

The Yard Theatre Limited

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

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

The Yard Theatre Limited

Registered Charity No. 1144028

Company No. 07664276

Trustees

Ben Rogers (Chair)
Nicholas Starr CBE (Resigned on 26 July 2022)
Jay Miller (Resigned 24 February 2022)
Yenny Chong
Mark Dakin
Nicholas Hunter
Adrianna Mart
Carolyn Ward
Elaine Bedell (Appointed 26 July 2022)
Fanny Guesdon (Appointed 26 July 2022)
Harry Handelsman (Appointed 26 July 2022)
Manny Hothi (Appointed 26 July 2022)
Jessica Loveless (Appointed 26 July 2022)
Britannia Morton (Appointed 26 July 2022)
Naresh Ramchandani (Appointed 7 December 2022)
Anna Vaughan (Resigned 5 May 2022)

Secretary

Ashleigh Wheeler (appointed 26 July 2022)

Registered Address

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

Auditor

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

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 2022

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 quarterly board meetings.

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:

Adrianna Johnson
Anna Vaughan (Resigned 5 May 2022)
Ben Rogers (Acting Chair from 26 July 2022)
Britannia Morton (Appointed 26 July 2022)
Carolyn Ward
Elaine Bedell (Appointed 26 July 2022)
Fanny Guesdon (Appointed 26 July 2022)
Harry Handelsman (Appointed 26 July 2022)
Jay Miller (Resigned 24 February 2022)
Jessica Loveless (Appointed 26 July 2022)
Manny Hothi
Mark Dakin
Nareash Ramchandani (Appointed 7 December 2022)
Nicholas Hunter
Nicholas Starr (Chair until resignation, 26 July 2022)
Yenny Chong

Secretary

Susanna Italiano (Resigned 26 July 2022)
Ashleigh Wheeler (Appointed 26 July 2022)

Artistic Director and Chief Executive

Jay Miller

Executive Director

Sam Hansford

The Yard Theatre Limited

TRUSTEES' REPORT

For the year ended 31 March 2022

Auditors

Moore Kingston Smith, LLP, 9 Appold Street, London EC2A 2AP

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 Officer - Jay Miller

Executive Director - Sam Hansford (until 25 February 2022); Ashleigh Wheeler (from 25 February 2022)

OBJECTIVES AND ACTIVITIES 2021-22

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)".

Key aspects of The Yard's public benefit outcomes in 2021/22 included:

- **A public programme comprising shows in our theatre and events in our bar.** The Yard's programme showcases the stories, communities and voices of East London. In 2021-22 this included varied performances and events, in person again for the first time since 2020. The programme ranged from An unfinished man, a new play about a man with West African heritage experiencing long term joblessness by Newham-born writer Dipo Baruwa-Etti; to GGI, a commissioned nightlife event series centring queer East and South East Asian people; to a free post-show event for local Black families to discuss and respond to Samskara, a new dance-theatre work about Black masculinity.

The Yard Theatre Limited

TRUSTEES' REPORT

For the year ended 31 March 2022

- **Support for artists, from age 7 and up.** This year we continued our free weekly theatre workshops for young people from East London, developing creative skills and providing tools for ongoing creative employment. We also ran projects to develop the skills and experiences of professional artists working in theatre and nightlife. Through the year we continued to commission outstanding new work, and offered artists the time and expertise of our staff, along with development funding and workshop space, in order to bring these works to production
- **Creative and social activities for local residents.** This year we continued to run local community centres Hub67 and The Hall, offering free creative activities for locals; direct support for residents in response to COVID-19 including a food bank; and empowering people to run events and activities for their neighbours. We also produced free events for local families at The Yard, and continued to offer highly discounted theatre tickets for local people.

Summary of Objectives

The objectives of The Yard Theatre Limited as defined in our Memorandum and Articles of Association are: to advance the education of the public in all aspects of the dramatic arts and the development of public appreciation of such art in

ACHIEVEMENTS AND PERFORMANCE - Delivering the Objectives

Public programme

Highlights of our public programme this year included:

- **Yard 10**, a weeklong 10th birthday party for The Yard, bringing together artists, audiences and our local community after 16 months of closure due to COVID 19. Yard 10 demonstrated the spirit and scope of The Yard's programme, featuring a new performance commission in the theatre by dance artist Marikiscrycrycry; a family event across the whole venue organised by the Makers Guild, our primary-age craft group; a performance for one audience member at a time by Greg Wohead, taking place on a roof in Hackney Wick; a new edition of our work-in-progress platform Live Drafts; and events bringing together performance and music, by collectives including Cocoa Butter Club. All tickets were either free or priced at £5 with audiences offered a free drink at the bar, and the festival sold out.
- The world premiere of **Samskara** by Lanre Malaolu, a performer, choreographer, director and writer from Hackney. Through a fusion of physical theatre, hip-hop dance and text, Samskara, commissioned by The Yard, told the stories of four Black men with a focus on generational cycles of fatherhood. The show's extended run sold out, reaching 1500 people over 3 weeks, of which 28% identified as Black. We subsequently brought the show back in November 2022 for a sell-out four-week run delivered in co-production with Lanre and team.

★★★★ *"Lanre Malaolu's gem weaves Shakespeare with Sisqó" The Guardian*

- Originally slated for March 2020, we produced the world premiere of **An unfinished man** by Dipo Baruwa-Etti, a writer from Newham we first met through an open call, and offered him his first commission. Directed by Taio Lawson, the play told the story of Kayode, a British-Nigerian man who has been unemployed for seven years, and depicted a conflict between Western and West African perspectives. The show reached 2500 people over five weeks, of which 30% were from a lower socio-economic backgrounds. Dipo was widely acclaimed, and nominated for an Evening Standard Award.

★★★★ *"one of the most original and inventive shows I've seen in years." Evening Standard*

- We launched **Night Drafts**, a unique paid artist development project and programme of events supported by Help Musicians UK. Artists June Lam and Russie Messie, and collective T.O.N.E.S., received training, mentoring, and a commission fee, to launch events showcasing new ideas or reaching underrepresented communities. The events launched in autumn 2021 and were presented three times across the year.

"I want to create a space where we can come together as a community and celebrate our culture, music and art and dance freely, without fear of being fetishized or erased" June Lam

The Yard Theatre Limited

TRUSTEES' REPORT

For the year ended 31 March 2022

- We produced the UK premiere of **Athena**, a play by US writer Gracie Gardner, directed by Grace Gummer. Grace was the winner of the Women of the Future Award, a partnership between The Yard Theatre and National Theatre funded by the Chanel Fund for Women in the Arts and Culture through a £25,000 grant to the production. Grace was a former Resident Assistant Director at The Yard so this was a vital artist development opportunity.
- We introduced a new strand of events designed to reach underrepresented communities and to explore the themes of the work onstage in new ways. Highlights included **Facing Black**, designed by our group of young Black producers, an event which engaged Black families to explore the themes of Samskara through conversation and music, at which 81% of attendees identified as from Global Majority backgrounds; the return of schools performances, which saw us offer tickets to 300 young people from schools in Hackney, Tower Hamlets and Newham; and **100 Black Men**, a special performance of Samskara specifically for Black men, featuring post-show talks from local Black-led community organisations including father2father.

Artist development & support

Highlights of our support for artists this year included:

- Returning to consistent in-person delivery for Yard Young Artists, our weekly theatre-making groups for local young people, following online delivery due to COVID. We launched a new strategy to prioritise access for young people from lower socio-economic backgrounds and as a result, the number of young people attending who are in receipt of free school meals (an indicator of lower socioeconomic status), has increased from 38% in 2019 to 57% in 2022.
- Continuing to support primary-age children through our free weekly projects **Yardlings**, who worked with facilitator Marlon Kameka and performance artist Daniel Oliver to create performance for Yard 10; and **The Makers Guild**, our craft club.
- Continuing to work with teenagers through **Yard Youth**, our performance-making group, and **Black Excellence at Nighttime**, a new group for young Black producers and artists to curate events and co-design creative programmes for other young people.
- Developing former Yard Young Artists as part of our support for their journeys into creative careers, with two ex-participants taking on paid positions as assistant facilitators in our programmes.
- Commissioning 21 artists and offering vital R&D funding through vital support from the Cultural Recovery Fund. Artists commissioned during 2021-22 whose work was produced in 2022 include Lucy McCormick and Lanre Malaolu and nightlife artists. Other artists have been programmed for 2023 and beyond.
- Concluding our innovative artist development programme, Live Lab, a yearlong paid training scheme for lead artists, which was supported by private donors and the London Community Foundation, and run in memory of the late director Howard Davies. In summer 2021, the six Live Lab artists were offered a week of paid development time concluding in presentations at a celebratory evening.

Working with local residents

Highlights of our work engaging local residents this year included:

- Continuing to run two community centres: Hub67, in Hackney Wick, supported by London legacy Development Corporation; and The Hall, in East Village (Newham), supported by East Village Trust. In-person activity resumed, including community hires, rehearsals, Yard Young Artists, and our foodbank The Exchange.
- Launching our Digital Accelerator Project, generously supported by Bloomberg Philanthropies, which sees us use digital tools to survey and learn more about our local residents, adapting our work and website as a result.
- Hosting events to bring local residents together, including Hackney Wick Town Hall and Once Upon A Party, celebrating 25 years of World Book Day, at which 250 local people attended.

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2022

ORGANISATIONAL RESILIENCE

Governance

The board's skills and experience support the ambitions and objectives of the organisation. Adding to the board's existing expertise in finance, fundraising, catering, theatre and technical, construction and capital projects, this year we have made new appointments to boost the board's skills and knowledge in: communications, commercial entertainment, youth work, and organisational management and strategy.

Since the last set of accounts were filed the following appointments/retirements occurred:

Jay Miller (Resigned 24 February 2022)
Anna Vaughan (Resigned 5 May 2022)
Elaine Bedell (Appointed 26 July 2022)
Fanny Guesdon (Appointed 26 July 2022)
Harry Handelsman (Appointed 26 July 2022)
Manny Hothi (Appointed 26 July 2022)
Jessica Loveless (Appointed 26 July 2022)
Britannia Morton (Appointed 26 July 2022)
Naresh Ramchandani (Appointed 7 December 2022)
Ben Rogers (Acting Chair from 26 July 2022)
Nicholas Starr (Chair until resignation, 26 July 2022)

As above, this year Nicholas Starr stepped down from his role as Chair. We thank him for his service, particularly in driving the development of the capital project and his support for the leadership team. Trustee Ben Rogers was during this period appointed Acting Chair, with a public recruitment process for a new Chair for a three year term to be started in 2023.

From summer 2022, the board started a governance review, to improve governance processes and make changes where needed, including to meet Arts Council England's expectations of boards in delivering Let's Create, their 2020-2030 strategy. This process is expected to conclude in 2023 with updates to policies and processes where needed.

COVID-19

This year government-mandated restrictions on social mixing and events due to COVID 19 continued until July 2021, with mask wearing required in public until January 2022 and public safety concerns still prevalent. This affected our business operations, but we mitigated through adaptations to our activity, including reducing capacity of shows, and offering socially-distanced performances where there was audience demand, and alongside testing performing companies for COVID to reduce transmission and cancellation risk – all of this allowed us to start rebuilding our earned income streams. We also continued to make use of financial support for organisations, including COVID-specific grants and rates relief.

Business plan

This year we were able to start returning to the core principle of our business model: balancing fundraising with earned income. In 2021-22, income earned from ticket sales and other income earned through our charitable activities, alongside income earned from commercial trading, was around £212,000, or 15% of our income, compared to a low of £29,000 in 2020-21 owing to lockdown restrictions. There is significantly further room to grow next year as we reintroduce year-round programming in our bar.

In 2021-22, our fundraised income stood at around £1,252,000, or 85% income, including 10% Arts Council subsidy, and capital project funding supporting the additional revenue costs caused by the organisation's delivery of the project.

To ensure the public programme returned at a consistently high quality, this year we tested producing fewer shows and reducing the frequency of nightlife events. This also enabled us to honour the increases to freelance fees we introduced during the pandemic (average increase of 20%), in order to secure high quality artists and enable them to make financially successful work. This made an impact, with both Samskara and An unfinished man extended, sell-out hits. In nightlife, we have introduced a number of new sell-out events, and so in 2022-23 will increase the frequency of events to ensure The Yard Enterprises, our commercial subsidiary, is consistently profitable.

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2022

Our ongoing business plan has us continue to increase our earned income, while modestly growing fundraised income from the pre-pandemic averages, given that COVID-specific support is now finished. We will continue to grow the scale and audience reach of in-house produced shows and festivals, increase the number of events in our bar, and seek out opportunities to maximise our investment through co-production and collaboration, taking our work beyond The Yard wherever possible. This work is essential as we prepare to take on larger premises through our capital project, which will both require an increase in audience reach to fill a double-capacity theatre, and in the more medium term, we'll need to secure new collaborations to ensure we can present our work during a period of expected closure in 2024 due to construction.

Fundraising

This year we worked closely with a broad range of existing and new supporters, with the Development team raising £327,867 of fundraised income, from both new and continued support from a range of trusts, foundations, statutory and philanthropic bodies. These included Kirsh Philanthropies, The Patrick and Helena Frost Foundation, The Henry Smith Charity, The London Borough of Tower Hamlets, The Sigrid Rausing Trust, Cockayne – London Community Foundation, South Hackney Parochial Charity, The Ragdoll Foundation, The Goldsmiths' Company Charity, The Boris Karloff Foundation, The Harold Hyam Wingate Foundation, The Chapman Charitable Trust and Help Musicians UK. We also received the final instalment of a generous multi-year grant from the National Lottery Community Fund, which has supported us to grow our work with local young people since 2019.

This year we were also awarded new support from Bloomberg Philanthropies: a two-year grant to take part in their Digital Accelerator Programme, enabling organisations to make a step-change in their digital work.

More than 100 individuals supported us through regular monthly and annual donations, ticket purchase donations, and through our Big Give campaign. We also received support from businesses including the MACE Group, Taylor Wimpey and United Agents

We also received ongoing support from Arts Council England of £152,760 for our annual National Portfolio grant, and £303,700 Cultural Recovery Funding, which enabled us to commission new work and make adaptations to our activity during COVID.

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 works to remain 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 are regularly reviewed. In the financial year 21/22 no complaints were received.

The Trustees would like to extend a huge thanks to all the trusts, foundations, individuals and businesses who made The Yard's work possible in 2021-22.

Capital project

In 2021-22 work continued on The Yard's capital project to secure the future of The Yard, which is currently run in a warehouse which was converted in 2011 on a temporary basis.

In 2021-22 major progress was made on this project, with planning permission received for a 200 capacity theatre, a 300 capacity bar/cafe, and a young artists space; and nearly £5million of grant income secured including major support from London Legacy Development Corporation and Greater London Authority, and funding from Garfield Weston Foundation, Foundation for Future London, and individual donors.

In Spring 2022 the project faced a challenge when the wider mixed-use scheme our project was to be a part of, was shelved by the developers. We worked quickly, in collaboration with the developers, to identify a new site for our project, complete a feasibility study, and negotiate a new lease. We began redesign work, and worked with our core funders to sure up their support for the adapted project - which despite the new site, continues to meet our core aims and business needs, enabling the organisation to grow and provide excellent facilities for staff, artists, and audiences. At the time of writing, the adapted project has progressed to RIBA stage 3, with a new planning application to be submitted in Spring 2023, for construction to begin in 2024.

The board has a Capital subcommittee which meets regularly to review the progress of the project, to make recommendations to the board to next steps, and exercise delegated authority.

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2022

FINANCIAL REVIEW

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

Management accounts are reviewed monthly by the People & Finance 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

The board has a Finance subcommittee which meets quarterly in advance of board meetings, which reviews management accounts, annual budgets and the audit; and oversees financial processes.

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:

- 1 To hold an operating reserve of three months of salaries and other sunk operational costs to cover the main business interruption risks as identified in the Risk Register, which for 2021-22 was £89,541
- 2 To strategically invest in equipment and infrastructure where it can be demonstrated that such investment will contribute to the growth of the organisation.
- 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 assets of £747,385 comprising restricted funds of £159,149 and general funds of £588,236.

Restricted Funds

These represent grants and donations towards specific productions or projects, including the operation of community centres Hub67 and The Hall, and Cultural Recovery Funding. We closely monitor restricted funds used in year, ensuring clarity when it comes to monitoring unrestricted reserves.

Unrestricted Funds

These represent the operational income of the group such as 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 £256,432 and an operating reserve of £331,804.

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 created annually and then reviewed quarterly by the Trustees.

The Trustees have identified several key risks to The Yard as at December 2022.

Principal risks and uncertainties

Capital Project

The Trustees view the delivery of the capital project to be a key risk to the organisation. The current premises of The Yard Theatre have outlived their temporary nature and are unsuitable in the long term, the organisation currently has no space to run young artists work, so the capital project is an essential part of the organisation's future. Major progress has been made on the project this year, including adapting to a change of site, but there is potential uncertainty in all capital projects. In addition, The Yard's capital project will involve the current venue closing to the public for a period in 2024. To mitigate against these risks, the Trustees have secured a strong team in place to design, deliver and oversee the project, and are confident that potential delays or increases in costs have been factored into the project's timeline and budget. Plans are currently being developed for the organisation to deliver its artistic programme in partner venues during any period of closure.

The Yard Theatre Limited

TRUSTEES' REPORT

For the year ended 31 March 2022

COVID 19

A major resurgence of COVID 19, or cancellations due to company illness, remains a key risk for the organisation. To mitigate this, The Yard continues to assess the risk level of COVID 19 through the organisation's Risk Register, and updates policies and practices for staff, artists and audiences regularly.

HEALTH & SAFETY & SAFEGUARDING

The Trustees view health and safety and Safeguarding as a key risk. The Trustees regularly review the organisation's policies and procedures in light of emergent best practice and government directives, and staff and Trustees are regularly trained to an appropriate professional standard.

RECRUITMENT & RETENTION

The Yard and the wider theatre sector is experiencing high levels of vacancies, especially in areas such as marketing, technical, finance and HR. To mitigate against this the Trustees review salaries annually, ensuring they are competitive; and support the Executive team to develop and promote staff, including through paid training opportunities.

CYBER CRIME

Finally, the Trustees view cyber crime as a significant and emerging risk. At December 2022 the board agreed to complete a cyber crime audit to manage this risk effectively, with findings shared in 2023.

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2022

Statement of Trustees' Responsibilities

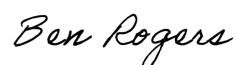
The trustees (who are also directors of The Yard Theatre Limited for the purposes of company law) are responsible for preparing the

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of

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
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company

The trustees are responsible for keeping adequate accounting records that disclosure 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~~22/03/2023~~.. and signed on their behalf by:



Ben Rogers
Acting Chair

The Yard Theatre Limited

Independent Auditor's Report to the Members of The Yard Theatre For the year ended 31st March 2022

Opinion

We have audited the financial statements of The Yard Theatre Limited for the year ended 31 March 2022 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 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the 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 2022**

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 2022**

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 2022

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.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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: 22 March 2023
9 Appold Street
London
EC2A 2AP

The Yard Theatre Limited

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 March 2022

(Incorporating Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies					
Sponsorship and donations		150,646	334,880	485,526	341,338
Arts Council grant		152,760	-	152,760	152,760
Other operational grants		49,510	563,914	613,424	970,950
Charitable activities					
Local programme/ theatre programme		101,779	-	101,779	27,382
Other trading activities					
Commercial trading operations	8	110,715	-	110,715	1,689
Other income		168	-	168	554
Investment income		-	-	-	-
Total Income		565,578	898,794	1,464,372	1,494,673
Expenditure on:					
Charitable activities					
Local programme/ theatre programme	3	361,313	720,374	1,081,687	738,745
Raising funds					
Commercial trading operations	8	232,827	-	232,827	161,603
Total Expenditure		594,140	720,374	1,314,514	900,348
Net income/ (expenditure)		(28,562)	178,420	149,858	594,325
Other recognised gains - theatre tax relief		60,200	-	60,200	6,705
Fixed asset impairment		(361,748)	-	(361,748)	-
Transfers between funds		172,469	(172,469)	-	-
Net movement in funds		(157,641)	5,951	(151,690)	601,030
Reconciliation of funds:					
Fund balances brought forward		745,877	153,198	899,075	298,045
Fund balances carried forward	11	588,236	159,149	747,385	899,075

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 2022

		2022		2021	
		£	£	£	£
Fixed Assets					
Tangible assets	7	256,432		444,687	
		<u>256,432</u>		<u>444,687</u>	
CURRENT ASSETS					
Stocks		5,424		4,825	
Debtors	9	256,887		297,029	
Cash on short term deposit at bank and in hand		<u>385,368</u>		<u>268,420</u>	
		647,679		570,274	
CREDITORS: Amounts falling due within one year	10	<u>(156,726)</u>		<u>(115,886)</u>	
NET CURRENT ASSETS		490,953		454,388	
NET ASSETS		<u><u>747,385</u></u>		<u><u>899,075</u></u>	
Charity Funds					
Restricted Funds	11	159,149		153,198	
Unrestricted Funds	11	588,236		745,877	
TOTAL FUNDS		<u><u>747,385</u></u>		<u><u>899,075</u></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 on22/03/2023..... and were signed on their behalf by:

Ben Rogers

.....
Ben Rogers
Trustee & Acting Chair
 Company No. 07664276

The Yard Theatre Limited

CHARITY BALANCE SHEET as at 31 March 2022

		2022		2021	
		£	£	£	£
Fixed Assets					
Tangible assets	7		256,432		444,687
Investments	8		<u>1</u>		<u>1</u>
			256,433		444,688
CURRENT ASSETS					
Debtors	9	400,120		357,559	
Cash on short term deposit at bank and in hand		<u>370,478</u>		<u>257,397</u>	
		770,598		614,956	
CREDITORS: Amounts falling due within one year	10	<u>(140,824)</u>		<u>(108,271)</u>	
NET CURRENT ASSETS			629,774		506,685
NET ASSETS			<u>886,207</u>		<u>951,373</u>
Charity Funds					
Restricted Funds	11		159,149		153,198
Unrestricted Funds	11		727,058		798,175
TOTAL FUNDS			<u>886,207</u>		<u>951,373</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 deficit for the year was £-65,166 (2021: £653,328).

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

The financial statements were approved by the Trustees and authorised for issue on 22/03/2023 and were signed on their behalf by:

Ben Rogers

.....
Ben Rogers
Trustee & Acting Chair
Company No. 07664276

The Yard Theatre Limited

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2022

		2022		2021	
		£	£	£	£
Cash flows from operating activities					
Cash (used in) / generated from operations	18		300,403		487,530
Corporation tax received			-		-
			<u>300,403</u>		<u>487,530</u>
Cash flows from investing activities					
Interest received		-		-	
Purchase of property, plant and equipment		<u>(183,455)</u>		<u>(285,902)</u>	
Net cash used in investing activities			(183,455)		(285,902)
 Change in cash in the reporting period			116,948		201,628
Cash at the beginning of the reporting period			268,420		66,792
Cash at the end of the reporting period			<u><u>385,368</u></u>		<u><u>268,420</u></u>

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2022

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

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 2022. 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 2022

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.

As described in the Trustees' Report, the 2021-22 year saw The Yard's theatre and bar reopen for public programme, with a promising financial performance given almost 18 months of closure. The Trustees are pleased to note that, before the impairment of the asset under construction, which is considered a one-off cost, 2021-22 was a surplus year, in part by the support of the government's Culture Recovery Fund which supported artistic commissions and projects, essential COVID 19 safety measures, and some staff costs. As such the Charity has ended the 2021-22 year with strong reserves which will support ongoing operations. In November 2022, The Yard Theatre heard that it had been successful in its application to continue as part of Arts Council England's National Portfolio, with the charity awarded standstill funding of £152,760. This is a huge endorsement of the organisation's work in the light of the 15% funding cut to the London portfolio, and a vital confirmed income line for the next three years, enabling confident long term planning.

Having reviewed the charity's forecasts and projections for the period up to March 2024, 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.

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.

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1. ACCOUNTING POLICIES (continued)

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.

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.

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1. ACCOUNTING POLICIES (continued)

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.

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.

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1. ACCOUNTING POLICIES (continued)

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.

Areas of judgement

Deferred income

The charitable group defers income where amounts have been invoiced or payments received in advance or when the charity has future contractual obligations upon receipt of incoming resources. Judgement is involved in determining of what income relates to future contractual obligations.

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2022

3. Support costs	Total 2022 £	Total 2021 £
Staff costs	511,885	464,046
Office and theatre overheads	67,420	42,558
Administration costs	59,093	44,119
Finance costs/ box office fees	-	1,078
Governance costs	21,878	19,519
	660,276	571,320

4. Net income/ (expenditure)

This is stated after charging:

	Group		Charity	
	2022	2021	2022	2021
Depreciation and impairment of tangible fixed assets:				
- assets owned by charity	371,711	10,712	371,710	10,711
Auditor's remuneration				
- audit fees	12,300	11,800	12,300	11,800
- tax advisory services	1,000	900	1,000	900

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year for their services as trustees (2021: £nil). During the year Jay Miller, a trustee, received remuneration of £42,945 (2021: £39,725) for services performed as Artistic Director.

Donations of £3,654 (2021: £1,924) were received from Trustees during the year.

The aggregated amount reimbursed to trustees during the year was £nil (2021: £nil)

6. Staff costs

Staff costs were as follows:

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Wages and salaries	601,329	556,881	464,948	424,497
Social security costs	46,682	37,272	38,127	32,360
Other pension costs	8,885	8,366	8,810	7,189
	656,896	602,519	511,885	464,046

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

	Group		Charity	
	2022	2021	2022	2021
	No.	No.	No.	No.
Bar and kitchen	25	24	-	-
Administration and management	18	18	18	18
	43	42	18	18

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2022

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 £151,304 - 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 £
Cost					
At 1 April 2021	409,385	43,773	5,930	65,442	524,530
Additions	172,469	-	-	10,986	183,455
At 31 March 2022	581,854	43,773	5,930	76,428	707,985
Depreciation					
At 1 April 2021	-	34,358	5,195	40,290	79,843
Charge for the Year	-	3,506	199	6,257	9,962
Impairment	361,748				361,748
At 31 March 2022	361,748	37,864	5,394	46,547	451,553
Net Book Value					
At 31 March 2022	220,106	5,909	536	29,881	256,432
At 31 March 2021	409,385	9,415	735	25,152	444,687

Assets under construction are in relation to the capital project. Following a redesign of the project, a number of costs were identified which were no longer felt to be of future economic benefit and therefore have been impaired in the year.

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 2022

8. Investment in trading subsidiary (continued)

	2022 £	2021 £
Turnover	110,715	1,689
Cost of sales	(55,786)	(10,193)
Gross profit	54,929	(8,504)
Administrative expenses	(170,524)	(151,410)
Other operating income	25,626	107,616
Profit before taxation	(89,969)	(52,298)
Taxation	-	-
Profit for the financial year	(89,969)	(52,298)
Retained earnings brought forward	(52,298)	-
Distribution to parent charity under gift aid	-	-
Retained earnings carried forward	(142,267)	(52,298)

The assets and liabilities of the subsidiary were:

	2022 £	2021 £
Stock	1,978	4,825
Debtors	1,671	13,151
Cash at bank and in hand	14,890	11,023
	18,539	28,999
Creditors: amounts falling due within one year	(160,805)	(81,296)
Net assets	(142,266)	(52,297)
Share capital	1	1
Profit and loss reserves	(142,267)	(52,298)
	(142,266)	(52,297)

9. Debtors

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	73,077	72,504	72,387	71,381
Corporation tax	66,712	69,674	66,712	69,674
Amounts owed by group undertakings	-	-	143,762	73,273
Other debtors	12,790	39,166	12,951	36,766
Prepayments and accrued income	104,308	115,685	104,308	106,465
	256,887	297,029	400,120	357,559

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2022

10. Creditors

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	63,796	53,062	55,817	49,741
Other taxation and social security	15,383	9,918	11,916	9,830
Other creditors	8,317	13,814	3,862	10,016
Accruals and deferred income	69,229	39,092	69,229	38,684
	156,726	115,886	140,824	108,271

11. Consolidated statement of funds

Current year - group

	Balance at 01/04/2021	Income	Expenditure	Other gains/losses	Transfers in/out	Balance at 31/03/2022
	£	£	£	£	£	£
Designated funds						
Fixed asset fund	444,687		(9,962)	(361,748)	183,455	256,432
	444,687	-	(9,962)	(361,748)	183,455	256,432
General Funds						
General funds	301,190	625,778	(584,178)	-	(10,986)	331,804
	301,190	625,778	(584,178)	-	(10,986)	331,804
Total unrestricted funds	745,877	625,778	(594,140)	(361,748)	172,469	588,236
Restricted funds						
LLDC and Hub67	32,910	30,000	(30,000)	-	-	32,910
Local Programme	39,199	157,080	(185,252)	-	-	11,027
East Village Trust	36,305	50,000	(50,000)	-	-	36,305
Theatre productions	1,000	45,300	(46,300)	-	-	-
Music	5,608	6,000	(9,837)	-	-	1,771
Capital project	-	218,390	(45,921)	-	(172,469)	-
Arts Council Cultural Recovery Fund	38,176	265,524	(301,564)	-	-	2,136
Digital : Bloomberg DAP	-	125,000	(50,000)	-	-	75,000
Live Drafts 2021	-	1,500	(1,500)	-	-	-
Total restricted funds	153,198	898,794	(720,374)	-	(172,469)	159,149
Total of funds	899,075	1,524,572	(1,314,514)	(361,748)	-	747,385

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2022

11. Consolidated statement of funds (continued)

<u>Current year - charity</u>	Balance at 01/04/2021 £	Income £	Expenditure £	Other gains/losses £	Transfers in/out £	Balance at 31/03/2022 £
Designated funds						
Fixed asset fund	444,687	-	(9,962)	(361,748)	183,455	256,432
	444,687	-	(9,962)	(361,748)	183,455	256,432
General Funds						
General funds	353,488	489,437	(361,313)	-	(10,986)	470,626
	353,488	489,437	(361,313)	-	(10,986)	470,626
Total unrestricted funds	798,175	489,437	(371,275)	(361,748)	172,469	727,058
Restricted funds						
LLDC and Hub67	32,910	30,000	(30,000)	-	-	32,910
Local Programme	39,199	157,080	(185,252)	-	-	11,027
East Village Trust	36,305	50,000	(50,000)	-	-	36,305
Theatre Productions	1,000	45,300	(46,300)	-	-	-
Music	5,608	6,000	(9,837)	-	-	1,771
Capital project	-	218,390	(45,921)	-	(172,469)	-
Arts Council Cultural Recovery Fund	38,176	265,524	(301,564)	-	-	2,136
Digital: Bloomberg DAP		125,000	(50,000)			75,000
Live Drafts 2021		1,500	(1,500)			-
Total restricted funds	153,198	898,794	(720,374)	-	(172,469)	159,149
Total of funds	951,373	1,388,231	(1,091,649)	(361,748)	-	886,207

<u>Prior year - group</u>	Balance at 01/04/2020 £	Income £	Expenditure £	Other gains/losses £	Transfers in/out £	Balance at 31/03/2021 £
Designated funds						
Fixed asset fund	169,497	-	(10,712)		285,902	444,687
	169,497	-	(10,712)	-	285,902	444,687
General Funds						
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
Total unrestricted funds	199,351	571,499	(283,656)	6,705	251,978	745,877
Restricted funds						
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
Total restricted funds	98,694	761,570	(455,088)	-	(251,978)	153,198
Total of funds	298,045	1,333,069	(738,744)	6,705	-	899,075

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

11. Consolidated statement of funds (continued)

<u>Prior year - charity</u>	Balance at 01/04/2020 £	Income £	Expenditure £	Other gains/losses £	Transfers in/out £	Balance at 31/03/2021 £
Designated funds						
Fixed asset fund	169,497	-	(10,712)	-	285,902	444,687
	169,497	-	(10,712)	-	285,902	444,687
General Funds						
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
Total unrestricted funds	199,351	623,797	(283,656)	6,705	251,978	798,175
Restricted funds						
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
Total restricted funds	98,694	761,570	(455,088)	-	(251,978)	153,198
Total of funds	298,045	1,385,367	(738,744)	6,705	-	951,373

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 2022

12. Analysis of net assets between funds - Group

Analysis of net assets between funds - current year	General funds 2022 £	Designated funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	256,432	-	256,432
Current assets	488,530	-	159,149	647,679
Creditors due within one year	(156,726)	-	-	(156,726)
	331,804	256,432	159,149	747,385

Analysis of net assets between funds - prior 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)
	301,190	444,687	153,198	899,075

13. Analysis of net assets between funds - Charity

Analysis of net assets between funds - current year	General funds 2022 £	Designated funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	256,432	-	256,432
Investments	1	-	-	1
Current assets	611,449	-	159,149	770,598
Creditors due within one year	(140,824)	-	-	(140,824)
	470,626	256,432	159,149	886,207

Analysis of net assets between funds - prior 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)
	353,488	444,687	153,198	951,373

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2022

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 £5,394 (2021: £1,820) 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:	2022 £	2021 £
Within 1 year	22,500	20,000
Between 1 and 5 years	65,036	87,521
Total	<u>87,536</u>	<u>107,521</u>

16. Liability of members

The company is limited by guarantee and the liability of members does not exceed £10. At 31 March 2022 there were 9 (2021: 9) members.

17. Related party transactions

During the previous year the company loaned £14,638 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 £0 (2021: £14,638) by Hackney Wick and Fish Island Community Development Trust.

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

	2022 £	2021 £
Net (expenditure)/ income for the reporting period	(151,690)	594,325
Taxation	2,962	-
Depreciation and amortisation	371,710	10,712
Decrease / (Increase) in stock	(599)	55
Decrease / (Increase) in debtors	37,180	(63,152)
Increase in creditors	40,840	(54,410)
Net cash (used in)/ generated from operations	<u>300,403</u>	<u>487,530</u>

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2022

19. Comparative Consolidated Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Income from:			
Donations and legacies			
Sponsorship and donations	209,019	132,319	341,338
Arts Council grant	152,760	-	152,760
Other operational grants	341,699	629,251	970,950
Charitable activities			
Local programme/ theatre programme	27,382	-	27,382
Other trading activities			
Commercial trading operations	1,689	-	1,689
Other income	554	-	554
Investment income	-	-	-
Total Income	733,103	761,570	1,494,673
Expenditure on:			
Charitable activities			
Local programme/ theatre programme	283,657	455,088	738,745
Raising funds			
Commercial trading operations	161,603	-	161,603
Total Expenditure	445,260	455,088	900,348
Net income/ (expenditure)	287,843	306,482	594,325
Other recognised gains - theatre tax relief	6,705	-	6,705
Transfers between funds	251,978	(251,978)	-
Net movement in funds	546,526	54,504	601,030
Reconciliation of funds:			
Fund balances brought forward	199,351	98,694	298,045
Fund balances carried forward	745,877	153,198	899,075