

# **The Yard Theatre Limited**

## **ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**Registered Charity No. 1144028  
Company No. 07664276**

# **The Yard Theatre Limited**

**Registered Charity No. 1144028**

**Company No. 07664276**

**Trustees**

**Nicholas Starr CBE (Chair)**

**Yen Chong**

**Mark Dakin**

**Nicholas Hunter**

**Adrianna Mart**

**Jay Miller**

**Ben Rogers**

**Anna Vaughan**

**Carolyn Ward**

**Secretary**

**Susanna Italiano**

**Registered Address**

**Unit 2A Queen's Yard**

**White Post Lane**

**London**

**E9 5EN**

**Auditor**

**Moore Kingston Smith LLP**

**Devonshire House**

**60 Goswell Road**

**London EC1M 7AD**

**Bankers**

**Barclays Bank Plc**

**193 Camden High Street**

**London**

**NW1 7PJ**

# **The Yard Theatre Limited**

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# The Yard Theatre Limited

## TRUSTEES' REPORT For the year ended 31 March 2021

The Trustees present their annual report together with the audited financial statements for the year ended 31 March 2021. The Trustees confirm that the Annual Report and financial statements of the charity comply with the current statutory requirements, the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), 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 2015).

### Constitution

The company is incorporated under the Companies Act, company number 07664276 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1144028.

### Directors and trustees

As set out in the Articles of Association directors are appointed by the Board of Directors of The Yard Theatre Limited at the Annual General Meeting.

The Directors of the charitable company (The Yard Theatre Limited) are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Policies and procedures adopted for the induction and training of Trustees are ongoing and incorporated indirectly into the regular Trustees' meetings.

The Trustees during the period and since the period end, were:

Nicholas Starr CBE (Chair)  
Yen Chong  
Mark Dakin  
Nicholas Hunter  
Adrianna Mart  
Jay Miller  
Ben Rogers  
Anna Vaughan  
Carolyn Ward

### Secretary

Susanna Italiano

### Artistic Director and Chief Executive

Jay Miller

### Executive Director

Sam Hansford

### Auditors

Moore Kingston Smith

# The Yard Theatre Limited

## TRUSTEES' REPORT For the year ended 31 March 2021

### Bankers

Barclays Bank plc, 193 Camden High Street, London NW1 7PJ.

### Registered office and operation address

Unit 2A, Queen's Yard, White Post Lane, London E9 5EN

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Constitution and Structure

The charity is controlled by its governing documents including the Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The charity has one active wholly owned trading subsidiary The Yard Enterprises Ltd. Any profits go to support the charity.

### Recruitment and Appointment of New Trustees

The Directors of the company are also Trustees for the purposes of charity law. Trustees are appointed by board resolution. The Trustees meet to review and agree all new appointments in order to secure the best industry and professional expertise and a range of experience that supports the aims of the organisation. Performance of the Trustees is reviewed annually.

### Governance

The Trustees meet quarterly to review the activity of the company and to advise the Executive Team responsible for carrying out the day-to-day activity of the company.

### Executive Team

Artistic Director and Chief Executive - Jay Miller  
Executive Director - Sam Hansford

## OBJECTIVES AND ACTIVITIES 2020-21

### Principal Activity

The principal activity of The Yard Theatre Limited is to make extraordinary live theatre that is reflective of our local and global contexts, to nurture and platform new artistic talent, to create opportunities for young people to discover creativity, and to make our local community a better place to live and be through art and culture.

### Objectives and Activities for the Public Benefit

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)".

# The Yard Theatre Limited

## TRUSTEES' REPORT

For the year ended 31 March 2021

Key aspects of The Yard's public benefit outcomes in 2020/21 included:

- **Artistic programmes, creating new theatre, supporting artist development, and employing artists and freelancers during the pandemic;** including Live Lab - a 10 month training and development programme for directors supported by bursaries and fees; Yard Online - a live digital theatre festival; Live Drafts: Climate Works - an open call for new work with a focus on responses to the climate emergency, leading to a paid performance opportunity in Live Drafts; and significant investment in new artistic commissions and the supported development of new work. We also contributed to sector-wide initiatives to provide better support and advocacy for freelance artists working in theatre.
- **Programmes to create opportunities for young people in East London to make theatre, during a time of limited opportunities due to COVID.** This included free weekly theatre making programmes for young people ages 4-19 as part of Yard Young Artists, who worked with experienced theatre and performance artists to develop skills, have fun, and make theatre. The pandemic required a flexible approach, with sessions happening online, and in-person both in our community centres and within school settings.
- **Programmes to support our local communities during the pandemic, including new COVID response programmes such as The Exchange foodbank, volunteer meal deliveries, and local 'telephone buddies'.** In our community centres we continued to support and offer free or pay-what-you-can participatory activity for local residents from our popular after-school art club, The Makers Guild, where we supplemented online delivery with free resource packs shared with local families, to partner-led activities such as Brownies and language classes.
- **Ensuring long-term creative opportunities for local residents, artists and workers in the creative industries through advancing our plans for a new permanent theatre in Hackney Wick, as well as playing an active role in the Hackney Wick and Fish Island Creative Enterprise Zone and Community Development Trust.**

### Summary of Objectives

To advance the education of the public in all aspects of the dramatic arts and the development of public appreciation of such art in London and elsewhere in the UK.

### ACHIEVEMENTS AND PERFORMANCE - Delivering the Objectives

#### COVID-19

The COVID-19 pandemic in spring 2020, which lasted throughout 2020-21 and is continuing in 2021-22, has been a significant challenge. The pandemic has prevented us from delivering our programmes as we did before, with social distancing meaning that our Theatre, Music & Events and Local programmes have had to radically alter. We spent the financial year adapting and re-organising our programmes in order to continue to deliver our objectives and support our communities of artists, young people, local residents and audiences, as laid out below.

The pandemic has also had a major impact on our business model which relies on earned income from Bar and Box Office, alongside contributed Statutory and Philanthropic income to deliver our programmes and meet core costs. We were unable to generate any notable earned income during the year due to restrictions imposed and the nature of our buildings, and were it not for significant support from Arts Council England's Emergency Response Fund, the government's Culture Recovery Fund and Job Retention Scheme, and other statutory and philanthropic support in response to the pandemic, we would have been unable to sustain the organisation in our current form.

# The Yard Theatre Limited

## TRUSTEES' REPORT

For the year ended 31 March 2021

### Key achievements in 2020/21:

#### New Theatre

The Yard Theatre, and community centre Hub67, are temporary spaces and will be demolished in the next few years to make way for new residential and commercial developments in Hackney Wick. We have worked closely with the local planning authority, a commercial landlord/developer and major funders to progress plans for a permanent new theatre with upgraded facilities for artists, audiences, local residents, young people and staff. During 2020/21 we made significant progress:

- We have agreed terms on a 125 year leasehold on a site in Queens Yard, just 50m from the current building, and secured outline planning permission for a new theatre.
- Working with Takeru Shimazaki Architects we have developed a scheme for a new theatre to RIBA Stage 3, doubling the capacity of the theatre and creating upgraded bar/front of house spaces, back of house facilities, and a dedicated studio for young people and local residents to take part in and make new theatre. The scheme makes The Yard fully accessible and re-orientates the organisation around environmental sustainability through re-use and natural ventilation.
- We have fully secured three quarters of the £6m funding required, including major grants from the London Legacy Development Corporation, the Mayor of London/GLA, the landlord and individual support, alongside development funding from the Garfield Weston Foundation.

#### Theatre Programme

- We produced The Yard's first ever online festival, *Yard Online* during lockdown in May, curated by Associate Director Anthony Simpson-Pike. Supported through grants from Bloomberg Philanthropies and City Bridge Trust, we commissioned new works by Stacy Makishi and Marikiscrycry, and an adaptation of No Show by Christopher Green for Zoom. We also hosted a Town Hall event on rebuilding theatre attended by over 200 people from across the sector, a cook along with Zoe's Ghana Kitchen (The Yard's first kitchen resident), and an interactive party with Eastern Margins.
- With significant support from Trusts and individual donors, we launched *Live Lab*, a new paid artist development programme to support 6 artists to develop as directors, in memory of the late Howard Davies. The programme included teaching and masterclasses from Katie Mitchell, Bijan Sheibani, Natalie Idu, Nickle Miles-Wildin, Omar Elerian, Rachael Young, Richard Eyre, Tarik Elmoutawakil and Jay Miller. Artists received ongoing mentorship from Associate Directors Anthony Simpson-Pike and Cheryl Gallacher, and had a week of development at The Yard for new ideas. Live Lab was generously supported by Cockayne – Grants For The Arts, Garrick Charitable Trust, The Leche Trust, The London Community Foundation, Maria Björnson Memorial Fund and individual patrons: Andrew Upton & Cate Blanchett, Manny and Lani Azenberg, Hugh Bonneville, Matt Charman, Dame Judi Dench, Marianne Elliott, Lesley Manville, Tim Hatley, Zoë Wanamaker & Gawn Grainger, and those who wish to remain anonymous.
- Supported by the Culture Recovery Fund, we relaunched our popular new-work platform *Live Drafts*, increasing the funding and resources available for artists. We ran an open-call for new work on the theme of the climate emergency, selecting artists Nina Bowers, Gael Le Cornec, Katy Dye and Camilla Anwar. Live Drafts was delayed due to lockdown restrictions and eventually performed in July 2021, alongside late night events curated by collectives The Cocoa Butter Club and Knickerbocker.
- With support from the Cultural Recovery Fund, we also invested heavily in developing new work through new commissions and supporting a number of artists and projects already in development whilst increasing commission rates.

# The Yard Theatre Limited

## TRUSTEES' REPORT

For the year ended 31 March 2021

- We brought together a group of freelance artists and creatives to meet regularly, and discuss The Yard and the wider sector's response to the pandemic. The group then worked with us to recruit Laura Sweeney and Ashleigh Bowmott as The Yard's sponsored members of the **Freelance Task Force**, a lobbying group originated by Fuel Theatre. We then invited Laura and Ashleigh to review our freelance fee structures, with fees increasing by an average of 20% as a result of this work.

### Yard Young Artists

- We continued to run our thriving **Yard Young Artists** programme through the disruption of the pandemic, moving delivery to online/remote within 1 week of the first lockdown. For our **Yardlings** programme, run with local primary schools in Hackney, the programme included weekly activity packs for **Yardlings Big** (4-7 year olds) curated by Daniel Oliver, and weekly Zoom sessions for **Yardlings Bigger** (7-11 year olds) led by Christopher Green. Our older groups **Yard Youth** (11-14 year olds) worked with Paula Varjack on Zoom, whilst **The Queens Yard Company** (15-19 year olds) worked towards an online showcase with Brian Lobel and Cassie Leon.
- From September 2020, we shifted to in-person programme, with Daniel Oliver leading in-school weekly workshops for **Yardlings Bigger**, and Tash Brown & Omar Bynon leading weekly sessions for **Yard Youth** in our community centres, with both groups working towards a live performance in summer 2021.
- We also continued to run **The Committee**, our group of young change-makers in theatre, who focussed on the role of art in a time of disconnection.
- For the first time, we ran an extensive summer programme for young people called **For You, From Me**, with three groups who each met twice weekly to make a gift for people within our community. The 6-10 year olds worked with Alexandra Cheung and Amber Evans to make gifts for NHS workers living in E20; the 11-14 year olds worked with Katie Greenall to produce playable interactive games for our Hackney Wick volunteers; whilst the 15-19 year olds worked with Cassie Leon to produce 1 on 1 performances for local artists who had been hit hard by the pandemic.

### Local

- In response to the pandemic, we moved as much of the activity in our community centres as possible online, such as **The Makers Guild**, our weekly arts & crafts after school club.
- We also introduced new programmes and activities in direct response to the pandemic and local need. We coordinated a group of 40+ **Hackney Wick volunteers** to provide support to 28 elderly local residents. Volunteers made 250 calls, delivered 86 shops and provided 371 hot meals. We also launched **The Exchange**, a foodbank service for the local area run from **The Hall**, our E20 community centre.
- We created programmes and networks to ensure that local residents were connected with the means to support each other, convening an E20 network and starting a **Hackney Wick Town Hall**, welcoming 25 residents to discuss concerns and suggestions for the local area.

### Music and Events

- As part of **Yard Online**, we commissioned **Eastern Margins**, an East & Southeast Asian club collective, to run a digital event. They produced an exciting and innovative event streamed on gaming platform Twitch with artists including **YEULE**, **OHYUNG** and **Lawrence Lek**. Over 200 people attended, including international audiences from as far as Singapore and Germany.
- We commissioned event collectives **The Cocoa Butter Club**, a platform for performers of colour within cabaret; **Nine Nights**, a new Black-led initiative to develop Black creative talent; and **Knickerbocker**, a queer performance art party, to run innovative events across our whole venue.



# The Yard Theatre Limited

## TRUSTEES' REPORT

For the year ended 31 March 2021

- We developed plans for Night Drafts, The Yard's first artist development programme for artists working within nightlife. Supported by Help Musicians UK, we designed a programme to support 3 individuals or collectives to develop and present a new series of nightlife events to happen at The Yard, supported by masterclasses and mentorship from The Yard's team. We eventually launched this programme when live events were once again permitted, in the 21-22 year.

## ORGANISATIONAL RESILIENCE

### COVID-19

In 2020/21 we have received additional support through Arts Council England's Emergency Response Fund and the government's Culture Recovery Fund. This funding, combined with support through the Job Retention Scheme and savings we have achieved means that we have been able to meet core and salary costs, fees for freelancers, run programmes to support local residents and young people, fund the development and production of new work, and ensure we have sufficient reserves to return to a full programme in the second half of 2021/22 and into 2022/23.

### Governance

The Board's skills and experience support the ambitions and objectives of the organisation, with particular expertise across finance, fundraising & philanthropy, catering, theatre management, technical and production, construction and capital projects. Since the last set of accounts were filed there were no new appointments/retirements. Further recruitment to the Board is planned in early 2022.

### Business Plan

The Yard's Business Plan from 2018-22 was predicated on growth in earned income - primarily from Box Office and Bar - alongside growth in contributed income from Trusts & Foundations, individuals and statutory funders, in order to enable increased impact from programmes for artists including young people, and audiences including local residents. Whilst 2018-2020 saw significant progress against those aims, the almost total loss of earned income (except some limited earned income from our community spaces), necessitated a one-off shift to a radically different funding model with income made up of 44% of income from Development (including individuals, trusts, foundations, statutory and corporate supporters), 24% from Arts Council England emergency funding and the government's Culture Recovery Fund, and 19% from the Job Retention Scheme to support ongoing salary costs of employees on furlough.

Crucially, funding from the Culture Recovery Fund totalling £248k in 2020/21 has enabled us to build our reserves. This has enabled us to effectively plan out the next few years of operation, with a period of recovery and adaptation as we look towards moving into a new building in 2024.

### Fundraising

Regular funding from Arts Council England as a National Portfolio Organisation is crucial in enabling forward resource and programme planning, and in recent years has allowed the organisation to grow in terms of audiences and participants. Arts Council subsidy in 20/21 represents 11% of turnover (down from 14% in 2018/19). In 2020/21 regular Arts Council funding was essential to help deliver our programmes, and to leverage additional support, both revenue and capital, from other funders.

During 2020/21 we continued to receive multi-year grants from the John Ellerman Foundation, and the National Lottery Community Fund, as well as support from other Trusts & Foundations. We received statutory support from the London boroughs of Hackney and Tower Hamlets for work with young people. We also receive grant funding to enable the running of our two community centres - from the London Legacy Development Corporation for the running of Hub67 in Hackney Wick, Tower Hamlets, and from the East Village Trust for the running of The Hall in E20, Newham.

We were also successful in attracting support from Corporate and Individual supporters during a tough funding period, with limited opportunities to invite supporters and cultivate new ones.

# The Yard Theatre Limited

## TRUSTEES' REPORT

For the year ended 31 March 2021

The Yard thanks the following funders in 20/21, both new funders and those who have provided ongoing flexible support during an especially challenging period for the organisation:

Arts Council England  
City Bridge Trust  
Cockayne - Grants to the Arts | London Community Foundation  
The Goldsmiths Charity  
Foyle Foundation  
L&Q Foundation  
London Borough of Tower Hamlets  
National Lottery Community Fund

### Approach to Fundraising

The fundraising approaches taken by The Yard Theatre staff involve:

- An opt-in request for donations at the point of purchase of tickets to performances and other events programmed by the Yard
- The opportunity for cash and card donations at Box Office, and online donations on The Yard Theatre's website
- Identification, cultivation and development of regular and long-term Yard Theatre audience members relationships for personal or family foundations gifts and donations
- Identification, cultivation and applications to grant-making trusts and foundations with relevant giving priorities
- Identification, cultivation and applications to businesses that wish to support the arts and the development of young people and access to live performances and learning opportunities.

Gifts and donations are solicited by The Yard Theatre Trustees and staff. There are no third party fundraising organisations working on behalf of the Yard.

The Development department undertakes regular reviews of the Code of Fundraising Practice, and endeavors to maintain abreast of changes in legislation, regulation and best practice in fundraising.

Fundraising activities are designed to offer a positive experience and enhance relationships with individuals, grant makers and businesses. Any feedback is responded to and practices reviewed. In the financial year 20/21 no complaints were received.

### FINANCIAL REVIEW

The Yard Theatre Limited has comprehensive documented financial controls, monitored by the Executive Director and Finance & HR Manager, and overseen by the Board. A Risk Register is in place to ensure effective charity management.

Management accounts are reviewed monthly by the Finance & HR Manager with budget holders, identifying discrepancies, ensuring targets are met and managing any risk of income targets not being reached. These reviews feed into monthly finance risk management and mitigation, where forecasts are adjusted and areas for maximising income and reducing expenditure are explored.

### Reserves Policy

In order to ensure we grow our reserves to an appropriate level in consideration of our risk and business profile it is the policy of the Trustees for the Charity:

# The Yard Theatre Limited

## TRUSTEES' REPORT

For the year ended 31 March 2021

1. To hold an operating reserve for three months of salaries and other sunk operational costs to cover the main business interruption risks as identified in the Risk Register, which in a normal year is £170,000.
2. To strategically invest in equipment and infrastructure where it can be demonstrated that such investment will contribute to the growth of the organisation in line with our 2018-22 business plan.
3. At the future time when we achieve the operating reserve level needed, to designate a £10,000 Maintenance reserve.

### Financial Position

At the balance sheet date, the group had total net assets of £899,075 (of which £409,385 are tangible fixed assets under construction) comprising restricted funds of £153,198 and general funds of £301,190.

### Restricted Funds

These represent grants and donations towards specific productions or projects, including the operation of community centres Hub67 and The Hall. They also include a portion of the CRF money, all of which was spent by the end of June 2021. We closely monitor restricted funds used in the year, ensuring clarity when it comes to monitoring unrestricted reserves.

### Unrestricted Funds

These represent the operational income of the group, which in a normal year are made of mostly ticket sales and commercial trading income, as well as grants and donations towards the activities of the charity as a whole.

Unrestricted funds include tangible fixed assets of £444,687 and an operating reserve of £301,190.

## PRINCIPAL RISKS AND UNCERTAINTIES

### Risk Management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Yard has a Risk Register for the business, which is reviewed annually by the Trustees and is included in the Business Plan.

### Principal risks and uncertainties - December 2021

The Trustees consider the key risk to The Yard Theatre to be the loss of premises over the next few years – without an appropriate theatre, the organisation will be unable to deliver artistic programme. This risk has been mitigated through the very significant progress made on a capital project to create a permanent home for the organisation close to the current site. With a 125-year lease secured, a scheme progressed to RIBA Stage 3 and three quarters of the £6m raised, there is a high degree of confidence that this project will ensure the future of The Yard.

The ongoing Covid-19 pandemic continues to be a major risk, given the impact on earned income from box office and bar as a result of government-imposed restrictions and/or changes in audience behaviour. Vital support from the Cultural Recovery Fund has ensured that The Yard has been able to adapt programmes, and has adequate reserves to mitigate this risk over the coming year, and the Executive and Trustees regularly discuss the changing situation.

Other major risks centre around the ongoing growth of The Yard from a small volunteer-run theatre to a charity with a £1.5m turnover, delivering a £6m capital project. It is important that growth in our infrastructure keeps pace, to ensure that The Yard is an inclusive place to work and can recruit and retain the best people across all roles, and has appropriate policies and procedures in place to manage growth in programme, financial activity and operations. The staff team has grown appropriately to manage this change, with external professional support sought where necessary. Budget for additional resource is included in future financial planning, whilst the organisation has taken actions to look at HR policies and processes, as well as how accessibility and inclusivity are ensured for all staff and freelancers, inclusive of a programme of work to become and actively anti-racist organisation.

# The Yard Theatre Limited

## TRUSTEES' REPORT For the year ended 31 March 2021

### Statement of Trustees' Responsibilities

The trustees (who are also directors of The Yard Theatre Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on 8 December '21 and signed on their behalf by:

DocuSigned by:  
  
F716B2C030704A8

Nicholas Starr CBE  
Chair

# **The Yard Theatre Limited**

## **Independent Auditor's Report to the Members of The Yard Theatre For the year ended 31st March 2021**

### **Opinion**

We have audited the financial statements of The Yard Theatre Limited for the year ended 31 March 2021 which comprise Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

# The Yard Theatre Limited

## Independent Auditor's Report to the Members of The Yard Theatre (Continued)

For the year ended 31st March 2021

### Other Information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

# The Yard Theatre Limited

## Independent Auditor's Report to the Members of The Yard Theatre (Continued)

For the year ended 31st March 2021

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

### Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

# The Yard Theatre Limited

## Independent Auditor's Report to the Members of The Yard Theatre (Continued)

For the year ended 31st March 2021

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

James Saunders (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date:

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD



# The Yard Theatre Limited

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 March 2021

(Incorporating Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>Income from:</b>					
Donations and legacies					
Sponsorship and donations		209,019	132,319	341,338	290,980
Arts Council grant		152,760	-	152,760	172,805
Other operational grants		341,699	629,251	970,950	319,624
Charitable activities					
Local programme/ theatre programme		27,382	-	27,382	186,443
Other trading activities					
Commercial trading operations	8	1,689	-	1,689	337,860
Other income		554	-	554	3,937
Investment income		-	-	-	4
<b>Total income</b>		<b>733,103</b>	<b>761,570</b>	<b>1,494,673</b>	<b>1,311,653</b>
<b>Expenditure on:</b>					
Charitable activities					
Local programme/ theatre programme	3	283,657	455,088	738,745	1,054,822
Raising funds					
Commercial trading operations	8	161,603	-	161,603	320,311
<b>Total Expenditure</b>		<b>445,260</b>	<b>455,088</b>	<b>900,348</b>	<b>1,375,133</b>
<b>Net income/ (expenditure)</b>		<b>287,843</b>	<b>306,482</b>	<b>594,325</b>	<b>(63,480)</b>
Other recognised gains - theatre tax relief		6,705	-	6,705	93,384
Transfers between funds		251,978	(251,978)	-	-
<b>Net movement in funds</b>		<b>546,526</b>	<b>54,504</b>	<b>601,030</b>	<b>29,904</b>
<b>Reconciliation of funds:</b>					
Fund balances brought forward		199,351	98,694	298,045	268,141
<b>Fund balances carried forward</b>	<b>11</b>	<b>745,877</b>	<b>153,198</b>	<b>899,075</b>	<b>298,045</b>

All disclosures relate only to continuing operations.

There are no recognised gains or losses other than the net incoming resources for the year.

# The Yard Theatre Limited

## CONSOLIDATED BALANCE SHEET

as at 31 March 2021

		2021		2020	
		£	£	£	£
<b>Fixed Assets</b>					
Tangible assets	7	<u>444,687</u>		<u>169,497</u>	
		444,687		169,497	
<b>CURRENT ASSETS</b>					
Stocks		4,825		4,880	
Debtors	9	297,029		227,172	
Cash on short term deposit at bank and in hand		<u>268,420</u>		<u>66,792</u>	
		570,274		298,844	
<b>CREDITORS: Amounts falling due within one year</b>	10	<u>(115,886)</u>		<u>(170,296)</u>	
<b>NET CURRENT ASSETS</b>		454,388		128,548	
<b>NET ASSETS</b>		<u>899,075</u>		<u>298,045</u>	
<b>Charity Funds</b>					
Restricted Funds	11	153,198		98,694	
Unrestricted Funds	11	745,877		199,351	
<b>TOTAL FUNDS</b>		<u>899,075</u>		<u>298,045</u>	

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statement were approved by the Trustees and authorised for issue on 8 December 21 and were signed on their behalf by:

DecoSigned by:

Nick Starr

F71082C030704A9L

Nicholas Starr CBE

Chair

Company No. 02005971

# The Yard Theatre Limited

## CHARITY BALANCE SHEET as at 31 March 2021

		2021		2020	
		£	£	£	£
<b>Fixed Assets</b>					
Tangible assets	7	444,687		169,497	
Investments	8	<u>1</u>		<u>1</u>	
		444,688		169,498	
<b>CURRENT ASSETS</b>					
Debtors	9	357,559		230,327	
Cash on short term deposit at bank and In hand		<u>257,397</u>		<u>56,468</u>	
		614,956		286,795	
<b>CREDITORS: Amounts falling due within one year</b>	10	<u>(108,271)</u>		<u>(158,248)</u>	
<b>NET CURRENT ASSETS</b>		506,685		128,547	
<b>NET ASSETS</b>		<u><u>951,373</u></u>		<u><u>298,045</u></u>	
<b>Charity Funds</b>					
Restricted Funds	11	153,198		98,694	
Unrestricted Funds	11	798,175		199,351	
<b>TOTAL FUNDS</b>		<u><u>951,373</u></u>		<u><u>298,045</u></u>	

As permitted by s408 Companies Act 2006, the parent charity has not presented its own statement of financial activities and related notes. The charity's surplus for the year was £653,328 (2020: £41,924).

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statement were approved by the Trustees and authorised for issue on 8 December '21 and were signed on their behalf by:

DocuSigned by:

*Nick Starr*

.....E7395320907449.....

Nicholas Starr CBE

Chair

Company No. 02005971

# The Yard Theatre Limited

## CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2021

		2021		2020	
		£	£	£	£
<b>Cash flows from operating activities</b>					
Cash (used in) / generated from operations	18	487,530		(21,424)	
Corporation tax received		-		71,529	
		<u>487,530</u>		<u>50,105</u>	
<b>Cash flows from investing activities</b>					
Interest received		-		4	
Purchase of property, plant and equipment		<u>(285,902)</u>		<u>(134,347)</u>	
<b>Net cash used in investing activities</b>		(285,902)		(134,343)	
Change in cash in the reporting period		201,628		(84,238)	
Cash at the beginning of the reporting period		66,792		151,030	
<b>Cash at the end of the reporting period</b>		<u><u>268,420</u></u>		<u><u>66,792</u></u>	

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 1. ACCOUNTING POLICIES

#### Company information

The Yard Theatre Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is Unit 2A Queen's Yard, White Post Lane, London, E9 5EN.

The group consists of The Yard Theatre Limited and its subsidiary, The Yard Enterprises Limited, as detailed in note 8.

#### 1.1 Accounting convention

##### Basis of Preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), published in September 2015. The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Basis of consolidation

In the parent charity financial statements the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The cost of the combination includes the estimated amount of contingent consideration that is probably and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combinations in the previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and associates are accounted for at cost less impairment.

The consolidated financial statements incorporate those of The Yard Theatre Limited and all of its subsidiaries (i.e. entities that the group controls through its power to govern the financial and operating policies so as to obtain economic benefits). Subsidiaries acquired during the year are consolidated using the purchase method. Their results are incorporated from the date that control passes.

All financial statements are made up to 31 March 2021. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 1. ACCOUNTING POLICIES (continued)

#### 1.3 Going Concern Basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events of conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

In Mid-March 2020, the Yard Theatre was closed following the UK government's announcement that the public should not visit theatres to minimise the spread of the coronavirus. Hub67 and The Hall were also closed at this time, and trade was affected from late February. The Theatre was closed during the financial year with activities returning in July, including a week-long festival for the organisation's 10th Birthday and other live music events. The first theatre production to take place after this period of closure opened in October 2021.

As described in the Trustees' Report, while the theatre and bar remained closed for a year and a half, the charity's programmes have adapted to continue to support artists, reach audiences, provide activity for young people and provide vital services for local residents through the two community centres both online and in-person.

The charitable group has received additional support in 2020-21 through Arts Council England's Emergency Response Fund and the government's Culture Recovery Fund. This funding, combined with support through the Job Retention Scheme and savings achieved means that the charitable group has been able to meet core and salary costs, fees for freelancers, support local residents and young people, fund the development and production of new work, and ensure it has sufficient reserves to re-open the theatre and bar.

Having reviewed the charity's forecasts and projections for the period up to March 2023, the Trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

#### 1.4 Income

All income is recognised once the charity has entitlement to the income, any performance conditions attached to the income have been met or are fully within the control of the charity, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

#### Grants, donations and legacies

Grants and donations are recognised in incoming resources in the year in which they are receivable, except when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income. In this case, the income is deferred and not included in incoming resources until the preconditions for use are met.

Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

#### Charitable activities

Local income - income from educational workshops and sundry other income associated with community activity is included in the period in which the relevant activity takes place.

Theatre income - income from box office, performance fees and sundry other theatrical income is included in the period in which the relevant show takes place.

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 1. ACCOUNTING POLICIES (continued)

#### Investment income

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

#### 1.5 Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably.

#### Support costs

The administrative and overhead costs associated with running the office from which the company operates, as well as governance costs. Support costs are attributable across all charitable activities.

#### 1.6 Tangible Fixed Assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Individual fixed assets costing £500 or more are capitalised.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	10 years straight line basis
Fixtures and fittings	25% reducing balance basis
Plant and machinery	25% reducing balance basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to the statement of financial activities.

#### 1.7 Fixed asset investments

In the parent charity financial statements, investments in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

#### 1.8 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

### 1. ACCOUNTING POLICIES (continued)

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of financial activity, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the statement of financial activities, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 1.9 Stock

Stock is stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stock to its present location and condition.

Stock held for distribution at no or nominal consideration is measured at the lower of replacement cost and cost, adjusted where applicable for any loss of service potential.

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

#### 1.10 Cash at Bank and in hand

Cash at bank and in hand are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.11 Financial instruments

The company has only basic financial instruments measured at amortised cost, with no financial instruments classified as other, or basic instruments measured at fair value.

#### 1.12 Employee benefits

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

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the group is demonstrably committed to terminate the employment of an employee or to provide termination benefits.



# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

### 1. ACCOUNTING POLICIES (continued)

#### 1.13 Retirement benefits

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

#### 1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

#### 1.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

#### 1.16 Taxation

The Company is a registered charity and as such is entitled to exemption from corporation taxation on its charitable activities under the Income and Corporation Taxes Act 2010.

### 2. Judgements and key sources of estimation uncertainty

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

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

#### Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are as follows.

#### Accruals

The charitable group makes an estimate of accruals at the year end based on the invoices received after the year end and work undertaken which has not been invoiced based on quotations of estimates of amounts that are due for payment.

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

3. Support costs	Total 2021 £	Total 2020 £
Staff costs	464,046	453,074
Office and theatre overheads	42,558	47,541
Administration costs	44,119	26,094
Finance costs/ box office fees	1,078	12,955
Legal and professional fees	17,519	11,750
	<b>569,320</b>	<b>551,414</b>

### 4. Net income/ (expenditure)

This is stated after charging:

	Group		Charity	
	2021	2020	2021	2020
Depreciation of tangible fixed assets:				
- assets owned by charity	10,712	13,386	10,711	13,386
Auditor's remuneration				
- audit fees	11,800	10,400	11,800	10,400
- tax advisory services	900	835	900	835

### 5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year for their services as trustees (2020: £nil). During the year Jay Miller, a trustee, received remuneration of £39,725 (2020: £42,242) for services performed as Artistic Director.

Donations of £1,924 (2020: £40,600) were received from Trustees during the year.

The aggregated amount reimbursed to trustees during the year was £nil (2020: £nil)

### 6. Staff costs

Staff costs were as follows:

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Wages and salaries	556,881	557,001	424,497	413,507
Social security costs	37,272	39,915	32,360	31,865
Other pension costs	8,366	9,560	7,189	7,702
	<b>602,519</b>	<b>606,476</b>	<b>464,046</b>	<b>453,074</b>

The average number of persons employed by the company during the year was as follows:

	Group		Charity	
	2021	2020	2021	2020
	No.	No.	No.	No.
Bar and kitchen	24	22	-	-
Administration and management	18	15	18	15
	<b>42</b>	<b>37</b>	<b>18</b>	<b>15</b>

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 6. Staff costs (continued)

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel consist of the Trustees and the senior management team. Remuneration and benefits received by key management personnel amounted to £150,118 - 4 people (2020: £162,645 - 4 people).

### 7. Tangible Fixed Assets - Group and charity

	Assets under Construction £	Leasehold improvements £	Fixtures and Fittings £	Plant and Machinery £	Total £
<b>Cost</b>					
At 1 April 2020	124,405	43,773	5,930	64,520	238,628
Additions	284,980	-	-	922	285,902
At 31 March 2021	<u>409,385</u>	<u>43,773</u>	<u>5,930</u>	<u>65,442</u>	<u>524,530</u>
<b>Depreciation</b>					
At 1 April 2020	-	30,852	4,922	33,357	69,131
Charge for the Year	-	3,506	273	6,933	10,712
At 31 March 2021	-	<u>34,358</u>	<u>5,195</u>	<u>40,290</u>	<u>79,843</u>
<b>Net Book Value</b>					
At 31 March 2021	<u>409,385</u>	<u>9,415</u>	<u>735</u>	<u>25,152</u>	<u>444,687</u>
At 31 March 2020	<u>124,405</u>	<u>12,921</u>	<u>1,008</u>	<u>31,163</u>	<u>169,497</u>

### 8. Investment in trading subsidiary

The wholly-owned trading subsidiary The Yard Enterprises Limited (company number 09332194), which is incorporated in England and Wales, is consolidated within these financial statements. Its registered address is Unit 2a Queen's Yard, White Post Lane, London, E9 5EN. The company distributes all its profits to the charity under Gift Aid. The Yard Enterprises Limited promotes commercial non-theatre hires and provides catering at the theatre. The charity owns the entire issued share capital of 1 Ordinary Share of £1. A summary of the trading results is shown below.

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 8. Investment in trading subsidiary (continued)

	2021 £	2020 £
Turnover	1,689	337,860
Cost of sales	(10,193)	(124,371)
Gross profit	(8,504)	213,489
Administrative expenses	(151,410)	(195,940)
Other operating income	107,616	-
Profit before taxation	(52,298)	17,549
Taxation	-	-
Profit for the financial year	(52,298)	17,549
Retained earnings brought forward	-	12,017
Distribution to parent charity under gift aid	-	(29,566)
Retained earnings carried forward	(52,298)	-

The assets and liabilities of the subsidiary were:

	2021 £	2020 £
Stock	4,825	4,880
Debtors	13,151	5,990
Cash at bank and in hand	11,023	10,324
	28,999	21,194
Creditors: amounts falling due within one year	(81,296)	(21,193)
Net assets	(52,297)	1
Share capital	1	1
Profit and loss reserves	(52,298)	-
	(52,297)	1

### 9. Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	72,504	82,801	71,381	81,205
Corporation tax	69,674	62,969	69,674	62,969
Amounts owed by group undertakings	-	-	73,273	1,106
Other debtors	39,166	13,155	36,766	20,364
Prepayments and accrued income	115,685	68,247	106,465	64,683
	297,029	227,172	357,559	230,327

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 10. Creditors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	53,062	77,420	49,741	74,057
Other taxation and social security	9,918	24,156	9,830	20,667
Other creditors	13,814	12,130	10,016	6,934
Accruals and deferred income	39,092	56,590	38,684	56,590
	<b>115,886</b>	<b>170,296</b>	<b>108,271</b>	<b>158,248</b>

### 11. Consolidated statement of funds

#### Current year - group

	Balance at 01/04/2020	Income	Expenditure	Other gains/losses	Transfers in/out	Balance at 31/03/2021
	£	£	£	£	£	£
<b>Designated funds</b>						
Fixed asset fund	169,497	-	(10,712)	-	285,902	444,687
	169,497	-	(10,712)	-	285,902	444,687
<b>General Funds</b>						
General funds	29,854	571,499	(272,944)	6,705	(33,924)	301,190
	29,854	571,499	(272,944)	6,705	(33,924)	301,190
<b>Total unrestricted funds</b>	<b>199,351</b>	<b>571,499</b>	<b>(283,656)</b>	<b>6,705</b>	<b>251,978</b>	<b>745,877</b>
<b>Restricted funds</b>						
LLDC and Hub67	34,540	62,500	(64,130)	-	-	32,910
Local Programme	-	126,319	(87,120)	-	-	39,199
East Village Trust	36,305	50,000	(50,000)	-	-	36,305
Theatre productions	18,099	6,000	(23,099)	-	-	1,000
Music	5,608	-	-	-	-	5,608
Capital project	-	292,188	(40,210)	-	(251,978)	-
The Big Give 2019	4,142	-	(4,142)	-	-	-
Arts Council Cultural Recovery Fund	-	224,563	(186,387)	-	-	38,176
<b>Total restricted funds</b>	<b>98,694</b>	<b>761,570</b>	<b>(455,088)</b>	<b>-</b>	<b>(251,978)</b>	<b>153,198</b>
<b>Total of funds</b>	<b>298,045</b>	<b>1,333,069</b>	<b>(738,744)</b>	<b>6,705</b>	<b>-</b>	<b>899,075</b>

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 11. Consolidated statement of funds (continued)

<u>Current year - charity</u>	Balance at 01/04/2020 £	Income £	Expenditure £	Other gains/losses £	Transfers in/out £	Balance at 31/03/2021 £
<b>Designated funds</b>						
Fixed asset fund	169,497	-	(10,712)	-	285,902	444,687
	169,497	-	(10,712)	-	285,902	444,687
<b>General Funds</b>						
General funds	29,854	623,797	(272,944)	6,705	(33,924)	353,488
	29,854	623,797	(272,944)	6,705	(33,924)	353,488
<b>Total unrestricted funds</b>	<b>199,351</b>	<b>623,797</b>	<b>(283,656)</b>	<b>6,705</b>	<b>251,978</b>	<b>798,175</b>
<b>Restricted funds</b>						
LLDC and Hub67	34,540	62,500	(64,130)	-	-	32,910
Local Programme	-	126,319	(87,120)	-	-	39,199
East Village Trust	36,305	50,000	(50,000)	-	-	36,305
2018/19 Theatre	18,099	6,000	(23,099)	-	-	1,000
Music	5,608	-	-	-	-	5,608
Capital project	-	292,188	(40,210)	-	(251,978)	-
The Big Give 2019	4,142	-	(4,142)	-	-	-
Arts Council Cultural Recovery Fund	-	224,563	(186,387)	-	-	38,176
	-	-	-	-	-	-
<b>Total restricted funds</b>	<b>98,694</b>	<b>761,570</b>	<b>(455,088)</b>	<b>-</b>	<b>(251,978)</b>	<b>153,198</b>
<b>Total of funds</b>	<b>298,045</b>	<b>1,385,367</b>	<b>(738,744)</b>	<b>6,705</b>	<b>-</b>	<b>951,373</b>
<u>Prior year - group</u>	Balance at 01/04/2019 £	Income £	Expenditure £	Other gains/losses £	Transfers in/out £	Balance at 31/03/2020 £
<b>Designated funds</b>						
Fixed asset fund	48,536	-	(13,386)	-	134,347	169,497
	48,536	-	(13,386)	-	134,347	169,497
<b>General Funds</b>						
General funds	93,800	836,893	(951,792)	93,384	(42,431)	29,854
	93,800	836,893	(951,792)	93,384	(42,431)	29,854
<b>Total unrestricted funds</b>	<b>142,336</b>	<b>836,893</b>	<b>(965,178)</b>	<b>93,384</b>	<b>91,916</b>	<b>199,351</b>
<b>Restricted funds</b>						
LLDC and Hub67	52,498	98,375	(116,333)	-	-	34,540
Local Programme	23,666	101,120	(124,786)	-	-	-
Engaging Science	1,963	-	(1,963)	-	-	-
East Village Trust	37,228	50,000	(50,923)	-	-	36,305
2018/19 Theatre	10,450	36,300	(28,651)	-	-	18,099
Music	-	9,000	(3,392)	-	-	5,608
Capital project	-	170,000	(78,084)	-	(91,916)	-
The Big Give 2019	-	9,965	(5,823)	-	-	4,142
	-	-	-	-	-	-
<b>Total restricted funds</b>	<b>125,805</b>	<b>474,760</b>	<b>(409,955)</b>	<b>-</b>	<b>(91,916)</b>	<b>98,694</b>
<b>Total of funds</b>	<b>268,141</b>	<b>1,311,653</b>	<b>(1,375,133)</b>	<b>93,384</b>	<b>-</b>	<b>298,045</b>

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 11. Consolidated statement of funds (continued)

<u>Prior year - charity</u>	Balance at 01/04/2019 £	Income £	Expenditure £	Other gains/losses £	Transfers In/out £	Balance at 31/03/2020 £
<b>Designated funds</b>						
Fixed asset fund	48,536	-	(13,386)	-	134,347	169,497
	48,536	-	(13,386)	-	134,347	169,497
<b>General Funds</b>						
General funds	81,780	528,599	(631,478)	93,384	(42,431)	29,854
	81,780	528,599	(631,478)	93,384	(42,431)	29,854
<b>Total unrestricted funds</b>	<b>130,316</b>	<b>528,599</b>	<b>(644,864)</b>	<b>93,384</b>	<b>91,916</b>	<b>199,351</b>
<b>Restricted funds</b>						
LLDC and Hub67	52,498	98,375	(116,333)	-	-	34,540
Local Programme	23,666	101,120	(124,786)	-	-	-
Engaging Science	1,963	-	(1,963)	-	-	-
East Village Trust	37,228	50,000	(50,923)	-	-	36,305
2018/19 Theatre	10,450	36,300	(28,651)	-	-	18,099
Music	-	9,000	(3,392)	-	-	5,608
Capital project	-	170,000	(78,084)	-	(91,916)	-
The Big Give 2019	-	9,965	(5,823)	-	-	4,142
<b>Total restricted funds</b>	<b>125,805</b>	<b>474,760</b>	<b>(409,955)</b>	<b>-</b>	<b>(91,916)</b>	<b>98,694</b>
<b>Total of funds</b>	<b>256,121</b>	<b>1,003,359</b>	<b>(1,054,819)</b>	<b>93,384</b>	<b>-</b>	<b>298,045</b>

#### LLDC (The London Legacy Development Corporation) and Hub67

This fund consists of grants received towards the costs of running the community centre, Hub67.

#### Local Programme

This fund consists of grants received towards the costs of running the local programme.

#### East Village Trust

This fund consists of grants from the East Village Trust towards the community centre, The Hall.

#### Theatre productions

This fund consists of grants towards specific theatrical productions produced and performed at The Yard Theatre and towards artists' commissions and development.

#### Music

This fund consists of grants towards artists' commissions for the music nights held at The Yard Theatre.

#### Capital project

This fund consists of grants and donations towards the building of the new theatre. Transfers out of the fund represent funds used for the purchase of tangible fixed assets.

#### The Big Give 2019

Money raised through the donations to The Big Give Campaign, towards the Queen's Yard Company activity (Local Programme).

#### Arts Council Cultural Recovery Fund

This fund consists of grants received from Arts Council England under the Cultural Recovery scheme providing support to arts organisations during the Covid-19 pandemic.

# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

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

Analysis of net assets between funds - current year	General funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	444,687	-	444,687
Current assets	417,076	-	153,198	570,274
Creditors due within one year	(115,886)	-	-	(115,886)
	<b>301,190</b>	<b>444,687</b>	<b>153,198</b>	<b>899,075</b>

Analysis of net assets between funds - prior year	General funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	169,497	-	169,497
Current assets	200,150	-	98,694	298,844
Creditors due within one year	(170,296)	-	-	(170,296)
	<b>29,854</b>	<b>169,497</b>	<b>98,694</b>	<b>298,045</b>

### 13. Analysis of net assets between funds - Charity

Analysis of net assets between funds - current year	General funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	444,687	-	444,687
Investments	1	-	-	1
Current assets	461,758	-	153,198	614,956
Creditors due within one year	(108,271)	-	-	(108,271)
	<b>353,488</b>	<b>444,687</b>	<b>153,198</b>	<b>951,373</b>

Analysis of net assets between funds - prior year	General funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	169,497	-	169,497
Investments	1	-	-	1
Current assets	188,101	-	98,694	286,795
Creditors due within one year	(158,248)	-	-	(158,248)
	<b>29,854</b>	<b>169,497</b>	<b>98,694</b>	<b>298,045</b>



# The Yard Theatre Limited

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

### 14. Pension commitments

The group operates a defined contribution pension scheme for its employees. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and at the balance sheet date amounts of £1,820 (2020: £3,696) were payable to the fund, which are included in creditors.

### 15. Operating lease commitments

At the reporting date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

Group and charity:	2021 £	2020 £
Within 1 year	20,000	10,938
Between 1 and 5 years	87,521	-
Total	<u>107,521</u>	<u>10,938</u>

### 16. Liability of members

The company is limited by guarantee and the liability of members does not exceed £10. At 31 March 2021 there were 9 (2020: 9) members.

### 17. Related party transactions

During the year the company loaned £14,638 (2020: £nil) to Hackney Wick and Fish Island Community Development Trust, a company in which Executive Director Sam Hansford is a director. At the year end the company was owed £14,638 (2020: £nil) by Hackney Wick and Fish Island Community Development Trust.

### 18. Reconciliation of group net income/(expenditure) to net cashflow from operating activities

	2021 £	2020 £
Net (expenditure)/ income for the reporting period	594,325	(63,480)
Interest income	-	(4)
Depreciation and amortisation	10,712	13,386
Decrease / (Increase) in stock	55	667
Decrease / (Increase) in debtors	(63,152)	(3,013)
Increase in creditors	(54,410)	31,020
Net cash (used in)/ generated from operations	<u>487,530</u>	<u>(21,424)</u>