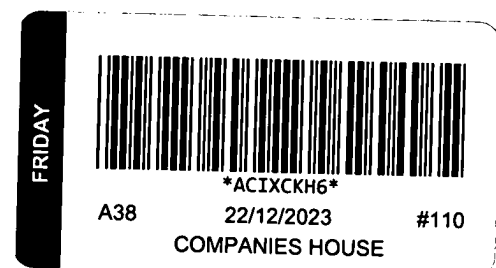


The Yard Theatre Limited

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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



The Yard Theatre Limited

Registered Charity No. 1144028

Company No. 07664276

Trustees

Adrianna Johnson
Ben Rogers (Acting chair from 26 July 2022)
Britannia Morton (Appointed 26 July 2022)
Elaine Bedell (Appointed 26 July 2022)
Fanny Guesdon (Appointed 26 July 2022)
Harry Handelsman (Appointed 26 July 2022)
Jessica Loveless (Appointed 26 July 2022)
Manny Hothi (Appointed 26 July 2022)
Mark Dakin
Naresh Ramchandani (Appointed 7 December 2022)
Nicholas Hunter
Yenny Chong

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 2023

The Trustees present their annual report together with the audited financial statements for the year ended 31 March 2022. 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.

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 (Resigned 15 June 2023)
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 (Appointed 26 July 2022)
Mark Dakin (Resigned 11 January 2023)
Nareash Ramchandani (Appointed 7 December 2022)
Nicholas Hunter
Nicholas Starr (Chair until resignation, 26 July 2022)
Yenny Chong

Secretary

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

Artistic Director and Chief Executive

Jay Miller

Executive Director

Ashleigh Wheeler

The Yard Theatre Limited

TRUSTEES' REPORT

For the year ended 31 March 2023

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 - Ashleigh Wheeler

OBJECTIVES AND ACTIVITIES 2022-3

Principal Activity

The principal activity of The Yard Theatre Limited is to reimagine theatre; to support artists who reflect the diversity of East London; and to make our local community a better place to live through art and culture.

Objectives and Activities for the Public Benefit

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 London and elsewhere in the UK.

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 2022/23 included:

- **Public programme.** This year we continued to reimagine theatre by bringing together plays, performance, cabaret, and nightlife to share new stories and new ideas with live audiences. In 2022-23 we supported and presented new work by artists including Hackney-born writer, director and choreographer Lanre Malaolu, writer Vinay Patel, performer Lucy McCormick, and nightlife collective Mind Ur Head.

TRUSTEES' REPORT

For the year ended 31 March 2023

- **Support for artists.** This year we continued to support artists at all stages of their lives. We commissioned and developed new work by artists including Selina Thompson, Sami Ibrahim and babirye bukilewe. We also continued Yard Young Artists, our free programme for young people from East London to discover theatre, including developing our first theatre commission led by a 10 year old, leading to a production in 2023-24.
- **Working with local residents.** This year we continued to create spaces for locals to come together and be creative. We ran free family events in our bar and community centres, designed by our primary-age arts and crafts club The Makers Guild, and we hosted groups for residents to come together such as Hackney Wick Town Hall.

ACHIEVEMENTS AND PERFORMANCE - Delivering the Objectives

Public programme

Highlights of our public programme this year included:

- Following a sold-out, extended premiere run in November 2021, Yard-commission SAMSKARA by Lanre Malaolu returned for four weeks in June 2022. SAMSKARA was a joyous, painful, epic journey through Black masculinity exploring the intertwined stories of four Black men of different generations. Exploring fatherhood, legacies, racism, community, and joy, through enthralling dance as well as emotionally direct text, SAMSKARA wowed audiences, selling out another run. Alongside the show we ran a programme of events, including two performances exclusively for Black men, with discussion after the show led by local community leaders and representatives from Black led charities; and two banquets, bringing audiences together for food, discussion, and live music by Black violin players.

★★★★ *"Malaolu is a real talent" The Guardian*

- We produced a new version of The Cherry Orchard written by Vinay Patel, who set the story on a spaceship in which a multi-generational South Asian crew are seeking out a new home for future generations. The show, which was directed by James McDonald, was a co-production with English Touring Theatre and HOME Manchester. It played a 7 week run at The Yard before touring to Manchester. It had significant press and social media engagement, including complimentary reviews from The Times and the Financial Times. Alongside performances we ran events centring South Asian artists: a panel with Vinay Patel, author Sangu Mandanna and video games designer Meghna Jayanth, who discussed South Asian representation in sci-fi and fantasy; and a cabaret night with South Asian queer cabaret collective Peach Chutney.

"Thoughtful, funny and suffused with romance and yearning." The Guardian

- We hosted When This Is Over by Company Three. In the show five teenagers come together to tell the stories of their lives, their past, their present and their imagined futures, touching on the pandemic and the climate crisis. The show played to sold out audiences.
- We commissioned and presented Lucy & Friends, a new show by live artist and performer Lucy McCormick, continuing our work to bring together forms of performance normally experienced in a cabaret or club setting, to a larger audience through our stage. Playing to sold out audiences, the show went onto the Edinburgh Fringe in 2023.
- We continued our role as a home for people to come together on our dancefloor, by hosting events that bring together music and forms of live performance for artists and communities often marginalised in mainstream spaces. In 2022-23 we hosted, supported and celebrated collectives and events including Jungle Kitty, an Afrobeats, Raggaeton and Dancehall event centring the queer black community; Miss Elleaneous, a queer cabaret night led by artists including performer Frankie Thompson; and Mind Ur Head, an event that brings contemporary dance artists into club spaces, which we commissioned as part of a new stream of work to invest in the development of artists making work in nightlife contexts.

The Yard Theatre Limited

TRUSTEES' REPORT

For the year ended 31 March 2023

- In line with our organisational values, we worked to remove barriers to accessing our programme to ensure audiences reflect East London's demographics. We ran our Schools Programme, reaching 350 young people from schools in East London with a pre-show workshop, special schools performance, and post-show Q&A, all for £5 per student; we introduced BSL-interpreted performances alongside pre-existing captioned performances; and we reached 400 people from underrepresented backgrounds through ticket schemes designed to boost access, from £5 on the day tickets for under 26s, to subsidised tickets to nightlife events for queer people of colour.

Artist development & support

Highlights of our support for artists this year included:

- Yard Young Artists. We work with young people from East London to explore the possibilities of theatre, through free workshops that prioritise playful experimentation, delivered by professional artists. This year we ran our 9-11 and 11-15 year old groups, and Black Excellence at Nighttime, a group for Black creatives aged 18-21.
- For the 9-11 group we continued our partnerships with three Hackney Primary Schools to offer free weekly workshops for their children. The group worked with Marlon Kameka through the year to build their confidence in devising and performing. This year we also realised a strategic aim to develop new professional theatre for our audiences through the programme, by developing 10 year old Yard Young Artist Masvita's idea into a fully fledged show with live artist Daniel Oliver. The resulting work, The Egg Show was ultimately performed as part of our NOW festival of new theatre in April 2023.
- For our 11-15-year-old group we pair professional artists with young people who have graduated from the younger group and new young people who apply to join. They explore storytelling onstage through a year of free weekly sessions. This year this group worked with Abigail Sewell.
- Black Excellence at Nighttime continued working with us this year to co-design a new programme for young people aged 16-21 to learn about and make new theatre. This programme was launched in 2023-24, with a steering group led by young people from Black Excellence.
- We also supported professional artists to create new work and develop their practice and audiences. Artists commissioned this year included Emma Crowe, babirye bukilwe, and Troy Hunter. We also completed workshops on new plays in development responding to the needs of the work, including those by James Fritz, Rhianna Ilube, and Sami Ibrahim; and continued to support the development of new work from artists including Selina Thompson and Heather Christian.
- New nightlife artists were supported this year through the launch of Nightlife Residents, a programme which offers free hire and support from our team to launch and grow a new idea within nightlife. Artists/collectives include Habibti Nation, a group centering music and people from SWANA region; Decale, an experimental music event with art performances; and In Bed With My Brother, a theatre collective looking to create a dancefloor with no pretensions and silly performance styles.

Engaging with local residents

- This year we continued to create spaces for locals to come together and be creative. During this year we said goodbye to Hackney Wick community space Hub67, closed due to local redevelopment, and additionally our management relationship of E20 community space The Hall also ended, with East Village Trust opening a new site instead. Thus we moved into the next phase of our community engagement, hosting local events at our current site The Yard Theatre where appropriate, and also working with locals to design our capital project, ensuring their needs will be factored into the eventual building and programme on offer there.
- This year we held free community events at Hub67 and at The Yard; started hosting our arts and crafts club The Makers Guild in The Yard's bar; and continued to support Hackney Wick Town Hall, a discussion space for local residents. We also held a number of workshops with our architects to understand residents' needs for the new building.

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2023

ORGANISATIONAL RESILIENCE

Governance

The board's skills and experience support the ambitions and objectives of the organisation, with expertise in key strategic areas including arts leadership, capital projects, and fundraising.

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

Carolyn Ward (Resigned 15 June 2023)

Mark Dakin (Resigned 11 January 2023)

During this period the board conducted a governance review, to ensure the best possible governance arrangements. Policies and procedures were created and edited, and signed off during this period according to this review, including Whistleblowing policy, Equality Diversity and Inclusion policy, and Ethical Fundraising policy.

Business plan

This year was our first full year since the Covid pandemic in which we were able to operate according to the core principle of our business model: balancing ambitious charitable activities with our commercial enterprises, chiefly our bar and nightlife programme. With COVID-19 restrictions on public activities lifted throughout 2022-23, we were able to fully relaunch our nightlife programme, and started running events every weekend by summer 2022.

In 2022-23, income earned from ticket sales and other income earned through our charitable activities such as co-production funds, was £250,000 or 21% of our income. Income earned from commercial trading activities such as our nightlife programme and hires, was £522,000 or 29% of our income, compared to £212,000, or 15% in the prior year.

In 2022-23 our fundraised income, with capital project contributions discounted, represented 50% of our income. The final 7% of our income was made up of Theatre Tax Relief at the higher rate of 45% credit.

Our ongoing business plan has us continue to increase our earned income through programming decisions and modest price increases, while modestly growing fundraised income where possible.

Fundraising

This year with thanks to a broad range of existing and new supporters we raised £354,508 revenue funding, an 8% increase on 2022's figure of £327,867. This is in addition to support from Arts Council England through our National Portfolio Organisation grant of £152,760, and it excludes capital project fundraising which is detailed below.

We gained new and continued support from a range of trusts, foundations, statutory and philanthropic bodies to whom we are indebted, including Kirsh Philanthropies; Bloomberg Philanthropies; The Patrick and Helena Frost Foundation; The Henry Smith Charity; The Ragdoll Foundation; The London Borough of Tower Hamlets; Harriet's Trust; The London Borough of Hackney; the LLDC's Neighbourhood Priorities Fund; The Abderrahim Crickmay Charitable Settlement; Maria Björnson Memorial Fund; The Sigrid Rausing Trust; Austin and Hope Pilkington Trust; South Hackney Parochial Charity; The Idlewild Trust; The Boris Karloff Foundation and The Harold Hyam Wingate Foundation.

We are also hugely grateful to a group of amazing individuals who supported us through regular monthly and annual donations, ticket purchase donations and through our Christmas Crowdfunder which raised over £12,000. We also received invaluable support from businesses including East Wick and Sweetwater, AHA Talent, and Here East.

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 reviewed. In the financial year 22/23 no complaints were received.

The Trustees would like to extend a huge thanks to all the trusts, foundations, individuals and businesses who made our programme possible in 2022-3.

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2023

Capital project

In 2022-23 work continued on our capital project to secure the future of The Yard Theatre, which is currently operating from a warehouse which was converted into a theatre in 2011 on a temporary basis, and is on a short term lease, presenting a number of practical and strategic challenges to the charity.

This year the project faced a significant challenge when the £80million mixed-use scheme which The Yard's new theatre was going to be a part of, was called off. However, we saw this challenge as an opportunity. We adapted our project to refurbish our current unit and extend to the neighbouring site, negotiating a new 30 year agreement for lease with our landlords, revisiting our design work, and securing continued support of our primary funders LLDC and GLA.

At the time of writing the project has secured nearly £5million against a £6.5million budget, with £606,000 additional income accessed in 2022-23 despite the hurdle outlined above. The project is currently being considered for planning permission. The board's capital subcommittee regularly reviews progress of the project against agreed programme and budget.

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. 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 risk management and mitigation, where forecasts are adjusted and areas for maximising income and reducing expenditure are explored.

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 2022-23 was £169,816
- 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 £1,010,501 comprising restricted funds of £324,857 and unrestricted funds of £685,644.

Restricted Funds

These represent grants and donations towards specific productions or projects. 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 £510,196 and an operating reserve of £268,239

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2023

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 October 2023.

Principal risks and uncertainties

CAPITAL PROJECT

The Trustees view the delivery and realisation of the capital project to present a key risk to the organisation. There is potential uncertainty in all capital projects and current pressure around construction costs. In addition, The Yard's capital project will involve the current venue closing to the public for 12-15 months during 2025 and 2026. To mitigate against these risks, the Trustees ensure strong project management including the management of risks and budgets, reviewed at least every quarter through the capital project subcommittee. Long term budgets including options for the closure period are reviewed at each board meeting.

FUNDRAISING

The Yard relies on significant fundraising outside of its Arts Council England National Portfolio funding, which presents a risk to the organisation in an area of increased competition for funds, especially in London. To mitigate against this the trustees ensure the organisation's team are trained and supported. In 2023 trustees supported with a review of the organisation's case for support and fundraising strategy to ensure applications and approaches stand the best chance of success and risk is managed effectively.

HEALTH AND SAFETY & SAFEGUARDING

A potential health and safety or safeguarding incident remains a key risk to the organisation. To mitigate against this, the trustees review the Health & safety and Safeguarding policies annually, ensuring clear accountability and training is in place for the team. In 2023, the trustees instructed a health and safety audit to identify potential improvements, with the results reviewed at board level.

The Yard Theatre Limited

TRUSTEES' REPORT For the year ended 31 March 2023

Statement of Trustees' Responsibilities

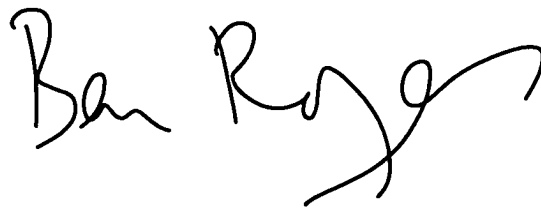
The trustees (who are also directors of The Yard Theatre Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) 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
5. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable

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 on20 12 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 31 March 2023

Opinion

We have audited the financial statements of The Yard Theatre Limited (the Parent Charitable Company') and its subsidiaries, for the year ended 31 March 2023 which comprise the 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 significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2023 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 and the Charities Act 2011.

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 31 March 2023

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.

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 and the Charities Act 2011 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' annual report and from preparing a strategic report.

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.

The Yard Theatre Limited

Independent Auditor's Report to the Members of The Yard Theatre (Continued) For the year ended 31 March 2023

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.

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.

The Yard Theatre Limited

Independent Auditor's Report to the Members of The Yard Theatre (Continued) For the year ended 31 March 2023

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

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.

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.

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.

Moore Kingston Smith LLP.

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

Date: 21 December 2023
9 Appold Street
London
EC2A 2AP

The Yard Theatre Limited

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 March 2023

(Incorporating Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies					
Sponsorship and donations		189,662	247,066	436,728	485,526
Arts Council grant		152,760	-	152,760	152,760
Other grants		-	606,526	606,526	613,424
Charitable activities					
Local programme/ theatre programme		270,344	-	270,344	101,779
Other trading activities					
Commercial trading operations	8	251,359	-	251,359	110,715
Other income		2,751	-	2,751	168
Investment income		11	-	11	-
Total Income		866,887	853,592	1,720,479	1,464,372
Expenditure on:					
Charitable activities					
Local programme/ theatre programme	3	878,824	539,120	1,417,944	1,081,687
Raising funds					
Commercial trading operations	8	167,750	-	167,750	232,827
Total Expenditure		1,046,574	539,120	1,585,694	1,314,514
Net income/ (expenditure)		(179,687)	314,472	134,785	149,858
Other recognised gains - theatre tax relief		116,122	-	116,122	60,200
Fixed asset impairment		-	-	-	(361,748)
Transfers between funds		253,764	(253,764)	-	-
Net movement in funds		190,199	60,708	250,907	(151,690)
Reconciliation of funds:					
Fund balances brought forward		588,236	159,149	747,385	899,075
Fund balances carried forward	11	778,435	219,857	998,292	747,385

All disclosures relate only to continuing operations.

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

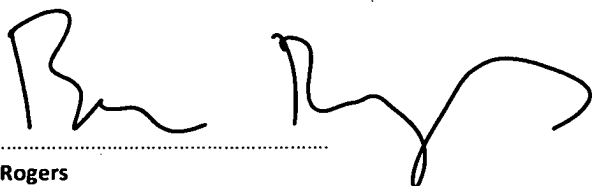
The Yard Theatre Limited

CONSOLIDATED BALANCE SHEET as at 31 March 2023

		2023		2022	
		£	£	£	£
Fixed Assets					
Tangible assets	7	510,196		256,432	
		<u>510,196</u>		<u>256,432</u>	
CURRENT ASSETS					
Stocks		9,215		5,424	
Debtors	9	330,767		256,887	
Cash on short term deposit at bank and in hand		<u>408,385</u>		<u>385,368</u>	
		748,367		647,679	
CREDITORS: Amounts falling due within one year	10	<u>(260,271)</u>		<u>(156,726)</u>	
NET CURRENT ASSETS		488,096		490,953	
NET ASSETS		<u><u>998,292</u></u>		<u><u>747,385</u></u>	
Charity Funds					
Restricted Funds	11	219,857		159,149	
Unrestricted Funds	11	778,435		588,236	
TOTAL FUNDS		<u><u>998,292</u></u>		<u><u>747,385</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 on20 12 2023..... and were signed on their behalf by:



Ben Rogers
Trustee & Acting Chair
Company No. 07664276

The Yard Theatre Limited

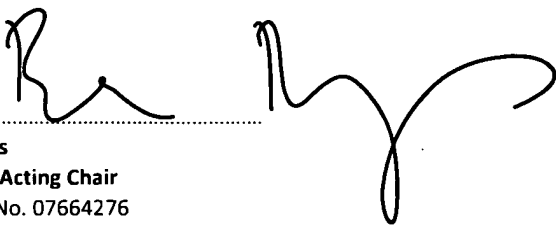
CHARITY BALANCE SHEET as at 31 March 2023

		2023		2022	
		£	£	£	£
Fixed Assets					
Tangible assets	7		510,196		256,432
Investments	8		1		1
			<u>510,197</u>		<u>256,433</u>
CURRENT ASSETS					
Debtors	9	394,851		400,120	
Cash on short term deposit at bank and in hand		<u>404,312</u>		<u>370,478</u>	
		799,163		770,598	
CREDITORS: Amounts falling due within one year	10	<u>(227,855)</u>		<u>(140,824)</u>	
NET CURRENT ASSETS			571,308		629,774
NET ASSETS			<u><u>1,081,505</u></u>		<u><u>886,207</u></u>
Charity Funds					
Restricted Funds	11		219,857		159,149
Unrestricted Funds	11		861,648		727,058
TOTAL FUNDS			<u><u>1,081,505</u></u>		<u><u>886,207</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 £195,298 (2022: deficit of -£65,166).

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 20 12 2023 and were signed on their behalf by:


Ben Rogers
Trustee & Acting Chair
Company No. 07664276

The Yard Theatre Limited

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 March 2023

		2023		2022	
		£	£	£	£
Cash flows from operating activities					
Cash (used in) / generated from operations	18	288,670		300,403	
Corporation tax received		-		-	
		<u>288,670</u>		<u>300,403</u>	
Cash flows from investing activities					
Interest received	11	-		-	
Purchase of property, plant and equipment	(265,664)		(183,455)		
Net cash used in investing activities		<u>(265,653)</u>		<u>(183,455)</u>	
 Change in cash in the reporting period		 23,017		 116,948	
Cash at the beginning of the reporting period		385,368		268,420	
Cash at the end of the reporting period		<u><u>408,385</u></u>		<u><u>385,368</u></u>	

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

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 2023

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 2022-23 year saw The Yard's public programme resume year-round activity for the first full year, supporting the charity's earned income to increase after COVID-19 related reductions in the prior two years; commercial income more than doubled in this period, compared to the prior year. The Trustees also note that revenue fundraising increased 8% during this period. In addition this year was the first of the charity's three-year funding agreement with Arts Council England through their National Portfolio, enabling long term stability and planning.

The Charity has ended the year with free reserves meeting trustees reserves policy, supporting the organisation's activity in 2023-24, essential in an environment of high inflation and increased competition for funds.

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 2023

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 2023

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 2023

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 2023

3. Support costs	Total 2023 £	Total 2022 £
Staff costs	660,317	511,885
Office and theatre overheads	126,869	67,420
Administration costs	24,140	59,093
Governance costs	11,600	21,878
	<u>822,926</u>	<u>660,276</u>

4. Net income/ (expenditure)

This is stated after charging:

	Group		Charity	
	2023	2022	2023	2022
Depreciation and impairment of tangible fixed assets:				
- assets owned by charity	11,900	371,711	11,900	371,710
Auditor's remuneration				
- audit fees	14,800	12,300	14,800	12,300
- tax compliance services	1,200	1,000	1,200	1,000

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year for their services as trustees (2022: £nil). During the year Jay Miller, a trustee, received remuneration of £50,000 (2022: £42,945) for services performed as Artistic Director.

Donations of £25,964 (2022: £3,654) were received from Trustees during the year.

The aggregated amount reimbursed to trustees during the year was £1,230 (2022: £219)

6. Staff costs

Staff costs were as follows:

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Wages and salaries	670,844	601,329	603,548	464,948
Social security costs	54,655	46,682	45,521	38,127
Other pension costs	13,544	8,885	11,248	8,810
	<u>739,043</u>	<u>656,896</u>	<u>660,317</u>	<u>511,885</u>

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

	Group		Charity	
	2023 No.	2022 No.	2023 No.	2022 No.
Administration and management	17	25	-	-
Performers and artists	5	-	-	-
Bar and kitchen	18	18	18	18
	<u>40</u>	<u>43</u>	<u>18</u>	<u>18</u>

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

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 £141,945 - 3 people (2022: £151,304 - 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 2022	581,854	43,773	5,930	76,428	707,985
Additions	242,136	-	-	23,528	265,664
At 31 March 2023	<u>823,990</u>	<u>43,773</u>	<u>5,930</u>	<u>99,956</u>	<u>973,649</u>
Depreciation					
At 1 April 2022	361,748	37,864	5,394	46,547	451,553
Charge for the Year	-	2,810	145	8,945	11,900
Impairment	-	-	-	-	-
At 31 March 2023	<u>361,748</u>	<u>40,674</u>	<u>5,539</u>	<u>55,492</u>	<u>463,453</u>
Net Book Value					
At 31 March 2023	<u>462,242</u>	<u>3,099</u>	<u>391</u>	<u>44,464</u>	<u>510,196</u>
At 31 March 2022	<u>220,106</u>	<u>5,909</u>	<u>536</u>	<u>29,881</u>	<u>256,432</u>

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 2023

8. Investment in trading subsidiary (continued)

	2023 £	2022 £
Turnover	251,359	110,715
Cost of sales	(73,855)	(52,341)
Gross profit	177,504	58,374
Administrative expenses	(121,895)	(170,524)
Other operating income	-	25,626
Profit before taxation	55,609	(86,524)
Taxation	-	-
Profit for the financial year	55,609	(86,524)
Retained earnings brought forward	(138,822)	(52,298)
Distribution to parent charity	-	-
Retained earnings carried forward	(83,213)	(138,822)
The assets and liabilities of the subsidiary were:		
	2023 £	2022 £
Stock	9,214	5,423
Debtors	12,609	1,671
Cash at bank and in hand	4,073	14,890
	25,896	21,984
Creditors: amounts falling due within one year	(109,108)	(160,805)
Net assets	(83,212)	(138,821)
Share capital	1	1
Profit and loss reserves	(83,213)	(138,822)
	(83,212)	(138,821)

9. Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	52,003	73,077	47,015	72,387
Corporation tax	176,181	66,712	176,181	66,712
Amounts owed by group undertakings	-	-	73,907	143,762
Other debtors	45,846	12,790	40,561	12,951
Prepayments and accrued income	56,737	104,308	57,187	104,308
	330,767	256,887	394,851	400,120

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

10. Creditors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	107,472	63,796	91,389	55,817
Other taxation and social security	25,892	15,383	13,528	11,916
Other creditors	17,405	8,317	6,836	3,862
Accruals and deferred income	109,502	69,229	116,102	69,229
	260,271	156,726	227,855	140,824

11. Consolidated statement of funds

<u>Current year - group</u>	Balance at 01/04/2022 £	Income £	Expenditure £	Other gains/losses £	Transfers in/out £	Balance at 31/03/2023 £
Designated funds						
Fixed asset fund	256,432	-	(23,529)	-	277,293	510,196
	256,432	-	(23,529)	-	277,293	510,196
General Funds						
General funds	331,804	983,009	(1,023,045)	-	(23,529)	268,239
	331,804	983,009	(1,023,045)	-	(23,529)	268,239
Total unrestricted funds	588,236	983,009	(1,046,574)	-	253,764	778,435
Restricted funds						
LLDC and Hub67	32,910	66,000	(84,495)	-	-	14,415
Local Programme	11,027	141,566	(149,566)	-	-	3,027
East Village Trust	36,305	-	(36,305)	-	-	-
Theatre productions	-	14,500	(7,500)	-	-	7,000
Music	1,771	-	(1,771)	-	-	-
Capital project	-	606,526	(230,000)	-	(253,764)	122,762
Arts Council Cultural Recovery Fund	2,136	-	(2,663)	-	-	(527)
Digital : Bloomberg DAP	75,000	25,000	(26,820)	-	-	73,180
Total restricted funds	159,149	853,592	(539,120)	-	(253,764)	219,857
Total of funds	747,385	1,836,601	(1,585,694)	-	-	998,292

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

11. Consolidated statement of funds (continued)

<u>Current year - charity</u>	Balance at 01/04/2022 £	Income £	Expenditure £	Other gains/losses £	Transfers in/out £	Balance at 31/03/2023 £
Designated funds						
Fixed asset fund	256,432		(23,529)		277,293	510,196
	256,432	-	(23,529)	-	277,293	510,196
General Funds						
General funds	470,626	759,650	(855,295)	-	(23,529)	351,452
	470,626	759,650	(855,295)	-	(23,529)	351,452
Total unrestricted funds	727,058	759,650	(878,824)	-	253,764	861,648
Restricted funds						
LLDC and Hub67	32,910	66,000	(84,495)		-	14,415
Local Programme	11,027	141,566	(149,566)		-	3,027
East Village Trust	36,305	-	(36,305)		-	-
Theatre Productions	-	14,500	(7,500)		-	7,000
Music	1,771	-	(1,771)		-	-
Capital project	-	606,526	(230,000)		(253,764)	122,762
Arts Council Cultural Recovery Fund	2,136	-	(2,663)		-	(527)
Digital: Bloomberg DAP	75,000	25,000	(26,820)		-	73,180
Total restricted funds	159,149	853,592	(539,120)	-	(253,764)	219,857
Total of funds	886,207	1,613,242	(1,417,944)	-	-	1,081,505

<u>Prior year - group</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	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 2023

11. Consolidated statement of funds (continued)

<u>Prior 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

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.

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 2023

12. Analysis of net assets between funds - Group

Analysis of net assets between funds - current year	General funds 2023 £	Designated funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	510,196	-	510,196
Current assets	528,510	-	219,857	748,367
Creditors due within one year	(260,271)	-	-	(260,271)
	268,239	510,196	219,857	998,292

Analysis of net assets between funds - prior 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

13. Analysis of net assets between funds - Charity

Analysis of net assets between funds - current year	General funds 2023 £	Designated funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	510,196	-	510,196
Investments	1	-	-	1
Current assets	579,306	-	219,857	799,163
Creditors due within one year	(227,855)	-	-	(227,855)
	351,452	510,196	219,857	1,081,505

Analysis of net assets between funds - prior 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

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

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 £2,998 (2022: £5,394) 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:	2023 £	2022 £
Within 1 year	22,500	22,500
Between 1 and 5 years	42,551	65,036
Total	65,051	87,536

16. Liability of members

The company is limited by guarantee and the liability of members does not exceed £10. At 31 March 2023 there were 12 (2022: 9) members.

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

	2023 £	2022 £
Net (expenditure)/ income for the reporting period	250,907	(151,690)
Taxation	-	2,962
Interest income	(11)	2,962
Depreciation	11,900	371,710
Decrease / (Increase) in stock	(3,791)	(599)
Decrease / (Increase) in debtors	(73,880)	37,180
Increase in creditors	103,545	40,840
Net cash (used in)/ generated from operations	288,670	303,365

The Yard Theatre Limited

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

19. Comparative Consolidated Statement of Financial Activities

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