443
Increase/(decrease) in creditors	**12,109**	(68,217)
Net cash provided by/(used in) operations	**4,893**	(51,833)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.21 £	Cash flow £	At 31.12.21 £
Net cash			
Cash at bank and in hand	**394,901**	**(1,386)**	**393,515**
	394,901	**(1,386)**	**393,515**
Total	**394,901**	**(1,386)**	**393,515**

The notes form part of these financial statements

Notes to the Financial Statements for the Year Ended 31 December 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
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.

Income
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.

All income (including voluntary donations) is allocated to the general fund unless otherwise restricted by donor or specifically designated by the Trustees.

Restricted funds are funds which the donor specifically restricted the purpose for which they can be used. The amount in these funds represents the monies still available for future expenditure.

Designated funds are funds that the Trustees have specifically designated the purpose for which they can be applied. The amount in these funds represents the monies still available for future expenditure.

General funds are expendable at the discretion of the Trustees in furtherance of the objects of the charity.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity 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.

Costs of generating funds are the costs directly attributable to raising funds.

The income from fundraising ventures is shown gross, with the associated costs included within fundraising costs.

Charitable expenditure includes all costs directly relating to the objective of the charity and the costs involved in supporting that work.

Management and administration costs include those costs connected with management of the charity's assets, organisational management and administration and compliance with constitutional and statutory requirements.

Expenditure on management and administration of the charity includes all expenditure not directly related to the charitable activity of fundraising ventures. This also includes legal, independent examination fees and certain trust secretarial expenses.

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

Long term fixtures	- Straight line over 25 years
Refurbishments	- Straight line over 15 years
Leasehold improvements	- 1% on cost
Digital/sound & office equipment	- 20% on cost
Furniture & fixtures	- 25% on reducing balance and at varying rates on cost

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

1. ACCOUNTING POLICIES - continued

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.

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

Grants received
Grants received are included in incoming resources when they are received.

Donations
Donations received are included in incoming resources when they are received.

2. DONATIONS AND LEGACIES

	31.12.21	31.12.20
	£	£
Donations	**15,100**	31,441
Grants	**94,822**	92,138
	109,922	123,579

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

	31.12.21	31.12.20
	£	£
Wychavon District Council	**42,087**	34,366
Government Grant	**52,735**	57,772
	94,822	92,138

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

3. OTHER TRADING ACTIVITIES

	31.12.21	31.12.20
	£	£
Charity shop income	28,192	23,833
Catering	41,132	39,699
Films, box office & live event	81,422	107,833
Youth theatre	-	1,856
Space hire	6,438	11,336
Film/brochure advertising	392	3,693
Exhibition hire and commission	1,460	1,047
Workshops	9,169	10,336
Merchandising and voucher sale	2,666	8,817
Online booking fees	183	-
	171,054	208,450

4. INVESTMENT INCOME

	31.12.21	31.12.20
	£	£
Deposit account interest	76	727

5. RAISING FUNDS

Other trading activities

	31.12.21	31.12.20
	£	£
Opening stock	1,304	4,788
Purchases	54,852	70,963
Closing stock	(3,080)	(1,304)
Catering	18,437	14,413
Charity shop expenses	12,132	12,808
Arts project costs	-	300
Support costs	246,509	271,132
	330,154	373,100

6. SUPPORT COSTS

	Management	Finance	Totals
	£	£	£
Other trading activities	243,558	2,951	246,509

continued...

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.12.21	31.12.20
	£	£
Depreciation - owned assets	44,074	49,528

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2021 nor for the year ended 31 December 2020.

9. STAFF COSTS

	31.12.21	31.12.20
	£	£
Wages and salaries	137,533	143,095
Social security costs	6,871	7,507
Other pension costs	2,468	2,404
	146,872	153,006

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

	31.12.21	31.12.20
	7	7

No employees received emoluments in excess of £60,000.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted fund	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	123,579	-	123,579
Other trading activities	208,450	-	208,450
Investment income	727	-	727
Total	332,756	-	332,756
EXPENDITURE ON			
Raising funds	373,100	-	373,100
NET INCOME/(EXPENDITURE)	(40,344)	-	(40,344)

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted fund £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	2,174,279	-	2,174,279
TOTAL FUNDS CARRIED FORWARD	2,133,935	-	2,133,935

11. TANGIBLE FIXED ASSETS

	Long term fixtures £	Refurbishments £	Leasehold improvements £
COST			
At 1 January 2021	**27,570**	**108,307**	**1,907,233**
Additions	-	-	-
At 31 December 2021	**27,570**	**108,307**	**1,907,233**
DEPRECIATION			
At 1 January 2021	**2,206**	**28,223**	**305,101**
Charge for year	**1,102**	**7,220**	**19,263**
At 31 December 2021	**3,308**	**35,443**	**324,364**
NET BOOK VALUE			
At 31 December 2021	**24,262**	**72,864**	**1,582,869**
At 31 December 2020	25,364	80,084	1,602,132

	Digital/sound & office equipment £	Furniture & fixtures £	Totals £
COST			
At 1 January 2021	**47,400**	**246,852**	**2,337,362**
Additions	**1,890**	**4,465**	**6,355**
At 31 December 2021	**49,290**	**251,317**	**2,343,717**
DEPRECIATION			
At 1 January 2021	**31,613**	**209,474**	**576,617**
Charge for year	**6,028**	**10,461**	**44,074**
At 31 December 2021	**37,641**	**219,935**	**620,691**
NET BOOK VALUE			
At 31 December 2021	**11,649**	**31,382**	**1,723,026**
At 31 December 2020	15,787	37,378	1,760,745

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2021

12. STOCKS

	31.12.21	31.12.20
	£	£
Stocks	3,080	1,304

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.21	31.12.20
	£	£
Trade debtors	2,075	156
Other debtors	1,500	1,840
VAT	-	1,715
Prepayments	11,436	10,964
	15,011	14,675

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.21	31.12.20
	£	£
Trade creditors	13,873	4,655
VAT	338	-
Other creditors	7,325	1,515
Event hire holding account	540	72
Gallery/craft holding account	324	-
Deferred income	16,892	22,321
Accrued expenses	10,507	9,127
	49,799	37,690

15. MOVEMENT IN FUNDS

	At 1.1.21	Net movement in funds	At 31.12.21
	£	£	£
Unrestricted funds			
General fund	2,133,935	(49,102)	2,084,833
TOTAL FUNDS	2,133,935	(49,102)	2,084,833

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	281,052	(330,154)	(49,102)
TOTAL FUNDS	281,052	(330,154)	(49,102)

continued...

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	2,174,279	(40,344)	2,133,935
TOTAL FUNDS	2,174,279	(40,344)	2,133,935

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	332,756	(373,100)	(40,344)
TOTAL FUNDS	332,756	(373,100)	(40,344)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.20 £	Net movement in funds £	At 31.12.21 £
Unrestricted funds			
General fund	2,174,279	(89,446)	2,084,833
TOTAL FUNDS	2,174,279	(89,446)	2,084,833

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	613,808	(703,254)	(89,446)
TOTAL FUNDS	613,808	(703,254)	(89,446)

continued...

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2021.

NUMBER 8

England & Wales - Charity number 1089301

Accounts

REGISTERED COMPANY NUMBER: 04266321 (England and Wales)
REGISTERED CHARITY NUMBER: 1089301

Report of the Trustees and

Financial Statements

for the Year Ended 31 December 2020

for

Number 8

Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Number 8

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Number 8

Chairman's Report for the Year Ended 31 December 2020

The year 2020 is a year to forget for many reasons - although conversely it is a year to remember for the good that came out of adversity. Number 8 continues to demonstrate why it is at the heart of the community. Number 8 is not just a building but a community in itself, comprising our wonderful staff, legions of willing and capable volunteers and our supporters, members and customers.

Little did we know at the end of 2019 when the curtain was coming down on the Christmas festivities and Number 8 was preparing plans to re-open after a well-deserved New Year break, what was to confront us all in 2020. For those watching the International news we were aware of difficulties in China where a so-called epidemic had the potential to spread and become a pandemic but these problems seemed to be too distanced from our shores. Terms such as Coronavirus, Covid 19, lockdowns, furlough, social distancing, working from home, home schooling, Zoom, etc were soon to become part of our everyday dialogue. Even worse was to follow with the spread of the pandemic including hospitalisation on an unprecedented scale and sadly deaths striking every corner of our Nation.

Number 8 was forced to close during 3 lockdowns and in fact as I write we have yet to come out of the 3rd lockdown. Hopefully, following recent Government announcements and on the back of a very successful vaccination roll-out, there is light at the end of the tunnel - a road map to aid us navigate to some form of normality.

Two of the three lockdowns occurred in 2020 - the third started on 5 January 2021 following a short period of Tier 3 restrictions from 31 December 2020. The lockdown closure periods were as follows:

1st Lockdown period: 23 March - 31 August 2020;
2nd Lockdown period: 5 November - 2 December 2020;
(Tier 3 restrictions: 31 December);
3rd Lockdown period: 5 January 2021 to date.

During periods of lockdown and Tier 3 restrictions all staff have furloughed under the Government support scheme. A change in the scheme to a flexible furlough allowed staff to return for short periods, for example to get Number 8 Covid secure in readiness for reopening.

A huge thanks from me and the Board of Trustees goes to all staff for their dedication and hard work to get the premises secure and ready to receive customers and volunteers during very difficult and challenging times. In addition, our thanks also go to the volunteers who readily took up the challenge to return to Number 8 to keep the show going through this stop/start period.

The Executive meetings continued throughout 2020 and from March onwards by way of virtual meetings using the Zoom platform. Also, the Trustees met in the same manner including the AGM held in May 2020.

Whilst 2021 has started as 2020 finished, in lockdown, there is optimism that the 2nd half of the year will see a vast improvement and life returning to some normality and on the local front we will see Number 8 functioning as it always does at the heart of the community!

Number 8

Report of the Trustees
for the Year Ended 31 December 2020

Tony Rowley
Chair of Trustees

The Trustees, who are also the Directors of the charity for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ended 31st December 2020.

OBJECTIVES AND STRATEGIES

The objects of the charity are:

- To advance the education of the public in all aspects of dramatic art and film including the arts of drama, mime, opera, music, singing, dance, painting and photography.
- The development of public appreciation of such art by the provision of an arts centre and gallery and the presentation of public performances.
- To further the social and cultural welfare of Pershore and its hinterland and visitors to the area.

The charity has a general aim of contributing to the quality of life of the people of Pershore and wider area by expanding their horizons through the provision of exciting, challenging and accessible community arts events.

The strategies employed to achieve the charity's objectives are to:

- Offer opportunities for a broad range of people to participate in arts activity and explore their own creative powers.
- Provide facilities for amateur and professional artists to develop. Pershore Operatic and Dramatic Society are the resident amateur company and use spaces for rehearsal and performance.
- Concentrate on involving young people in the arts through participatory activities such as Number 8 Youth Theatre to help encourage a culture in which different age ranges play a complementary part.
- Celebrate the diversity of cultures in our society by programming presentations by and with artists of different cultural backgrounds.
- Present a broad range of arts work.

The four main areas of activity are: stage performances and concerts, film screenings, educational programmes and art exhibitions. The programme aims to achieve a mix of the arts to suit a range of tastes and incomes.

A free viewing gallery features regular displays of work by artists both amateur and professional. Whilst this activity produces the least income it is of equal importance in the life of Number 8 and contributes to the ambience of our foyer coffee bar and box office. These exhibitions enable local people and visitors to the town to see a variety of work which they may not otherwise choose to see at galleries. Four glass display cabinets allow the exhibition of 3D crafts.

Number 8 is very involved in the community. Our letter heading captures the spirit of Number 8 "inspired and led by the community of Pershore". Number 8 has approximately 230 volunteers who assist in the running of Number 8, stewarding events, manning the box office, charity shop, coffee bar & bar and projecting films. This enables Number 8 to operate effectively ensuring that Number 8 is a financially viable enterprise. There were approximately 446 Friends of Number 8 at the end of 2020 (2019 - 548).

STRATEGIC REPORT

Achievements and Performance

Charitable Activities

Number 8's charitable activity in 2020 was severely limited as a result of the global Covid-19 pandemic and ensuing restrictions. The year included long periods of closure during national lockdowns and limits on activity along with reduced capacity when open in order to adhere to government guidelines, and maintain social distancing.

Report of the Trustees for the Year Ended 31 December 2020

In the early part of 2020, before Covid-19 became an issue, activity was going well with a programme including film screenings, live events, event cinema, community hires, creative courses, and gallery and craft exhibitions. Between 1 January and 17 March, Number 8 held 6 different auditorium live events, 15 event cinema screenings, 59 film screenings of 27 different titles and 4 events in The Foyer informal performance space with a combined total of 9,991 ticketed attendances. The centre also hosted 5 performances (of 2 different shows *The W-Factor Final* and *The Addams Family* performed by Pershore Operatic and Dramatic Society's Youth Section) organised by community hirers, with ticketed attendances of 1,083.

Number 8 ran 8 Chance to Dance contemporary dance classes for those age 55+ each week during term time. The classes included a Gentle Chance to Dance class for those with long term conditions, who are rehabilitating or have a disability that impacts on their mobility. Number 8 Youth Theatre gave children the opportunity to develop acting skills, and the Pop Up Lowry Workshop inspired adult participants to paint in the style of the famous artist. The centre also hosted a variety of weekly classes organised by community hirers including yoga, zumba, watercolour painting and youth theatre groups.
ticketed attendances of 1,083.

As part of the first national lockdown Number 8 was closed from 17 March until Tuesday 1 September when the gallery
As part of the first national lockdown Number 8 was closed from 17 March until Tuesday 1 September when the gallery
space and coffee bar reopened with restrictions in place. Number 8's arts programme restarted on Thursday 17 September. The centre remained open until Wed 4 November after which it closed again as part of the second lockdown, reopening briefly from Friday 11 to Wednesday 30 December before closing again as the country entered the third lockdown. The lockdown closures resulted in cancellations of screenings and events that had already been scheduled and the need to refund or exchange tickets that had been pre-booked. Where feasible, cancelled screenings were rescheduled and ticket holders were given the option to transfer their booking. During the lockdown periods Number 8 encouraged audiences to engage in arts and education activity by producing e-bulletins with information, ideas, and links to sites offering online screenings and activities.

From the point at which the centre reopened in September to the end of the year, activity was restricted in a number of ways. For much of the period, in order to comply with restrictions and adhere to social distancing guidelines, live performances were unable to take place so auditorium activity was limited to film and event cinema screenings. Auditorium capacity was severely reduced, there were restrictions in place at some stages that prohibited indoor dance classes and youth theatre activity and in periods when classes could take place the conditions required to adhere to Covid safety guidelines meant that it was not always viable. As a result, Number 8 Youth Theatre was unable to resume for the autumn term and Chance to Dance classes ran with a reduced group size and only for a 6 week period. Restrictions also meant that activity such as our annual Schools Showcase workshops and exhibition and our Open Exhibition was unable to go ahead. In order to maintain social distancing and reduce congestion we were unable to hold craft exhibitions or events in The Foyer, and during periods when live performances were allowed, the reduced capacity and limited backstage space meant many events, and community hires for performances, were not possible. From September through until the end of 2020 Number 8 held 50 film screenings, 24 event cinema screenings and 4 live performances (of 1 show).

In addition to the impact of restrictions on the range of activities, attendances from September onwards were greatly reduced as audiences limited their activities in a desire to reduce the risk of contracting the virus. Auditorium ticketed attendances for the open periods of just under 10 weeks spanning between September until the end of the year totalled only 2,411 resulting in a total auditorium attendance of 13,485 for the year as a whole.

Despite the impact that the pandemic had on activity and attendances, during the periods in 2020 when activity was allowed Number 8 offered a diverse programme and a valuable resource for the community.

Film screenings included critically acclaimed titles such as *Little Women* and *Harriet*, independent British films, classics such as *Out of Africa*, foreign language films including award winner *Parasite*, and documentaries. The range of event cinema screenings was diverse featuring opera, concerts, ballet, theatre, and talks including NT Live: *Cyrano de Bergerac*, *Riverdance 25th Anniversary Show*, and *David Attenborough: A Life on Our Planet*.

Report of the Trustees for the Year Ended 31 December 2020

Highlights of the live events programme included performances from Paul Jones & Dave Kelly, and the Orchestra of the Swan concert *Mozart in Buenos Aires*. *Babes in the Wood* a 'mini-pantomime' performed by local youth company The Festival Players - the only live event staged at Number 8 in the autumn/winter period - was one of very few festive events to be staged in the region with pantomimes unable to go ahead as a result of restrictions. The show gave young people the space to perform live and offered the community a much-needed opportunity to come together for an evening of uplifting entertainment.

Children and young people benefited from attending our Youth Theatre in the spring term, they enjoyed theatre performances of *The Snow Dragon* and *Mimi and the Mountain Dragon* and screenings of films such as *Spies in Disguise* and *100% Wolf*. While participatory activities were restricted, participants in the Chance to Dance classes that were able to go ahead were appreciative of the opportunity they provided to engage in dance and interact with others outside of their own homes, increasing their fitness and feelings of wellbeing in the process.

As a result of restrictions, only 3 craft exhibitions took place in the first part of the year. These included a showcase of ceramics from Woodsetton Potteries and an exhibition of handmade glass incorporating natural stones and pebbles from Warwickshire based artist Cheryl Steventon. The number of gallery exhibitions was reduced to 6, these included exhibitions from local photographer Chris Ludlow, the collective 4 Abstract Artists, and painter Malcolm Brookes. The shared gallery and coffee bar space served the community by providing an informal setting to meet up, particularly during the periods when meeting other households was allowed in hospitality venues but not in private homes. Throughout the year, even during periods of closure, Number 8 maintained contact with audiences and the wider community and worked to support the community during these difficult times.

Fundraising Activities

In addition to raising funds through ticket income, hire charges and gallery income through its charitable activities, Number 8 raises funds in two other primary areas:

Catering – The challenging conditions during the pandemic constrained our catering activity but the coffee bar remained a successful source of income and a popular meeting place for the local community, albeit at greater distances. Unfortunately, restrictions meant it was impractical to open the bar for performances in the evening but audiences were able to pre-order refreshments to be delivered to their seats prior to the show.

Charity Shop - Opened initially to raise funds towards the refurbishment of the Foyer, Number 8's charity shop (*Just After 8*) has become an ongoing fundraising effort to generate money towards future capital projects and investment in future equipment. It opens four days a week, is completely staffed by volunteers, and offers a wide and often fascinating array of items for sale as well as arts and crafts by local artists. Again, this activity has been affected by being unable to open due to pandemic restrictions and volunteer caution. It has remained very successful at the times when it was able to open.

Financial review

Not surprisingly the events of 2020 adversely impacted Number 8's financial performance with the Arts Centre making a modest net deficit of £(1,842) before depreciation charges of £49,526. The Charity Shop contributed £11,025 leading to an overall deficit for the year of £(40,343).

This result could have been much worse, but for a strong first quarter trading performance, grants from Wychavon of £35,000, Furlough payments of £57,772 towards staff costs and the generosity of our customers and volunteers with donations £17,285 higher than last year.

Number 8 has been well managed financially throughout its existence and has substantial cash reserves held to invest in its future. These reserves have declined by £51,106 during the year and will continue to decrease during 2021 until life is able to return to normal and Number 8 can fully re-open with its patrons willing and able to return.

Investment policy and objectives

Any investment is made in accordance with the Rules of the charity and by the Trustees. The Trustees have a cautious attitude to risk and do not invest in such a way as could put capital at risk. However, in the economic climate that has prevailed for the last few years this means that returns on investment have been low.

Reserves policy

Cash reserves are held to cover unforeseen operational costs, essential maintenance costs, asset replacement, and for funding new projects or investments in new technologies. The cash reserves figure at 31st December 2020 was £334,901 (31st December 2019 £386,007).

Report of the Trustees
for the Year Ended 31 December 2020

Financial and Risk Management Objectives and Policies

The Trustees have a risk management strategy which comprises:
- An annual review of the risks the charity may face;
- The establishment of systems and procedures to mitigate those risks identified in the plan;
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.
- The status of current mitigation actions is reported to the Board on a regular basis.

Our key operational risks are as follows:
- Our most important risk, by far, continues to be the availability of sufficient numbers of volunteers with appropriate skill sets. On the downside, a lack of volunteers would restrict our ability to offer the services we currently provide. There is also a risk that we are unable to capitalize on new opportunities that arise.
- Dependency on key members of staff: with a full complement of staff the focus has been on developing new staff to improve our operating resilience.
- As our building ages there is an increasing risk of unforeseen repair and maintenance costs: we have in place regular maintenance schedules and activity.
- A key element in the management of financial risk is the setting of the reserves policy and its regular review by Trustees.
- The trust put in the volunteers who handle cash has been identified as an acceptable risk by the Trustees.

Covid-19 Risk Management:
The global pandemic and regulations introduced required a concerted effort to allow the venue to remain open during periods when this was permitted. A full Covid Secure Risk Assessment was undertaken for every aspect of the operation of Number 8 and Just After 8 charity shop and a full programme of measures was introduced. These included:

- Screens at all serving areas and counters
- Hand sanitizer stations at every entrance, outside toilets, and at all work spaces
- Greatly reduced auditorium, coffee bar, and Courtyard Room capacity. Revised booking procedures for events. Alternate rows left empty and unused seats covered
- Revised working practices across all areas of business
- Extensive training of staff and volunteers
- Face shields provided for all public facing volunteers and staff

STRUCTURE, GOVERNANCE AND MANAGEMENT

Number 8 is a Company Limited by Guarantee and a Registered Charity, managed by a Board of Trustees, who meet quarterly each year.
Registered Company number (England & Wales)04266321
Registered Charity number 1089301
Registered Office and place of business 8 High Street, Pershore, Worcs. WR10 1BG

Recruitment and appointment of new Trustees

The Chairman of the Board is elected by the Board of Trustees and, consistent with other Trustees, retires after a period of 3 years. Retiring Trustees may be re-elected with the consent of the remaining Trustees.

During 2020, there were no changes to the Board of Trustees.

At the end of 2020, Number 8 had thirteen Trustees each of whom agree to contribute £5 in event of the charity winding up.

Induction and training of new Trustees

New Trustees undergo an orientation day to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the decision-making processes, the business plan and recent financial performance of the charity. During the induction day they will meet key staff members and other Trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Executive
The Company has an Executive Committee with delegated powers to manage the day to day running of the business and financial affairs of the company. The Executive is chaired by the Chair of Trustees and includes a mix of trustees, volunteers and senior paid staff.

The Executive meets monthly and their deliberations are minuted and available to Board members. The Executive reports in detail to the Board quarterly.

Staff
The staff team is appointed by the Board of Trustees and totals 7, 3 of whom are part-time. They manage the programming, marketing, operational, financial and administrative activities of Number 8. They are supported by volunteers.

Volunteers
In 2020, there were approximately 230 volunteers, working within every part of Number 8's activities. Volunteer managers of the box office, bar, coffee bar, front of house and charity shop meet monthly to discuss the day to day needs, suggestions and problems of these departments. The recommendations from this management team are then considered by the Executive and implemented as appropriate.

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

M A Rowley	Executive Director - Chair
C J Tooth	Executive Director – Finance
J Daniels	Executive Director – Arts
P Osborn	Executive Director – Volunteer Coordinator
K Goddard MBE	Executive Director
M Amies BEM	
R Partridge	
S M Booth	
M J Hodges	
E Honeybunn	
K Walton	
M Pawsey	
M Ward	Wychavon District Council representative

Independent examiner
Attwoods, Perrott House, 17 Bridge Street Pershore Worcestershire WR10 1AJ

Approved by order of the Board of Trustees on .....27/5/21.....

Signed on behalf of the Board by:

.....
M A Rowley – Chair of Trustees

Independent Examiner's Report to the Trustees of Number 8

Independent examiner's report to the trustees of Number 8 ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2020.

Responsibilities and basis of report
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of 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.

Independent examiner's statement
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of FCCA which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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

Lucy Edwards
FCCA
Attwoods
Perrott House
17 Bridge Street
Pershore
Worcestershire
WR10 1AJ

Date: .....

Statement of Financial Activities for the Year Ended 31 December 2020

	Notes	Unrestricted funds £	Restricted fund £	**31.12.20 Total funds £**	31.12.19 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**123,579**	-	**123,579**	18,416
Other trading activities	3	**208,450**	-	**208,450**	571,585
Investment income	4	**727**	-	**727**	1,394
Total		**332,756**	-	**332,756**	591,395
EXPENDITURE ON					
Raising funds	5	**373,100**	-	**373,100**	560,908
NET INCOME/(EXPENDITURE)		**(40,344)**	-	**(40,344)**	30,487
RECONCILIATION OF FUNDS					
Total funds brought forward		**2,174,279**	-	**2,174,279**	2,143,792
TOTAL FUNDS CARRIED FORWARD		**2,133,935**	-	**2,133,935**	2,174,279

The notes form part of these financial statements

Balance Sheet
31 December 2020

	Notes	Unrestricted funds £	Restricted fund £	**31.12.20 Total funds £**	31.12.19 Total funds £
FIXED ASSETS					
Tangible assets	11	**1,760,745**	-	**1,760,745**	1,810,273
CURRENT ASSETS					
Stocks	12	**1,304**	-	**1,304**	4,788
Debtors	13	**14,675**	-	**14,675**	19,118
Cash at bank and in hand		**394,901**	-	**394,901**	446,007
		410,880	-	**410,880**	469,913
CREDITORS					
Amounts falling due within one year	14	**(37,690)**	-	**(37,690)**	(105,907)
NET CURRENT ASSETS		**373,190**	-	**373,190**	364,006
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,133,935**	-	**2,133,935**	2,174,279
NET ASSETS		**2,133,935**	-	**2,133,935**	2,174,279
FUNDS	15				
Unrestricted funds				**2,133,935**	2,174,279
TOTAL FUNDS				**2,133,935**	2,174,279

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2020.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2020 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for
(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on ....27/5/21..... and were signed on its behalf by:

.....
M A Rowley - Trustee

The notes form part of these financial statements

continued...

Balance Sheet - continued
31 December 2020

.....
C J Tooth - Trustee

The notes form part of these financial statements

Cash Flow Statement
for the Year Ended 31 December 2020

	Notes	31.12.20 £	31.12.19 £
Cash flows from operating activities			
Cash generated from operations	1	**(51,833)**	99,480
Net cash (used in)/provided by operating activities		**(51,833)**	99,480
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(66,823)
Sale of tangible fixed assets		-	2,598
Interest received		**727**	1,394
Net cash provided by/(used in) investing activities		**727**	(62,831)
Change in cash and cash equivalents in the reporting period		**(51,106)**	36,649
Cash and cash equivalents at the beginning of the reporting period		**446,007**	409,358
Cash and cash equivalents at the end of the reporting period		**394,901**	446,007

The notes form part of these financial statements

Notes to the Cash Flow Statement for the Year Ended 31 December 2020

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

	31.12.20 £	31.12.19 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	**(40,344)**	30,487
Adjustments for:		
Depreciation charges	**49,528**	53,679
Interest received	**(727)**	(1,394)
Decrease/(increase) in stocks	**3,484**	(1,644)
Decrease in debtors	**4,443**	10,381
(Decrease)/increase in creditors	**(68,217)**	7,971
Net cash (used in)/provided by operations	**(51,833)**	99,480

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.20 £	Cash flow £	**At 31.12.20 £**
Net cash			
Cash at bank and in hand	**446,007**	**(51,106)**	**394,901**
	446,007	**(51,106)**	**394,901**
Total	**446,007**	**(51,106)**	**394,901**

The notes form part of these financial statements

Notes to the Financial Statements for the Year Ended 31 December 2020

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
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.

Income
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.

All income (including voluntary donations) is allocated to the general fund unless otherwise restricted by donor or specifically designated by the Trustees.

Restricted funds are funds which the donor specifically restricted the purpose for which they can be used. The amount in these funds represents the monies still available for future expenditure.

Designated funds are funds that the Trustees have specifically designated the purpose for which they can be applied. The amount in these funds represents the monies still available for future expenditure.

General funds are expendable at the discretion of the Trustees in furtherance of the objects of the charity.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity 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.

Costs of generating funds are the costs directly attributable to raising funds.

The income from fundraising ventures is shown gross, with the associated costs included within fundraising costs.

Charitable expenditure includes all costs directly relating to the objective of the charity and the costs involved in supporting that work.

Management and administration costs include those costs connected with management of the charity's assets, organisational management and administration and compliance with constitutional and statutory requirements.

Expenditure on management and administration of the charity includes all expenditure not directly related to the charitable activity of fundraising ventures. This also includes legal, independent examination fees and certain trust secretarial expenses.

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

Long term fixtures	- Straight line over 25 years
Refurbishments	- Straight line over 15 years
Leasehold improvements	- 1% on cost
Digital/sound & office equipment	- 20% on cost
Furniture & fixtures	- 25% on reducing balance and at varying rates on cost

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2020

1. ACCOUNTING POLICIES - continued

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.

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

Grants received
Grants received are included in incoming resources when they are received.

Donations
Donations received are included in incoming resources when they are received.

2. DONATIONS AND LEGACIES

	31.12.20	31.12.19
	£	£
Donations	**31,441**	17,591
Grants	**92,138**	825
	123,579	18,416

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

	31.12.20	31.12.19
	£	£
Wychavon District Council	**34,366**	-
Government Grant	**57,772**	-
Other grants	**-**	825
	92,138	825

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2020

3. OTHER TRADING ACTIVITIES

	31.12.20	31.12.19
	£	£
Charity shop income	**23,833**	36,717
Catering	**39,699**	134,858
Films, box office & live event	**107,833**	315,362
Children's activities	**-**	200
Youth theatre	**1,856**	5,491
Space hire	**11,336**	35,031
Film/brochure advertising	**3,693**	7,086
Exhibition hire and commission	**1,047**	2,296
Workshops	**10,336**	22,959
Merchandising and voucher sale	**8,817**	9,799
Technical support	**-**	1,786
	208,450	571,585

4. INVESTMENT INCOME

	31.12.20	31.12.19
	£	£
Deposit account interest	**727**	1,394

5. RAISING FUNDS

Other trading activities

	31.12.20	31.12.19
	£	£
Opening stock	**4,788**	3,144
Purchases	**70,963**	196,252
Closing stock	**(1,304)**	(4,788)
Catering	**14,413**	51,382
Charity shop expenses	**12,808**	13,245
Arts project costs	**300**	1,122
Support costs	**271,132**	300,551
	373,100	560,908

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2020

6. SUPPORT COSTS

	Management	Finance	Totals
	£	£	£
Other trading activities	**263,092**	**8,040**	**271,132**

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.12.20	31.12.19
	£	£
Depreciation - owned assets	**49,528**	53,679

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2020 nor for the year ended 31 December 2019.

9. STAFF COSTS

	31.12.20	31.12.19
	£	£
Wages and salaries	**143,095**	140,285
Social security costs	**7,507**	7,896
Other pension costs	**2,404**	2,425
	153,006	150,606

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

	31.12.20	31.12.19
	7	7

No employees received emoluments in excess of £60,000.

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2020

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	18,416	-	18,416
Other trading activities	571,585	-	571,585
Investment income	1,394	-	1,394
Total	591,395	-	591,395
EXPENDITURE ON			
Raising funds	560,908	-	560,908
NET INCOME	30,487	-	30,487
RECONCILIATION OF FUNDS			
Total funds brought forward	2,143,792	-	2,143,792
TOTAL FUNDS CARRIED FORWARD	2,174,279	-	2,174,279

11. TANGIBLE FIXED ASSETS

	Long term fixtures £	Refurbishments £	Leasehold improvements £
COST			
At 1 January 2020 and 31 December 2020	**27,570**	**108,307**	**1,907,233**
DEPRECIATION			
At 1 January 2020	**1,103**	**21,002**	**285,837**
Charge for year	**1,103**	**7,221**	**19,264**
At 31 December 2020	**2,206**	**28,223**	**305,101**
NET BOOK VALUE			
At 31 December 2020	**25,364**	**80,084**	**1,602,132**
At 31 December 2019	26,467	87,305	1,621,396

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2020

11. TANGIBLE FIXED ASSETS - continued

	Digital/sound & office equipment £	Furniture & fixtures £	Totals £
COST			
At 1 January 2020 and 31 December 2020	**47,400**	**246,852**	**2,337,362**
DEPRECIATION			
At 1 January 2020	**22,133**	**197,014**	**527,089**
Charge for year	**9,480**	**12,460**	**49,528**
At 31 December 2020	**31,613**	**209,474**	**576,617**
NET BOOK VALUE			
At 31 December 2020	**15,787**	**37,378**	**1,760,745**
At 31 December 2019	25,267	49,838	1,810,273

12. STOCKS

	31.12.20 £	31.12.19 £
Stocks	**1,304**	4,788

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20 £	31.12.19 £
Trade debtors	**156**	6,236
Other debtors	**1,840**	450
VAT	**1,715**	-
Prepayments	**10,964**	12,432
	14,675	19,118

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20 £	31.12.19 £
Trade creditors	**4,655**	20,431
Social security and other taxes	**-**	2,852
VAT	**-**	10,249
Other creditors	**1,515**	-
Event hire holding account	**72**	4,415
Gallery/craft holding account	**-**	151
Deferred income	**22,321**	49,084
Accrued expenses	**9,127**	18,725
	37,690	105,907

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2020

15. MOVEMENT IN FUNDS

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	**2,174,279**	**(40,344)**	**2,133,935**
TOTAL FUNDS	**2,174,279**	**(40,344)**	**2,133,935**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**332,756**	**(373,100)**	**(40,344)**
TOTAL FUNDS	**332,756**	**(373,100)**	**(40,344)**

Comparatives for movement in funds

	At 1.1.19 £	Net movement in funds £	At 31.12.19 £
Unrestricted funds			
General fund	2,143,792	30,487	2,174,279
TOTAL FUNDS	2,143,792	30,487	2,174,279

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	591,395	(560,908)	30,487
TOTAL FUNDS	591,395	(560,908)	30,487

continued...

Notes to the Financial Statements - continued for the Year Ended 31 December 2020

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.19 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	2,143,792	(9,857)	2,133,935
TOTAL FUNDS	2,143,792	(9,857)	2,133,935

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	924,151	(934,008)	(9,857)
TOTAL FUNDS	924,151	(934,008)	(9,857)

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2020.