

Marlborough Theatre Productions Ltd

England & Wales · Charity number 1145506

Details

Other names	THE NIGHTINGALE THEATRE LTD, THE NIGHTINGALE
Status	Registered
Legal form	Charitable company
Company number	05202714
Registered	2012-01-18
Register	View on the Charity Commission register

Contact

Address	The Old Court House 118 Church Street Brighton BN1 1UD
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Activities

Objects: TO ADVANCE THE ARTS FOR THE PUBLIC BENEFIT BY THE PROMOTION IN PARTICULAR, BUT NOT EXCLUSIVELY, OF THE ART OF DRAMA.

Activities: Marlborough Theatre Productions Ltd champions innovation and excellence. Its principal activity and charitable objects are: To advance the Arts for the public benefit by promotion in particular, but not exclusively, of the art of Drama. It is a hub for creation, artistic exchange and performance, and offers collaborative opportunities for participation for Brighton's communities.

Classification

- **How:** Provides Services
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Brighton And Hove

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£639,282	£894,981	£350,635	10
2024-03-31	£949,717	£934,400	£258,851	8
2023-03-31	£431,395	£602,366	-	-
2022-03-31	£561,438	£237,925	£414,505	5
2021-03-31	£241,556	£151,353	-	-

Trustees

Name	Role	Appointed
Daniel Joseph Kok		2022-09-19
James Tulley		2025-04-29
Kalli Elizabeth Angel		2025-04-29
Kaya Christina Stanley-Money		2020-07-09
Mx Naomi Alex Roxton		2024-01-22
Richard James Barnes		2019-05-07
TOPHER CAMPBELL		2023-08-13
YASSINE SENGHOR		2020-07-20

Marlborough Theatre Productions Ltd

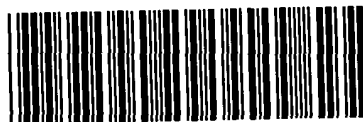
England & Wales - Charity number 1145506

Accounts

Charity number: 1145506
Company number: 05202714
(England and Wales)

Marlborough Theatre Productions Ltd
Report of the Trustees and Unaudited Financial Statements
For the year ended 31 March 2025

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COMPANIES HOUSE

Marlborough Theatre Productions Ltd
Contents Page
For the year ended 31 March 2025

Report of the Trustees	2 to 19
Independent Examiner's Report to the Trustees	20
Statement of Financial Activities	21
Statement of Financial Position	22
Statement of Cashflows	23
Notes to the Financial Statements	24 to 33

Marlborough Theatre Productions Ltd
Report of the Trustees
For the year ended 31 March 2025

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 31 March 2025. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).



Marlborough Theatre Productions Ltd TRUSTEES ANNUAL REPORT

STRUCTURE, GOVERNANCE AND MANAGEMENT

Marlborough Theatre Productions Ltd was incorporated as a company limited by guarantee on 10 August 2004 (Company number 05202714) and registered as a charity on 18 January 2012 (Registered Charity Number 1145506). Its governing document is its MEMORANDUM AND ARTICLES INCORPORATED 10 August 2004 as amended on 24 June 2019.

Previously Nightingale Theatre Ltd, the charity was renamed Marlborough Theatre Productions Ltd on 24th June 2019 to reflect the new creative direction and the resuming of activity following a dormant period.

The Board

A Board of Trustees governs Marlborough Theatre Productions Ltd. These volunteers are charity trustees and company members. The minimum number of trustees is three and unless otherwise determined by a General Meeting no more than fifteen. 12 trustees served in 2024/25.

The Board meets at least four times a year, at quarterly intervals. The Annual General Meeting precedes the final board meeting.

There is a Board finance sub-committee which meets two weeks before the board meeting each quarter. Working groups of trustees and staff (and third parties where helpful) are convened to support specific projects, which are in line with Arts Council NPO investment principles. These are:

- Ambition & Quality
- Dynamism
- Environmental Responsibility
- Inclusivity & Relevance.

Individual trustees undertake tasks in support of the staff team when required, notably recruitment, meetings with partners and funders and advising on matters that fall within their area of expertise, (e.g. finance, fundraising and community development).

In 2024/25 the Trustees were:

Daniel Kok (Co-Chair) (Appointed 19th September 2022)
Thomas Emery (Co-Chair) (Appointed 23rd January 2023)
Mx N Alex Roxon (Appointed 22nd January 2024)
Beth O'Leary (Resigned July 2025)
Heather Getty (Appointed 23rd January 2023)
Prof. Kate O'Riordan (Resigned January 2025)
Kaya Stanley Money (Appointed 9th July 2020)
Mathilda Gregory (Resigned January 2024)

Dr Topher Campbell (Appointed 13th August 2023)
Ray Young (Resigned 29th July 2024)
Richard James Barnes (Appointed 7th May 2019)
Yassine Senghor (Appointed 20th July 2020)

Trustees serve for 8 years after election and can then be nominated for re-election. Those appointed by the trustees are in place only until the following AGM, when they may stand for election.

Secretary: David Sheppeard and Sofia Santos

Forward from Co-Chairs Thomas Emery & Daniel Kok

It is with pride and gratitude that we introduce this year's Annual Report for Marlborough Theatre Productions Ltd. Reflecting on 2024/25, we are struck by the extraordinary achievements of our organisation and the unwavering commitment of our team, partners, and artists.

This year, our flagship programme, New Queers on the Block, reached new heights. We commissioned vibrant new activity across Blackpool, Bradford, Hastings, and, for the first time, Portsmouth. Each were led by inspiring local Associate Producers and from Queer Amusements in Blackpool to Knees Up in Portsmouth, our work has brought bold, innovative, and joyful queer culture to communities across the UK.

We have supported 23 artists and companies with new commissions, enabling emerging and established voices to create and share their work. Our commitment to access and wellbeing has remained at the heart of everything we do, ensuring our events are welcoming and inclusive for all. We are especially proud of the ways we have championed professional development, advocated for accessibility, and fostered a culture of care within our core team.

Our impact is clear and measurable: with public events and artworks reaching over 12,000 live audience members and nearly 300,000 online for New Queers on the Block alone, with overwhelmingly positive feedback. The stories, partnerships, and creative risks taken this year have not only enriched our communities but have also set a new standard for what is possible in our sector.

I want to take a moment to acknowledge the exceptional leadership and vision of David Sheppeard and Tarik Elmoutawakil, supported by Sofia Santos and the rest of our dedicated team. The work Marlborough does is not always easy. It takes courage, grit, and perseverance, especially in the face of difficult circumstances. We are continually inspired by the resilience and passion that everyone brings to our shared mission.

None of this would have been possible without the dedication of our staff, the vision of our artists, the trust of our partners, and the generosity of our supporters. Thank you for believing in Marlborough Theatre Productions Ltd and for helping us build a more vibrant, inclusive, and creative future.

With pride and appreciation,

Daniel Kok and Tom Emery

Co-Chairs

Marlborough Theatre Productions Ltd

The composition, development and capacity of the Board are regularly reviewed. Potential trustees are recruited either by advertisement or word of mouth and are selected based on their experience of life (personal and professional), skill and capacity. At least one trustee and one of the Executive team interviews candidates before attending a Board meeting as an observer. If both parties agree to proceed, the trustee is elected at the next Board meeting they can attend. New trustees can be elected at any point in the year and are confirmed in office at the Annual General Meeting (AGM). New trustees receive an induction pack, which provides a comprehensive introduction to the organisation and sets out their responsibilities.

Risk Management and safeguarding

Marlborough Theatre Productions Ltd has a risk management policy and practice which helps to anticipate risks to the organisation, assess likely impact and plan how to reduce and manage risks. The Executive Team reviews the risk register monthly and by the Trustees in the Quarterly board meetings.

Marlborough Theatre Productions Ltd has a Safeguarding Policy which is reviewed on a yearly basis (last reviewed April 2025).

Staffing

Creative Directors Tarik Elmoutawakil and David Sheppeard, and Executive Director, Sofia Santos leads Marlborough Theatre Productions Ltd. All are full time salaried staff members. Tarik and David are jointly responsible for artistic programme, project development, participation and audience development. Sofia takes a lead on operations and HR. Collectively are responsible for finance and fundraising.

We have a committed and robust team, which has allowed us more capacity to be able to achieve the mission of the charity.

In addition to the Executive Team, the staff team is made up of:

General Manager (full time)

Marketing Officer (full time)

Senior Heritage Producer (full time)

Senior Producer (part time 0.6 until March 2026)

Programme Producer (part time 0.8 permanent)

Programme Producer (part time 0.6 until March 2026)

Programme Producer (part time 0.6 until March 2026)

The team expands with freelance subcontractors covering producing, fundraising, admin support, technical support, Front of House duties and repairs and maintenance tasks when required and is reviewed on a regular basis

Our regular freelancers for 2024/25 are as follows:

Producer Gathering Producer (part time until April 2026)

Radical Rhizomes Programme & Development Associate (part-time, ongoing funding dependent)

Fundraiser (part time until December 2025)

Volunteers

Beyond the Trustees, Marlborough Productions Ltd, works with volunteers to gain valuable insights and to help it deliver projects. While this was limited in 2024/2025, we aim to leverage the role and value of volunteers in our events, projects and activities in the future, and have developed a robust volunteer policy with our board of trustees to support this.

Partnership

Marlborough Theatre Productions Ltd is committed to building meaningful, funded partnerships at both local and national levels to deliver our projects and fulfil the aims of the charity.

Local Partnerships

At a local level, we have retained and strengthened partnerships with key cultural and academic institutions, including the University of Sussex, New Writing South, South East Dance, Brighton Dome and Festival, Brighton & Hove Council, Charleston, University College London, and Brighton Museum & Art Gallery.

We also support DSPRNBW, a network established to share best practice among QTPOC community leaders across the UK and Ireland. Supported by Marlborough Productions, the group will hold its second retreat in September 2025. Network partners include Kiki, Glitter Cymru, BLKOUT, BlackExperienceUK, Rainbow Noir, House of Spice, African Rainbow Family, BlackBoyJoy Club, and our Radical Rhizomes programme.

National Partnerships

On a national scale, Marlborough Theatre Productions Ltd collaborates with a broad range of partners to deliver major projects and programmes such as *New Queers on the Block*, *Brownston Abbey*, and *Producer Gathering*. Partners include University College London, University of Roehampton, Southbank Centre, Royal Ballet and Opera, Glastonbury Festival, Brighton Dome, Belgrade Theatre, Edinburgh Fringe Festival, Bradford Producing Hub, China Plate, Creative Crawley, Theatre in the Mill, LeftCoast (Blackpool), Home Live Art and Unlimited.

Through these partnerships, we successfully commissioned five LGBTQIA+ artists across four partner locations — Bradford, Blackpool, Hastings, and Portsmouth. This work has provided crucial developmental support for the artists involved and has significantly enriched the cultural landscape of these regions.

We collaborated with five local associate producers who secured additional funding from Arts Council England Project Grants upwards of £120k+ at time of writing. This collaboration enhanced their skills through training in fundraising and marketing, contributing to a sustainable arts infrastructure by helping them develop festival programmes.

Public Benefit

The objects outlined in our governing document are expressed and delivered as set out below in our objectives and activities. In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit. The Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The following paragraphs, 'Objectives and Activities' and 'Achievements and Performance', detail the benefits that Marlborough Theatre Productions Ltd provides to the public.

Objectives and Activities

The Charity's objectives are to advance education for the public benefit by the promotion of the arts, but not exclusively the art of drama.

Marlborough Theatre Productions Ltd:

- develops and presents theatre and performance art
- encourages dialogues between artists and communities
- produces a programme of audience development activity, with venue partners across the UK that seeks to remove barriers to access, engagement and understanding
- employs other cultural forms like heritage and literature to build audience engagement.

Marlborough Theatre Productions Ltd Programme comprises interlinked strands of activity. These are:

- Community development projects that engage people in creative activities e.g. Radical Rhizomes is our social network for Queer, Trans, Intersex, Black, People of Colour (QTIBPoC).
- Programming key moments in Brighton and Hove's cultural calendar we present a programme of events in partnership with other organisations e.g. Brighton Festival, LGBT History Month and Brighton Pride.

Ongoing cultural programmes:

- Brighton LGBTIQIA+ History Club and Coast is Queer Festival of LGBTIQIA+ Writing
- Touring projects: New Queers on the Block, developing artists and audiences for LGBTIQIA+ led performance across the UK.
- Touring: Marlborough Theatre Productions Ltd produced projects like Brownton Abbey, Mr Blackpool, No Apologies and Prancer the Dancer nationally and internationally.
- Artist development including advocacy and advice for local artists and companies. We have developed longer term producing relationships with leading UK performance makers and Associate Artists, Harry Clayton-Wright, Emma Frankland, Subira Joy and Ebony Rose Dark that enhance their career sustainability.
- This year we introduced *Marly Meets: Artist Support*, a new bi-monthly initiative offering emerging and established artists the opportunity to discuss ideas, challenges, and projects directly with our Creative Directors, Tarik Elmoutawakil and David Sheppard
- These 30-minute one-to-one sessions are held in person at the Marlborough Productions office in the Old Courthouse, Brighton.

In summary, Marlborough Theatre Productions Ltd is working to:

- Build new cultural audiences

- Enable people of different ages, backgrounds and abilities to develop and realise their own creative ideas
- Create opportunities for active engagement with culture, particularly for LGBTIQIA+ people and others for whom there are economic, cultural or other barriers to mainstream arts provision
- Raise the level of debate about culture, in particular contemporary theatre and performance practice and develop an awareness of the creative process
- Commission artists to create new work that fulfils their creative ambitions
- Develop other areas of cultural practice e.g. heritage and film to address issues of representation and increase audience reach of our work
- Contribute to the economic and cultural life of Brighton & Hove and the wider region
- Support the professional development of artists in the Southeast through the provision of advice and advocacy
- Develop partnerships with other organisations, locally and further afield, to enhance what Marlborough Theatre Productions Ltd has to offer

Key programme achievements

In 2024/2025 Marlborough Productions achieved:

New Queers on the Block

We commissioned new activity across three existing locations (Blackpool, Bradford, Hastings) and one new location (Portsmouth) under four new, Local Associate Producer-led programmes:

1. Queer Amusements in Blackpool
2. Castles in the Sky Presents in Bradford
3. Giddy Up in Hastings
4. Knees up in Portsmouth.

- We further held a Producer Gathering symposium for emerging producers and self-producing artists in Crawley.
- Two Local Associate Producers successfully raised additional funding for their programmes through Arts Council England Project Grants and all locations secured further match funding through local partner organisations.
- Our work in Crawley and Folkestone concluded this year, following constructive conversations with our partners and Local Associate Producers in each location. While each partnership presented its own challenges, the process gave us valuable learning and insights that will inform our future projects. We are exploring the potential to continue activity in Crawley beyond New Queers on the Block, though we do not anticipate further work in Folkestone at this time.

We supported 23 artists/companies with new commissions including:

- 10 emerging cabaret artists to develop and present new performance works as part of the *Fancy A Turn* course and showcase as part of *Queer Amusements* at The Old Electric in Blackpool
- Craft Artist The Bearded Sewist to develop and present a zine workshop at Aunty Social as part of *Queer Amusements* in Blackpool - sadly cancelled on the day due to far right riots in the town
- Drag artist Oliver Gregory to deliver a drag workshop *Titty Kaka's Workshop Weekender* at Aunty Social in Blackpool and release their own publication *Delusions From A Decade In Drag* with

book signings at Auntie Social in Blackpool and The Coast is Queer LGBTQ+ Literary Festival in Brighton all as part of *Queer Amusements*

- Poet Jane Claire Bradley to be *Queer Amusements*' Writer in Residence and host their own spoken word evening *The Dead, The Divine and The Diabolical* at Bootleg Social and streamed online as part of *Queer Amusements* in Blackpool
- Filmmaker James Barnett to make a short film about the Queer Amusements programme *Queers in Blackpool*, premiere it at Blackpool Film Festival and release it online as part of *Queer Amusements* in Blackpool
- Downtown Pompey to create two new *Knees Up* cabaret shows featuring new work from 4 artists at New Theatre Royal Portsmouth.
- Photographer Emma Bentley Fox to create and deliver 2 analogue photography workshops as part of Castles in the Sky Presents at Common Space in Bradford
- Spoken word artist and comedian Zee Y to create spoken word night Out & Brown for QTIBIPOC performers as part of Castles in the Sky Presents at Common Space in Bradford
- OUT OUT to present a new drag king night *Kings of The Castle* as part of Castles in the Sky Presents at Common Space in Bradford
- 2 dance artists Nikhita Devi and Bollyqueer to create and deliver new workshops and performance under *A Day & Night of Dance* as part of Castles in the Sky Presents at Mind the Gap and Kala Sangam in Bradford.

We provided further support for six artists/companies previously commissioned by Marlborough Productions including:

- Performance artist Scottee to host the emerging cabaret course and showcase *Fancy A Turn* at The Old Electric in Blackpool and a new dinner party performance work *Chippy Tea* at Auntie Social as part of *Queer Amusements* in Blackpool
- Theatre and live artist Emma Frankland to spend a week in residency at The Old Electric in Blackpool to develop her new commissioned work *No Apologies* which has since been presented at and won multiple awards at the Edinburgh Fringe Festival
- Theatremakers Theatre with Legs to spend a week in residency with Castles in the Sky at Common Space in Bradford to develop their new work *Neuroqueer* which will premiere as part of Bradford 2025's City of Culture programme
- Performance and cabaret artist Symoné to spend a week in residency at Theatre in the Mill in Bradford developing their new mixed reality works *Nullspace Motel* and *Highway to Infinity* that will premiere and tour later this year
- Artist and writer Jamal Gerald to support his Thinker in Residence Residency at Theatre in the Mill in Bradford and fundraising to develop his first piece of outdoor theatre *Baba Osain*.
- Visual artist Garth Gratrix created and exhibited a new public artwork *Mummy's Boy* at The Grundy Art Gallery as part of *Queer Amusements* in Blackpool. The work has since been acquired into their permanent collection.

Aside from the activity we commissioned, we also supported the presentation of:

- Three theatre performances; Lucy McCormick's *Lucy & Friends*, Stacy Makishi's *Walking Each Other Home*, and Wet Mess's *TESTO* as part of Giddy Up at the White Rock Theatre and The Stables in Hastings

- A film screening of *Teaches of Peaches* and an accompanying performance party as part of Castles in the Sky Presents and Bradford Queer Film Festival at Common Space in Bradford.
- A Producer Gathering in Crawley

Heritage Programmes

- Secured £214,968 from The National Lottery Heritage Fund for the Development Phase of 'Queer Heritage South: Live Archive' project.
- Secured £25,000 from Historic England to deliver Revealing St James Street, a community led exploration of Brighton & Hove's iconic gay village. Public outputs will be launched at Brighton Festival in May 2025.
- Successfully delivered large scale community consultation on LGBTQIA+ heritage in Brighton & Hove engaging target communities through targeted activity
- Built on successful LGBTQIA+ History Club sessions and collecting workshops with Brighton Museums, Charleston and The Coast is Queer Festival achieving high levels of attendance - most sessions sellout
- Developed our digital community archive hosting new collections and creating new outputs (blog posts, podcasts and mini docs) to increase access
- Engaged citywide heritage partners to consult on a strategic plan for LGBTQIA+ heritage in Brighton & Hove
- Brought together regional and national LGBTQIA+ heritage and community colleagues for a Peer Support event in Brighton, which received excellent feedback and a desire for more events in future

Wellbeing

We continue to centre wellbeing and access in the programme with provisions in place for artists including access budgets, support with access riders, check ins and surveys; and audiences, with all events being wheelchair accessible or livestreamed, and 50% of events also offered other access provisions such as relaxed performances, quiet spaces, BSL and/or captioning. This is a figure we'd like to improve on by continuing to advocate for accessibility provisions, supporting fundraising for accessibility, and providing Local Associate Producers and Partner Organisations with Disability Awareness Training in autumn 2025.

We encourage all staff to develop their skills to enhance their roles, providing a dedicated budget and time for professional development, while acknowledging the dynamic nature, best practices, and regulatory requirements of the non-profit sector.

We also implemented new quarterly staff wellbeing check ins with our Executive Director who reports back to the board of Trustees.

Our 24 public events/artworks for NQOTB reached 12,288 live audiences, 217 live participants, and 291,332 online audiences and out of those who filled in our surveys, we engaged the following audience demographics (with each question being optional or providing a prefer not to say option):

- 77% described their gender as female, 13% as male, and 10% as other
- 24% described their gender identity as different to the sex they were assigned at birth
- 71% described their sexuality as LGBTQ+ or other
- 57% described themselves as Neurodivergent
- 30% described themselves as Deaf or Disabled

- 15% described themselves as of the Global Majority or other

Audiences who filled out our survey and opted to share their postcodes travelled to our locations from:

- Bexhill on Sea, Eastbourne, Hastings, St Leonards and surrounding areas
- Blackpool, Lytham St Anne's, Poulton-Le-Flyde, Cleveleys and surrounding areas
- Bradford, Leeds and surrounding areas
- London
- Manchester
- Reading

Out of the audiences that filled in our surveys:

1. 90% rated their overall experience very good and 5% good
2. 73% strongly agreed and 22% agreed that the event they attended made them feel proud of their local area
3. 39% strongly agreed and 46% agreed that the event they attended represented them and their life

IMPACT REPORT AND QUOTES

We assess the impact of our work through a robust evaluation framework that combines regular internal reviews with external expertise. Our team meets monthly to assess each project and refine our evaluation processes. With additional support from the Paul Hamlyn Foundation, we partnered with external evaluator Dr. Roz Hall to develop this framework, which we continue to review on a monthly basis. This collaborative approach strengthens our annual evaluations and ensures we capture the true effectiveness of our programmes and their value to the communities we serve.

ARTISTS

Marlborough Theatre Productions Ltd works closely with artists to build professional networks, create bold new artistic work, and engage new audiences — supporting sustainable careers and enriching the cultural landscape. We are responsive and committed to refining our working practices; we regularly debrief with our artists when productions conclude to assess and measure our impact. We have received the following feedback:

"Being an Associate Artist with Marlborough Productions has been the most integral part of my creative growth and producing skills. Leading on Queer Amusements in Blackpool as a Local Associate Producer, which was co-commissioned by Marlborough Productions as part of New Queers on the Block and Blackpool based community arts organisation Aunty Social, has been one of the most important pieces of work I've ever had the pleasure of delivering on and I'm so proud of what we accomplished together."

Being given the opportunity to help radically transform and shift the landscape of LGBTQ+ art and culture in my hometown with creating a brand new multi-artform festival with Queer Amusements, meant that not only did I see my skills grow, we also received national coverage and have started exciting conversations around new creative, collaborative and commissioning partnerships - all of whom are seeing the value in this work differently."

We are in the process of making my new show, Mr Blackpool's Seaside Spectacular, which works with artists from the Queer Amusements programme and tours the work to Northern Stage in Newcastle, the Southbank Centre in London and Unity Theatre in Liverpool in November 2025 and has continued touring plans in 2026. We are showing that nationally significant touring work about an often underrepresented area can, should be and is being made in Blackpool.

With the team's belief in my abilities, I've been able to show local and national cultural partners what I am capable of. I can't wait to keep growing these skills and building on the success of our pilot year of Queer Amusements. This funding is paramount in shifting and challenging perceptions of artists from Blackpool. None of which would have been achieved without this continued belief and investment."

- Harry Clayton-Wright.

PARTNERSHIPS

We work in collaboration on our productions across the cultural sector nationally and have built new and developed existing meaningful partnerships this year. As part of our evaluation process, we debrief with our partners at the end of each project. Some feedback that we received:

"...I also want to extend my gratitude for the helpfulness and positive energy that made collaborating such a joy. Thank you as well for the solid support in managing the stage elements so professionally—it's always a pleasure to work alongside such steady hands. I'm also grateful for the ongoing support of the work and for creating opportunities for beautiful queer joy. And finally, thank you for showing up with creativity and authenticity. Some shows remind me why I chose this career, and this was one of those moments".

- Partner feedback on Mr Blackpool 2025.

"The New Queers on the Block touring project has been a welcome addition to the blossoming queer scene in Hastings and has been a fantastic opportunity for Home Live Art to support and develop new audiences for these urgent, political and radical performance works from LGBTQ+ artists."

- Katy Baird, Home Live Art, Artistic Director

"We are delighted to be working with Marlborough Productions' New Queers on the Block programme on artists' development and look forward to this new phase in our adventure, where we share resources for equitable commissioning. This will be a beautiful bringing together of North and South through which we will stun audiences nationally with gorgeous new queer work."

- Dr. Shabina Aslam, Theatre in the Mill, Artistic Director

"The support from Marlborough Productions' New Queers on the Block programme had such an incredible impact on Knee's Up. Their mentorship and belief in developing new queer work gave our team the confidence and space to nurture emerging artists and bring fresh, authentic voices to the stage."

- Local Associate Producer, Portsmouth

COMMUNITIES

Radical Rhizomes

We engage deeply with communities through our Radical Rhizomes Programme, which includes regular meet-ups, workshops, and the annual Rhize Up festival. We also conduct dream sessions to gather feedback from our community members.

"Joining Radical Rhizomes really helped me to embrace my identity... Radical Rhizomes really was the catalyst and I 100% know I would not be where I am today without it. I am so grateful as I feel so much more like a whole person and so much more myself than I did 5 years ago."

- Radical Rhizomes community member

Queer Heritage South (QHS): Live Archive

As part of our QHS: Live Archive we have worked with*target communities who have been historically underrepresented in archives, and still missing from our digital archive.

The aim of these sessions was to literally call in participation from members of these communities, build trust, get them to know and understand the project, and to understand their place in queer heritage.

Building trust and understanding is the first step to make people comfortable with sharing their stories and giving their objects and ephemera to a community archive.

From these sessions we also learnt a lot as a team about the specific needs of these target communities, and as a result have adjusted and reflected upon the project design, as well as our collecting policies.

"I think people got a lot of enthusiasm for archiving disability related history in a city that is brimming with passion for disability rights activism and history. A lot of people brought their own artefacts to contribute. Oral histories were taken from Suchi Chatterjee and a director from Oscar Bright, a disability arts company who work with filmmakers who have learning disabilities. People were really enthusiastic and excited about it, and keen to do more. It was absolutely beautiful."

- Participant in Disability Community Sessions

"I think people really enjoyed telling stories and connecting to those people they know from before as well as meeting new people. There was a nice intergenerational feel to the session...Many people gave me feedback about how much they enjoyed reconnecting with others...There was lots of laughter and knowing smiles. Mapping memories physically was a great success..."

- Participant in Older Lesbians Community Sessions for Queer Heritage South

"As a younger queer person, this event brought to light an individualistic level / perspective on my community's history that is much needed."

- Participant in History Club Community Sessions

"It was really interesting to both hear about the context and history of the women and also the process of exhibiting and researching the archive."

- Participant in History Club Community Sessions

Marlborough Productions staff:

Working at Marlborough Productions has allowed me to grow professionally. The organisation really champions good practice when it comes to meeting employees where they are at, supporting them where they might encounter difficulties, and most importantly offering opportunities for development and growth. Being in an environment that is both nurturing and stimulating has allowed me to think about my work and ambitions in an expansive way.

- Roni Guetta, Senior Heritage Producer

Investing in Local Artists and Creative Development

In 2024/25 Marlborough Theatre Productions Ltd increased by 24.10% of the artists and companies, supporting the development of new work from 2023/24 to 2024/25.

	2023/24	2024/25	% increase from previous year
Artists supported	54	55	1.82% increase
Partner Companies	11	26	136.36% increase
Touring Locations	18	22	22.22 increase

Marlborough Theatre Productions Ltd continued to champion the value of culture in Brighton & Hove. The organisation regularly contributes to local and national strategy, policy and provision of services through involvement with What Next?, Sussex Fundraisers, Brighton Venues Access Forum and Brighton Fringe.

AUDIENCES:

We continuously assess our progress and impact by collecting data, including feedback from our audience, participants, and partners, as well as engagement metrics and evaluations from external parties. This process helps us refine our strategies and make more informed decisions regarding programming, community involvement, and overall cultural influence.

In 2024/2025 we reached 473,000 audiences across live and digital media and engaged with 120 participants across our programme of work.

Online Visitors and Social Media

Marlborough Theatre Productions Ltd increased its online content and visitors:

	2022/23	2023/24	2024/25	% increase from previous year
MP Website Visitors	13,557	9,113	10,300	13.02% increase
MP Web Page Views	26,557	19,145	17,000	11.21% decrease
PG Website Views	2,900	9,300	7,900	16.28% increase
PG Web Page Views	7,088	35,439	27,185	26.46% decrease
QHS Website Views	-	-	9,700	
QHS Web Page Views	-	-	31,000	

Marlborough Theatre Productions Ltd added social media followers across platform, with current figures standing at:

Social Media Channel	2022/23	2023/24	2024/25	% increase from previous
MP Facebook	6,635	6,559	6,400	2.42% decrease
Queer Heritage South Facebook	-	-	1,800	
MP Instagram	4,321	4,634	5,518	19.08% increase
Radical Rhizomes Instagram	-	N/A - per	158	
Producer Gathering Instagram	-	N/A - per	2,083	
Queer Heritage South Instagram	-	-	2,049	
MP Mailchimp Mailing List	2,200	2,714	3,027	11.53% increase
Queer Heritage South Mailing List	-	-	949	
Producer Gathering Mailing List	-	-	936	
MP LinkedIn	-	-	669	
Producer Gathering LinkedIn	-	-	1,650	
Queer Heritage South LinkedIn	-	-	179	

Over the past few years, Marlborough Productions has been taking a reflective and intentional approach to comms in regards to use of social media with our desire of wanting to safeguard our artists and projects. We have created a positive community around our work on Instagram, with the numbers of followers organically increasing on that platform and an increase in subscribers on our mailing lists, who receive information about our projects directly with far less risk.

Working closely with our partners to make sure our projects are reaching communities we want to engage with entails deliberate support and protection of the work. Where possible, we expand outside of that to have conversations that feel correct within those environments and create marketing material to work within those arenas. Marketing and comms continues to be something we are reactive and sensitive with as the political climate changes as we strive to find new ways to work and reach people.

Income Generation

Marlborough Theatre Productions Ltd received grant funding from Arts Council England as part of their National Portfolio Organisation, Arts Council England Project Grants, National Lottery Heritage Fund as part of a four year grant, Chalk Cliff Trust, Esmée Fairbairn Foundation, Paul Hamlyn Foundation, Rainbow Fund, UK Black Pride, LGBTX Consortium, The Spire Arts and Historic England. Our total fundraised income in 2024/25 was £986,765.

Priorities and Policies

We have begun work to diversify our income streams. Our income is predominantly from Trust and Foundations and major grant givers, but we have invested in fundraising support to develop our Individual Giving campaign and Consultancy offer to diversify our income streams and make us more resilient.

Financial review/ Reserves

The free reserves position as of 31st March 2025 was £135,212 which equates to roughly three months of running costs. As part of our financial resilience strategy, we continue to monitor this as our quarterly Trustee meetings.

The charity uses Metro Bank, Cooperative Bank, Paypal and Pleo Pocket, for its banking purposes. The charity no longer banks with Santander. Banking relationships are in accordance with our Ethical Fundraising Policy.

The accounting year is 31st March.

Future plans

We have adopted a new five year business plan as of 2025 which has a revised fundraising strategy. We review the fundraising strategy annually. This plan articulates fundraising strategy, programming plans and the principles behind our approach to audience development. The plan reflects our continued ambition to increase access to, and understanding and enjoyment of culture. Designed to increase the quality of experience at Marlborough Theatre Productions Ltd for artists, audiences, participants, partners and staff it outlines the strategic partnerships and fundraising strategy required to deliver on the plan. We can confidently plan our ambitious programme of activity for the five years due to achieving NPO status.

Major confirmed projects for 25/26 include:

- New Queers on the Block festival touring
- Brownston Abbey touring and partnership
- Nous Nous - new work from Tarik Elmoutawkil
- Collaborations with Brighton Festival
- Mr Blackpool Seaside Spectacular at the Southbank Centre and touring
- No Apologies Edinburgh Fringe and touring
- Queer Heritage South Delivery Phase

- Revealing St James St at Brighton Festival
- History Club and collaborations with Charleston (Queer Bloomsbury)
- Artist Associate Programme
- Coast is Queer Festival
- Radical Rhizomes
- Rhize Up Fest
- Producer Gathering Symposium
- New Family work

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Marlborough Theatre Productions Ltd
Charity registration number	1145506
Company Charity number	05202714
Principal address	118 Church St, Brighton and Hove, Brighton BN1 1UD

TRUSTEES

The Trustees and officers serving during the year and since the year end were as follows:

In 2024/25 the Trustees were:

Daniel Kok (Co-Chair) (Appointed 19th September 2022)
Thomas Emery (Co-Chair) (Appointed 23rd January 2023)
Mx N Alex Roxon (Appointed 22nd January 2024)
Beth O'Leary (Resigned July 2025)
Heather Getty (Appointed 23rd January 2023)
Prof. Kate O'Riordan (Resigned January 2025)
Kaya Stanley Money (Appointed 9th July 2020)
Mathilda Gregory (Resigned January 2024)
Dr Topher Campbell (Appointed 13th August 2023)
Ray Young (Resigned 29th July 2024)
Richard James Barnes (Appointed 7th May 2019)
Yassine Senghor (Appointed 20th July 2020)

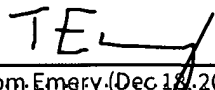
Secretary David Sheppeard & Sofia Santos

Independent examiner

Caroline Clarke ACA
66 High Street
Lewes
East Sussex
BN7 1XG

Approved by the Board of Trustees and signed on its behalf by

Tom Emery


Tom Emery (Dec 18, 2025 11:48:32 GMT).....
CO-CHAIR
18/12/2025

Marlborough Theatre Productions Ltd
Independent Examiners Report to the Trustees
For the year ended 31 March 2025

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2025.

Responsibilities and basis of report

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

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

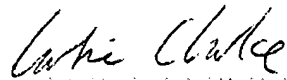
Independent examiners statement

Since the Charitable company's gross income exceeded £250,000, your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by virtue of my membership of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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



Caroline Clarke ACA

18/12/2025

66 High Street

Lewes

East Sussex

BN7 1XG

Marlborough Theatre Productions Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 £	2024 £
Income and endowments from:					
Donations and legacies	2	369,585	347,483	717,068	792,853
Charitable activities	3	268,966	-	268,966	156,509
Investments	4	731	-	731	355
Total		639,282	347,483	986,765	949,717
Expenditure on:					
Charitable activities	5/6	(500,013)	(394,968)	(894,981)	(934,400)
Total		(500,013)	(394,968)	(894,981)	(934,400)
Net income/expenditure		139,269	(47,485)	91,784	15,317
Reconciliation of funds					
Total funds brought forward		147,516	111,335	258,851	243,534
Total funds carried forward		286,785	63,850	350,635	258,851

Marlborough Theatre Productions Ltd
Statement of Financial Position
As at 31 March 2025

	Notes	2025 £	2024 £
Fixed assets			
Tangible assets	12	2,096	4,877
		2,096	4,877
Current assets			
Debtors	13	206,827	22,822
Cash at bank and in hand		167,281	339,666
		374,108	362,488
Creditors: amounts falling due within one year	14	(25,569)	(108,514)
Net current assets		348,539	253,974
Total assets less current liabilities		350,635	258,851
Net assets		350,635	258,851
The funds of the charity			
Restricted income funds	15	63,850	111,335
Unrestricted income funds	15	286,785	147,516
Total funds		350,635	258,851

For the year ended 31 March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:

Tom Emery

.....

TE

Tom Emery (Dec 18, 2025 11:49:32 GMT)

CO-CHAIR

18/12/2025

Marlborough Theatre Productions Ltd

**Cashflow Statement
For the period ended 31 March 2025**

	2025	2024
Cash flow from operating activities		
Cash generated from operations	(172,385)	(100,642)
Dividends, interest and rent from investments	-	-
Purchase of tangible assets	-	(6,277)
	-	(6,277)
	(172,385)	(106,919)
Cash and cash equivalents at beginning of year	339,666	446,585
Cash and cash equivalents at end of year	167,281	339,666
 Cash generated from operations		
Net movement in funds	91,784	15,317
Adjustments for:		
Depreciation and amortisation of fixed assets	2,781	2,511
Dividends, interest and rent from investments	-	-
Movement in working capital		
(Increase)/decrease in debtors	(184,005)	(16,058)
Increase/(Decrease) in creditors	(82,945)	(102,412)
 Cash generated from operations	(172,385)	(100,642)

Marlborough Theatre Productions Ltd
Notes to the Financial Statements
For the year ended 31 March 2025

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Marlborough Theatre Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above

Incoming resources

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. Grants are treated as deferred where they are given to specifically cover production costs arising in a future period.

Resources expended

Liabilities are recognised as resources expended when there is a legal or constructive obligation committing the Charity to the expenditure.

Taxation

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only.

Tangible fixed assets

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer equipment

25% Straight line

Irrecoverable VAT

Irrecoverable VAT is included in the Statement of Financial Activities, and is reported as part of the expenditure to which it relates.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2025	2024
	£	£	£	£
Donations received	4,634	-	4,634	443
Grants received	358,251	347,483	705,734	789,778
Sponsorships received	6,700	-	6,700	2,632
	369,585	347,483	717,068	792,853

Analysis of grants received

	2025	2024
	£	£
Arts Council England NPO	281,250	168,750
Arts Council England Project Grants	52,886	139,730
Brighton LGBTQ+ Switchboard - Community Health Inequalities Prog	-	5,000
Chalk Cliff Trust	5,000	5,000
Clore Leadership	-	1,000
Community Action Fund	5,720	-
Creative Crawley	-	6,700
Creative Folkestone	-	5,000
Esmée Fairbairn Foundation	5,000	67,600
Garfield Weston Foundation	15,000	-
Heritage England	-	12,750
Historic England	7,750	-
LGBTX Consortium	7,000	-
National Lotteries Communities Fund	20,000	-
National Survivor User Network	5,000	-
National Trust	-	4,876
Other Grants	-	3,135
Paul Hamlyn Foundation	77,000	-
Rainbow Fund	7,960	9,954
Sussex Community Foundation	-	3,000
The National Lottery Heritage Fund	214,968	-
The Spire Arts	1,200	-
University of Roehampton	-	357,283
	705,734	789,778

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

3. Income from charitable activities

	2025	2024
	£	£
Unrestricted funds		
<i>Theatrical productions</i>		
Income from charitable activities	268,966	156,509

4. Investment income

	2025	2024
	£	£
Unrestricted funds		
Bank interest receivable	731	355
	<u>731</u>	<u>355</u>

5. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2025	2024
	£	£	£	£
Theatrical productions	384,770	394,968	779,738	829,285
Support costs	115,243	-	115,243	105,115
	<u>500,013</u>	<u>394,968</u>	<u>894,981</u>	<u>934,400</u>

6. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2025	2024
	£	£	£	£
Support costs				
Theatrical productions	779,738	115,243	894,981	934,400

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

7. Analysis of support costs

	2025	2024
	£	£
Theatrical productions		
Management	101,081	92,837
Finance	331	496
IT	9,349	7,571
Office costs	2,782	2,511
Governance costs	1,700	1,700
	<u>115,243</u>	<u>105,115</u>

8. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of owned fixed assets	2,782	2,511
Accountancy fees	1,700	1,700
Staff pension contributions	5,209	3,941
	<u>9,691</u>	<u>8,152</u>

9. Staff costs and emoluments

Total staff costs for the year ended 31 March 2025 were:

	2025	2024
	£	£
Salaries and wages	262,034	125,120
Social security costs	21,130	7,239
Pension costs	5,209	2,693
	<u>288,373</u>	<u>135,052</u>

The total employee benefits including pension contributions of the key management personnel were £101,592 (2024:£74,900).

Our staffing levels have increased significantly from 2023/24 due project staff for the Queer Heritage South programme, where posts are fully funded from National Lottery Heritage Fund, on a full cost recovery basis. We have also restructured the senior leadership team with the addition of a full time Executive Director and General Manager funded by Arts Council National Portfolio settlement.

No employees received remuneration in excess of £60,000 in the year (2024: £nil).

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

	2025	2024
Management	7	5
	<u>7</u>	<u>5</u>

10. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024:£nil).

No charity trustee received payment for professional or other services supplied to the charity (2024:£nil). The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2024:£nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2024:£nil). There are no related party transactions to disclose for 2025 (2024:none).

11. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2024 £
Income and endowments from:			
Donations and legacies	718,359	74,494	792,853
Charitable activities	156,509	-	156,509
Investments	355	-	355
Total	<u>875,223</u>	<u>74,494</u>	<u>949,717</u>
Expenditure on:			
Charitable activities	(772,092)	(162,308)	(934,400)
Total	<u>(772,092)</u>	<u>(162,308)</u>	<u>(934,400)</u>
Transfers between funds	(1,000)	1,000	-
Net movement in funds	<u>102,131</u>	<u>(86,814)</u>	<u>15,317</u>
Reconciliation of funds			
Total funds brought forward	45,385	198,149	243,534
Total funds carried forward	<u>147,516</u>	<u>111,335</u>	<u>258,851</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

12. Tangible fixed assets

Cost or valuation	Plant and machinery £	Computer equipment £	Total £
At 01 April 2024	2,223	6,277	8,500
At 31 March 2025	<u>2,223</u>	<u>6,277</u>	<u>8,500</u>
Depreciation			
At 01 April 2024	1,531	2,092	3,623
Charge for year	314	2,467	2,781
At 31 March 2025	<u>1,845</u>	<u>4,559</u>	<u>6,404</u>
Net book values			
At 31 March 2025	<u>378</u>	<u>1,718</u>	<u>2,096</u>
At 31 March 2024	<u>692</u>	<u>4,185</u>	<u>4,877</u>

13. Debtors

	2025 £	2024 £
Amounts due within one year:		
Trade debtors	9,097	16,071
Prepayments and accrued income	195,018	3,748
Other debtors	2,712	3,003
	<u>206,827</u>	<u>22,822</u>

Accrued income includes £145,752 for Theatre Tax Relief.

14. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	16,779	26,421
Other creditors	7,090	2,313
Accruals and deferred income	1,700	79,780
	<u>25,569</u>	<u>108,514</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

15. Movement in funds

Unrestricted Funds

	Balance at 01/04/2024 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31/03/2025 £
<i>Designated</i>					
Designated Project Spend	78,754	-	-	68,921	147,675
Designated Reserve Allocation	98,000	-	-	39,308	137,308
<i>General</i>					
General	(29,238)	639,282	(500,013)	(108,229)	1,802
	147,516	639,282	(500,013)	-	286,785

Unrestricted Funds - Previous year

	Balance at 01/04/2023 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31/03/2024 £
<i>Designated</i>					
Designated Project Spend	-	-	-	78,754	78,754
Designated Reserve Allocation	1,111	-	-	96,889	98,000
<i>General</i>					
General	44,274	875,223	(772,092)	(176,643)	(29,238)
	45,385	875,223	(772,092)	(1,000)	147,516

Purpose of unrestricted Funds

Designated Project Spend

Designated to creative projects as agreed with the trustees.

Designated Reserve Allocation

Designated to Reserves as agreed with the trustees

General

Maintained for the general running of the charity.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

Restricted Funds

	Balance at 01/04/2024	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2025
	£	£	£	£	£
ACE	57,117	52,886	(93,644)	-	16,359
Baring Foundation	3,977	-	(3,977)	-	-
British Council	6,000	-	(6,000)	-	-
Chalk Cliff	-	5,000	-	-	5,000
Equity Fund	-	7,000	-	-	7,000
Garfield Weston	-	15,000	(15,000)	-	-
Heritage Fund	7,750	5,000	-	(7,750)	5,000
Historic England	-	7,750	(5,679)	7,750	9,821
National Lottery for All	-	234,968	(220,964)	-	14,004
Postcode Lottery	3,184	-	(3,184)	-	-
Small Grants Rhizomes	30,307	13,679	(41,813)	-	2,173
Spire Arts Artist Commission	-	1,200	(200)	-	1,000
Sussex Community Fund	3,000	-	(3,000)	-	-
Synergi	-	5,000	(1,507)	-	3,493
	111,335	347,483	(394,968)	-	63,850

Restricted Funds - Previous year

	Balance at 01/04/2023	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2024
	£	£	£	£	£
ACE	79,018	33,437	(55,338)	-	57,117
Baring Foundation	22,810	-	(18,833)	-	3,977
British Council	-	-	-	6,000	6,000
Esmee Fairbairn Foundation	25,260	-	(25,260)	-	-
Heritage Fund	-	12,750	(5,000)	-	7,750
Paul Hamlyn Foundation	41,816	-	(41,816)	-	-
Postcode Lottery	19,245	-	(16,061)	-	3,184
Small Grants Rhizomes	10,000	25,307	-	(5,000)	30,307
Sussex Community Fund	-	3,000	-	-	3,000
	198,149	74,494	(162,308)	1,000	111,335

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

16. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	-	1,802	1,802
<i>Designated</i>			
Designated Project Spend	-	147,675	147,675
Designated Reserve Allocation	2,096	135,212	137,308
Restricted funds			
ACE	-	16,359	16,359
Chalk Cliff	-	5,000	5,000
Equity Fund	-	7,000	7,000
Heritage Fund	-	5,000	5,000
Historic England	-	9,821	9,821
National Lottery for All	-	14,004	14,004
Small Grants Rhizomes	-	2,173	2,173
Spire Arts Artist Commission	-	1,000	1,000
Synergi	-	3,493	3,493
	2,096	348,539	350,635

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2025

Previous year

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	-	(29,238)	(29,238)
<i>Designated</i>			
Designated Project Spend	-	78,754	78,754
Designated Reserve Allocation	4,877	93,123	98,000
Restricted funds			
ACE	-	57,117	57,117
Baring Foundation	-	3,977	3,977
British Council	-	6,000	6,000
Heritage Fund	-	7,750	7,750
Postcode Lottery	-	3,184	3,184
Small Grants Rhizomes	-	30,307	30,307
Sussex Community Fund	-	3,000	3,000
	4,877	253,974	258,851

Marlborough Theatre Productions Ltd

England & Wales - Charity number 1145506

Accounts

Charity number: 1145506

Company number: 05202714

(England and Wales)

Marlborough Theatre Productions Ltd

Report of the Trustees and Unaudited Financial Statements

For the year ended 31 March 2024

Marlborough Theatre Productions Ltd
Contents Page
For the year ended 31 March 2024

Report of the Trustees	1 to 10
Independent Examiner's Report to the Trustees	11
Statement of Financial Activities	12
Statement of Financial Position	13
Statement of Cashflows	14
Notes to the Financial Statements	15 to 25

Marlborough Theatre Productions Ltd
Report of the Trustees
For the year ended 31 March 2024

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 31 March 2024. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity's objectives are to advance education for the public benefit by the promotion of the arts, but not exclusively the art of drama.

Marlborough Theatre Productions Ltd:

- develops and presents theatre and performance art
- encourages dialogues between artists and communities
- produces a programme of audience development activity, with venue partners across the UK that seeks to remove barriers to access, engagement and understanding
- employs other cultural forms like heritage and literature to build audience engagement.

Marlborough Theatre Productions Ltd Programme comprises interlinked strands of activity. These are:

- Community development projects that engage people in creative activities e.g. Radical Rhizomes is our social network for Queer, Trans, Intersex, Black, Indigenous, People of Colour (QTIBIPoC).
- Programming key moments in Brighton and Hove's cultural calendar we present a programme of events in partnership with other organisations e.g. Brighton Festival, LGBT History Month and Brighton Pride.
- Ongoing cultural programmes: Brighton LGBTIQIA+ History Club and Coast is Queer Festival of LGBTIQIA+ Writing
- Touring projects: New Queers on the Block, developing artists and audiences for LGBTIQIA+ led performance across the UK.
- Touring Marlborough Theatre Productions Ltd produced projects like Brownton Abbey and Prancer the Dancer nationally and internationally.
- Artist development including advocacy and advice for local artists and companies. We have developed longer term producing relationships with leading UK performance makers and Associate Artists, Harry Clayton-Wright. Emma Frankland, Subira Joy and Ebony Rose Dark that enhance their career sustainability.

In summary, Marlborough Theatre Productions Ltd is working to:

- Build new cultural audiences
- Enable people of different ages, backgrounds and abilities to develop and realise their own creative ideas
- Create opportunities for active engagement with culture, particularly for LGBTIQIA+ people and others for whom there are economic, cultural or other barriers to mainstream arts provision
- Raise the level of debate about culture, in particular contemporary theatre and performance practice and develop an awareness of the creative process
- Commission artists to create new work that fulfils their creative ambitions
- Develop other areas of cultural practice e.g. heritage and film to address issues of representation and increase audience reach of our work
- Contribute to the economic and cultural life of Brighton & Hove and the wider region
- Support the professional development of artists in the Southeast through the provision of advice and advocacy
- Develop partnerships with other organisations, locally and further afield, to enhance what Marlborough Theatre Productions Ltd has to offer

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

Statement on public benefit

In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit. The Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The following paragraphs, 'Objectives and Activities' and 'Achievements and Performance', detail the benefits that Marlborough Theatre Productions Ltd provides to the public.

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

ACHIEVEMENTS AND PERFORMANCE

Significant activities

In 2023/2024 Marlborough Productions achieved:

New Queers on the Block / Blackpool

- New Queers on the Block have been working in Blackpool since 2018, and commissioned Local Associate Producer Harry Clayton-Wright to create and present a new queer multi-artform festival - Queer Amusements which programmed 15 events across 6 venues:

1. Iris Prize LGBTQ+ Film Screening at Aunty Social
2. David Wilson Film Director Talk at Aunty Social
3. Travis Alabanza Artist Talk at Aunty Social
4. Kuchnenga Shenjé Author Talk at Aunty Social
5. Alena Ruth Donely Tufting Workshop at Aunty Social
6. Thick & Tight 'Tits & Teeth' Performance at Blackpool Grand Theatre
7. Garth Gratrix Public Art Commission at Grundy Art Gallery
8. Krishna Isha Performance Workshop at The Old Electric for Power Plays and Blackpool Comedy Festival
9. The Bearded Sewist Zine Workshop at Aunty Social
10. Scottee & Harry Clayton-Wright cabaret course 'Fancy A Turn?' at The Old Electric
11. Scottee & Harry Clayton-Wright cabaret course showcase 'Fancy A Turn?' at The Old Electric
12. Scottee 'Chippy Tea' Performance at Aunty Social
13. Titty Kaka Drag Performance Workshop at Aunty Social
14. Drag Pageant at Winter Gardens
15. Jane Claire Bradley Writer in Residence Spoken Word Event at Bootleg Social

New Queers on the Block / Bradford

- We provided seed commissions alongside Theatre in the Mill for seven artists to develop and present work at their Right Queer Right Now LGBTQ+ Arts Festival:

1. Anas Data's DL to URL
2. Jamal Gerald's Baba Osain
3. Jenn Wilson's Irregular Jenn's Variety Show (Non-Toxic Love Addiction)
4. Rommi Smith's In The Stacks with Audre Lorde & Other Queer Stories
5. Theatre With Legs's Neuroqueer
6. Whiskey Chow's Look Like Myself Enough
7. Usman Ahmed's South Asian Queer Joy

- We will be providing a further commission alongside Theatre in the Mill for Jamal Gerald to continue developing the work

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

first presented at Right Queer Right Now. We are discussing further commissioning opportunities with Theatre in the Mill.

- We commissioned Local Associate Producer Alice Parsons to create and present an LGBTQ+ arts programme stemming from OUT OUT their local drag king development and performance programme.

New Queers on the Block / Crawley

- We piloted activity in Crawley with new New Queers on the Block partners Creative Crawley and Creative Playground and their Local Associate Producer Vincent Wootton. We co-programmed 3 events across 2 venues and a pop-up location:

1. Fatt Projects' Palaver Party at The Hawth
2. Estabrak Homecoming in the town centre

New Queers on the Block / Folkestone

- New Queers on the Block have been working in Folkestone since 2018 with partner Creative Folkestone. This year, we commissioned Local Associate Producer Ash McNaughton to create and present a new queer performance art festival - QUEERCALL.

- QUEERCALL programmed 16 events across 9 venues and across the town:

1. Screen South's XR Lab Immersive Sound Workshop at Screen South's Digital Hub
2. Jake Wood Artist Talk at Herbert Read Gallery, Canterbury
3. Symoné Artist Talk at Herbert Read Gallery, Canterbury
4. Whiskey Chow Artist Talk at Herbert Read Gallery, Canterbury
5. Screen South's XR Lab Immersive Sound Finalisation Session at Screen South's Digital Hub
6. Screen South's XR Lab Immersive Sound Showcase at Brewery Tap
7. The Anxious Pickle Arcade Quarterhouse Latest Takeover at Quarterhouse
8. The Coast Is Queer Writing Workshop at Fourth Wall
9. Istanbul Queer Art Collective 'Psychic Bibliophiles' Performance at Folkestone Bookshop
10. Joao Caridade's 'Cardide Camera' Installation at D:NA
11. Exhibition featuring artwork from Symoné, Whiskey Chow and Ali Userulu at C:20
12. 7 x Site-Specific performances around Folkestone from artists including Ernst Fischer, Helen Davison, Puer Deorum, Jake Wood, Nathan Walker, Pianka Pärna, and Kelvin Atmadibrata
13. QUEERCALL Triple Bill featuring Katy Baird, Wet Mess and Ray Felix Carter at Quarterhouse
14. Dita Garbo's Dita's Big Queer Brunch at Space Bar & Kitchen
15. Trans Voices's Choir Performance at Brewery Tap
16. Screen South's XR Lab Immersive Sound Showcase at Herbert Read Gallery, Canterbury

New Queers on the Block / Hastings

New Queers on the Block have been in Hastings since 2018 with partner Home Live Art. This year, we commissioned Local Associate Producer Hannah Fox to create and present a new LGBTQ+ arts festival - Giddy Up! This will see LGBTQ+

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

performance artists develop and present work at volunteer-led venue The Stables in Hastings.

Other Programme Highlights

- Rhize Up Festival

- Radical Rhizomes fortnightly programme.

- Coast is Queer: Our festival of LGBTQIA+ writing in Brighton, presented with New Writing South, continues to be highly successful reaching an audience of 1500 in Oct 2023

- We have developed international collaborations with Pro Helvetia and in Switzerland and Terrapin Puppetry Company in Australia, leading to international touring opportunities and co-commissioned projects.

- We have an ongoing commissioning partnership with Unlimited.

- Presented Galatea, a large-scale innovative project as part of the Brighton Festival, marking our first production of this scale. 3,000 audience members saw it and received positive feedback.

- We continue to support producers through our Producer Gathering programme, offering bursaries and creating a wealth of free resources.

- Queer Heritage South: We secured a multi-year heritage grant from the National Lottery Heritage Fund in Dec 2023 to develop a new strategy for LGBTQIA+ Heritage across Brighton & Hove. This project will create a new and inclusive digital archive for the city, future-proofing LGBTQIA+ collecting in Brighton & Hove.

- We will work with local communities to develop and deliver this project, present cultural events, and deliver a major exhibition in 2027.

- The project also expands our regional consultancy offer, supporting LGBTQIA+ communities across the Southeast to develop their heritage projects.

Impact statement

We measure the impact of our work through a comprehensive evaluation framework that includes both internal assessments and collaboration with external evaluators. This approach helps ensure that we accurately capture the effectiveness of our programme and the contributions to the communities we serve.

We recently received the following feedback from two participants who took part in the DSPRNBW network. They said:

"Before attending the DSPRNBW Network weekend, I was thinking about leaving the sector. Having joined this network weekend, I feel galvanized to keep working in the sector. I feel less worried now that I have this space and community support"

By gathering data we continually review our progress, using audience, participant and partner feedback, audience engagement metrics and third party evaluations to help us to refine our approach and measure our impact. This supports us to see tangible differences and opportunities for us to better inform our programming decisions, community participation and overall greater cultural impact.

In 2023/2024 we have reached 3,424 audiences and engaged with 539 participants across our programme of work.

Online Visitors and Social Media

	2021 - 2022	2022 - 2023	2023-2024
Website Visitors	11,152	13,557	9,113
Web Page Views	25,846	26,557	19,145

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

Marlborough Theatre Productions Ltd added social media followers across platform, with current figures standing at:

Social Media Channel	2021 - 2022	2022 - 2023	2023-2024
Facebook	6,490	6,635	6,559
Twitter	4,854	4,911	N/A
Instagram	3,977	4,321	4,634
Mailchimp Mailing List	2,034	2,200	2,714

Investing in Local Artists and Creative Development

In 2023-24 Marlborough Theatre Productions Ltd worked with 30+ artists and companies, supporting the development of new work.

Marlborough Theatre Productions Ltd continued to champion the value of culture in Brighton & Hove. The organisation regularly contributes to local and national strategy, policy and provision of services through involvement with What Next?, Sussex Fundraisers, Brighton Venues Access Forum and Brighton Fringe.

Income Generation

Marlborough Theatre Productions Ltd received grant funding from Arts Council England as part of their National Portfolio Organisation, Baring Foundation, Brighton LGBTQ+ Switchboard - Community Health Inequalities Programme, British Council, Chalk Cliff Trust, Clore Leadership, Creative Folkestone, Esmée Fairbairn Foundation, Garfield Weston Foundation, Heritage England, National Trust, Paul Hamlyn Foundation, Postcode Lottery, Rainbow Fund, Sussex Community Foundation and TNL Communities Fund. We have confirmed funding from the National Lottery Heritage fund for a four-year large-scale project. Our total fundraised income in 2023/24 was £866,777

Priorities and Policies

We have begun work to diversify our income streams. Our income is predominantly from Trust and Foundations and major grant givers, but we have invested in fundraising support to develop our Individual Giving campaign and Consultancy offer to diversify our income streams and make us more resilient.

We will adopt a new business plan from March 2025. Within this we will revise our fundraising strategy and will be operating in line with the contained in the plan, which is reviewed annually.

FINANCIAL REVIEW

Significant events

Our current free reserves position is £23,030 of unrestricted reserves. The level of reserves is monitored by the Trustees at its quarterly meetings and is roughly three months of running costs. We aim to increase this to four months running.

The charity uses Metro Bank, Cooperative Bank, Paypal and Pleo Pocket, for its banking purposes. The charity no longer banks with Santander.

The accounting year is 31st March.

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

Reserves

Plans for future periods

In 2024/25 Marlborough Theatre Productions Ltd will adopt a new business plan which will be in place for March 2025. This plan will articulate fundraising strategy, programming plans and the principles behind our approach to audience development. The plan will reflect our continued ambition to increase access to, and understanding and enjoyment of culture. Designed to increase the quality of experience at Marlborough Theatre Productions Ltd for artists, audiences, participants, partners and staff it outlines the strategic partnerships and fundraising strategy required to deliver on the plan. We can confidently plan our ambitious programme of activity for the five years due to achieving NPO status.

Major confirmed projects for 24/25 include:

- New Queers on the Block festival touring
- Brownton Abbey international touring
- New work from Tarik Elmoutawkil
- Collaborations with Brighton Festival
- Queer Heritage South
- History Club
- Artist Associate Programme
- Coast is Queer Festival
- Radical Rhizomes
- Rhize Up Fest

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

A Board of Trustees governs Marlborough Theatre Productions Ltd. These volunteers are charity trustees and company members. The minimum number of trustees is three and unless otherwise determined by a General Meeting no more than fifteen. Twelve trustees served in 2023/24.

The Board meets at least four times a year, at quarterly intervals. The Annual General Meeting precedes the final board meeting.

There is a Board finance sub-committee which meets two weeks before the board meeting each quarter. Working groups of trustees and staff (and third parties where helpful) are convened to support specific projects, which are in line with Arts Council NPO invest principles. These are: Ambition & Quality, Dynamism, Environmental Responsibility and Inclusivity & Relevance. Individual trustees undertake tasks in support of the staff team when required, notably recruitment, meetings with partners and funders and advising on matters that fall within their area of expertise, (e.g. finance, fundraising and community development).

In 2023/24 the Trustees were:

Daniel Kok (Co-Chair)
Tom Emery
N Alex Roxon (Joined February 2024)
Beth O'Leary
Heather Getty
Prof. Kate O'Riordan
Kaya Stanley Money
Mathilda Gregory (resigned January 2024)
Dr Topher Campbell
Tom Emery
Ray Young
Richard Daniel Hewitt
Yassine Senghor
Richard Barnes

The composition, development and capacity of the Board are regularly reviewed. Potential trustees are recruited either by advertisement or word of mouth and are selected based on their experience of life (personal and professional), skill and capacity. At least one trustee and one of the Executive team interviews candidates before attending a Board meeting as an observer. If both parties agree to proceed, the trustee is elected at the next Board meeting they can attend. New trustees can be elected at any point in the year and are confirmed in office at the Annual General Meeting (AGM). New trustees receive an induction pack, which provides a comprehensive introduction to the organisation and sets out their responsibilities.

Risk Management and safeguarding

Marlborough Theatre Productions Ltd has a risk management policy and practice which helps us to anticipate risks to the organisation, assess their likely impact and plan how to reduce them and manage them. The Executive Team reviews the risk register monthly and by the Trustees in the Quarterly board meetings.

Marlborough Theatre Productions Ltd has a Safeguarding Policy which is reviewed on a yearly basis (last reviewed July 2024).

Staffing

We have expanded our core team by recruiting an Executive Director (Sofia Stephanou), General Manager (Christopher Roskelly), and Heritage Programme Manager (Roni Guetta). We are delighted with how our new team is helping to achieve our mission in a way that feels more sustainable and resilient.

Creative Directors Tarik Elmoutawakil and David Sheppard, and Executive Director, Sofia Stephanou leads Marlborough Theatre Productions Ltd. All are full time salaried staff members. Tarik and David are jointly responsible for artistic programme, project development, participation and audience development. Sofia takes a lead on operations and HR. Collectively are responsible for finance and fundraising.

In addition to the Executive Team, the staff team is made up of:

General Manager (full time and in place from January 2024)

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

Programme Producer (part time)
Programme Producer (part time in place from May 2024)
Heritage Programme Manager (full time)
Marketing and Audience Development Manager (part time)

The team expands with freelance subcontractors covering producing, fundraising, admin support, technical support, Front of House duties and repairs and maintenance tasks when required.

Our regular freelancers for 23-24 are as follows:

Programme Producer (part time until May 2024)
Producer Gathering Producer (part time - until April 2025)
Radical Rhizomes Programme Manager (part-time, ongoing funding dependent)
Fundraiser (part time until December 2024)

Volunteers

Beyond the trustees Marlborough Theatre Productions Ltd work with volunteers was limited in 23-24. We intend to investigate more fully the role of volunteers in our events in the future and have developed a robust volunteer policy with our board of trustees to support this.

Partnership

- Funded partnerships: At a local level Marlborough Theatre Productions Ltd retained and developed partnerships with University of Sussex, New Writing South, South East Dance, Brighton Dome and Festival, Brighton & Hove Council, Charleston and Brighton Museum & Art Gallery.

- DSPRNBW is a network set up to support shared best practice for UK and Ireland based QTIPOC community leaders supported by Marlborough Productions. We are due to have our first meeting in April 2024 and partnered with Kiki, Glitter Cymru, BLKOUT, BlackExperienceuk Glitter Cymru, Rainbow Noir, House of Spice, African Rainbow Family, BlackBoyJoy Club alongside our Radical Rhizomes programme.

- Nationally, Marlborough Theatre Productions Ltd works with a range of partners to deliver projects and programmes such as New Queens on the Block, Brownston Abbey and Producer Gathering. Partners include University College London, University of Roehampton, Southbank Centre, Glastonbury Festival, Brighton Dome, Derby Theatre, Edinburgh Fringe Festival, Bradford Producing Hub, China Plate, Creative Crawley (Crawley), Theatre in the Mill (Bradford), LeftCoast (Blackpool), Creative Folkestone, (Folkestone), Home Live Art (Hastings), Unlimited (national), and our international partners ANTI-FESTIVAL in Finland.

- We successfully commissioned five LGBTQIA+ artists in our five partner locations: Bradford, Blackpool, Folkestone, Hastings, and Brighton. This has provided vital support for their development and enriched the cultural landscape in these areas.

- We collaborated with five local associate producers who secured additional funding from Arts Council England Project Grants upwards of £120k+ at time of writing. This collaboration enhanced their skills through training in fundraising and marketing, contributing to a sustainable arts infrastructure by helping them develop festival programmes.

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Marlborough Theatre Productions Ltd
Charity registration number	1145506
Company registration number	05202714
Principal address	The Spire St Marks Chapel Church Place Brighton BN2 5JN

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

Trustees

The trustees and officers serving during the year and since the year end were as follows:

Prof Kathleen O'Riordan
Yassine Senghor
Ms Kaya Stanley-Money Beth
O'Leary
Mathilda Gregory
(Resigned: 31 January 2024)
Topher Campbell
Tom Emery
Ray Young
Heather Getty
Daniel Joseph Kok
N Alex Roxon
(Appointed: 01 February 2024)
Richard Daniel Hewitt
Richard Barnes

Secretary

David Sheppeard

Independent examiner

Caroline Clarke ACA
66 High Street
Lewes
East Sussex
BN7 1XG

Approved by the Board of Trustees and signed on its behalf by



9/1/2025

Marlborough Theatre Productions Ltd
Independent Examiners Report to the Trustees
For the year ended 31 March 2024

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2024.

Responsibilities and basis of report

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

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

Independent examiners statement

Since the Charitable company's gross income exceeded £250,000, your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by virtue of my membership of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

Caroline Clarke

.....
Caroline Clarke ACA
66 High Street
Lewes
East Sussex
BN7 1XG

16/1/2025

Marlborough Theatre Productions Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 £	2023 £
Income and endowments from:					
Donations and legacies	2	718,359	74,494	792,853	333,911
Charitable activities	3	156,509	-	156,509	97,473
Investments	4	355	-	355	11
Total		875,223	74,494	949,717	431,395
Expenditure on:					
Charitable activities	5/6	(772,092)	(162,308)	(934,400)	(602,366)
Total		(772,092)	(162,308)	(934,400)	(602,366)
Transfers between funds		(1,000)	1,000	-	-
Net movement in funds		102,131	(86,814)	15,317	(170,971)
Reconciliation of funds					
Total funds brought forward		45,385	198,149	243,534	414,505
Total funds carried forward		147,516	111,335	258,851	243,534

Marlborough Theatre Productions Ltd
Statement of Financial Position
As at 31 March 2024

	Notes	2024 £	2023 £
Fixed assets			
Tangible assets	12	4,877	1,111
		4,877	1,111
Current assets			
Debtors	13	22,822	6,764
Cash at bank and in hand		339,666	446,585
		362,488	453,349
Creditors: amounts falling due within one year	14	(108,514)	(210,926)
Net current assets		253,974	242,423
Total assets less current liabilities		258,851	243,534
Net assets		258,851	243,534
The funds of the charity			
Restricted income funds	15	111,335	198,149
Unrestricted income funds	15	147,516	45,385
Total funds		258,851	243,534

For the year ended 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:



Trustee

9/1/25

Marlborough Theatre Productions Ltd

**Cashflow Statement
For the period ended 31 March 2024**

	2024	2023
Cash flow from operating activities		
Cash generated from operations	(100,642)	31,146
Dividends, interest and rent from investments	-	-
Purchase of tangible assets	<u>(6,277)</u>	<u>-</u>
	(6,277)	-
	(106,919)	31,146
Cash and cash equivalents at beginning of year	<u>446,585</u>	<u>415,439</u>
Cash and cash equivalents at end of year	<u>339,666</u>	<u>446,585</u>
 Cash generated from operations		
Net movement in funds	15,317	(170,971)
Adjustments for:		
Depreciation and amortisation of fixed assets	2,511	556
Dividends, interest and rent from investments	-	-
Movement in working capital		
(Increase)/decrease in debtors	(16,058)	1,229
Increase/(Decrease) in creditors	<u>(102,412)</u>	<u>200,332</u>
Cash generated from operations	<u>(100,642)</u>	<u>31,146</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements
For the year ended 31 March 2024

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Marlborough Theatre Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above

Incoming resources

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. Grants are treated as deferred where they are given to specifically cover production costs arising in a future period.

Resources expended

Liabilities are recognised as resources expended when there is a legal or constructive obligation committing the Charity to the expenditure.

Taxation

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only. Value Added Tax is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

Tangible fixed assets

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer equipment	25% Straight line
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Irrecoverable VAT

Irrecoverable VAT is included in the Statement of Financial Activities, and is reported as part of the expenditure to which it relates.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2024	2023
	£	£	£	£
Donations received	443	-	443	9,822
Grants received	715,284	74,494	789,778	324,089
Sponsorships received	2,632	-	2,632	-
	718,359	74,494	792,853	333,911

Analysis of grants received

	2024	2023
	£	£
Arts Council England	675,121	77,325
Baring Foundation	-	1,600
Brighton LGBTQ+ Switchboard - Community Health Inequalities Prog	5,000	-
British Council	-	11,000
Chalk Cliff Trust	5,000	-
Clore Leadership	1,000	9,000
Creative Folkestone	5,000	-
Esmée Fairbairn Foundation	67,600	72,000
Garfield Weston Foundation	-	15,000
Heritage England	12,750	-
National Trust	4,876	-
Other Grants	476	18,679
Paul Hamlyn Foundation	-	88,000
Postcode Lottery	-	21,945
Rainbow Fund	9,954	-
Sussex Community Foundation	3,000	-
TNL Community Fund	-	9,540
	789,777	324,089

3. Income from charitable activities

	2024	2023
	£	£
Unrestricted funds		
<i>Theatrical productions</i>		
Income from charitable activities	156,509	97,473

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

4. Investment income

	2024	2023
	£	£
Unrestricted funds		
Bank interest receivable	355	11
	<u>355</u>	<u>11</u>

5. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2024	2023
	£	£	£	£
Theatrical productions	666,977	162,308	829,285	506,489
Support costs	105,115	-	105,115	95,877
	<u>772,092</u>	<u>162,308</u>	<u>934,400</u>	<u>602,366</u>

6. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2024	2023
	£	£	£	£
Support costs				
Theatrical productions	829,285	105,115	934,400	602,366

7. Analysis of support costs

	2024	2023
	£	£
Theatrical productions		
Management	92,837	85,552
Finance	496	136
IT	7,571	3,720
Office costs	2,511	5,269
Governance costs	1,700	1,200
	<u>105,115</u>	<u>95,877</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

8. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of owned fixed assets	2,511	556
Accountancy fees	1,700	1,200
Staff pension contributions	3,941	3,233
	<u> </u>	<u> </u>

9. Staff costs and emoluments

Total staff costs for the year ended 31 March 2024 were:

	2024	2023
	£	£
Salaries and wages	125,120	107,914
Social security costs	7,239	5,061
Pension costs	3,941	3,233
	<u>136,300</u>	<u>116,208</u>

	2024	2023
Management	5	4
	<u>5</u>	<u>4</u>

The total employee benefits including pension contributions of the key management personnel were £67,673.
No employees received remuneration in excess of £60,000 in the year (2023: £nil).

10. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023:£nil).

No charity trustee received payment for professional or other services supplied to the charity (2023:£nil). The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2023:£nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2023:£nil).
There are no related party transactions to disclose for 2024 (2023:none).

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

11. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2023 £
Income and endowments from:			
Donations and legacies	19,362	314,549	333,911
Charitable activities	-	97,473	97,473
Investments	-	11	11
Total	19,362	412,033	431,395
Expenditure on:			
Charitable activities	(1,756)	(600,610)	(602,366)
Total	(1,756)	(600,610)	(602,366)
Transfers between funds	(10,207)	10,207	-
Net movement in funds	7,399	(178,370)	(170,971)
Reconciliation of funds			
Total funds brought forward	37,986	376,519	414,505
Total funds carried forward	45,385	198,149	243,534

12. Tangible fixed assets

	Plant and machinery £	Computer equipment £	Total £
Cost or valuation			
At 01 April 2023	2,223	-	2,223
Additions	-	6,277	6,277
At 31 March 2024	2,223	6,277	8,500
Depreciation			
At 01 April 2023	1,112	-	1,112
Charge for year	419	2,092	2,511
At 31 March 2024	1,531	2,092	3,623
Net book values			
At 31 March 2024	692	4,185	4,877
At 31 March 2023	1,111	-	1,111

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

13. Debtors

	2024	2023
	£	£
Amounts due within one year:		
Trade debtors	16,071	6,764
Prepayments and accrued income	3,748	-
Other debtors	3,003	-
	<u>22,822</u>	<u>6,764</u>

14. Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	26,421	79,791
Other creditors	2,313	55,055
Accruals and deferred income	79,780	76,080
	<u>108,514</u>	<u>210,926</u>

15. Movement in funds

Unrestricted Funds

	Balance at 01/04/2023	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2024
	£	£	£	£	£
<i>Designated</i>					
Designated Project Spend	-	-	-	78,754	78,754
Designated Reserve Allocation	1,111	-	-	96,889	98,000
<i>General</i>					
General	44,274	875,223	(772,092)	(176,643)	(29,238)
	<u>45,385</u>	<u>875,223</u>	<u>(772,092)</u>	<u>(1,000)</u>	<u>147,516</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

Unrestricted Funds - Previous year

	Balance at 01/04/2022 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31/03/2023 £
<i>Designated</i>					
Designated Reserve Allocation	21,986	-	(556)	(20,319)	1,111
<i>General</i>					
General	16,000	19,362	(1,200)	10,112	44,274
	37,986	19,362	(1,756)	(10,207)	45,385

Purpose of unrestricted Funds

Designated Project Spend

Designated to creative projects as agreed with the trustees.

Designated Reserve Allocation

Designated to Reserves as agreed with the trustees

General

Maintained for the general running of the charity.

Restricted Funds

	Balance at 01/04/2023 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31/03/2024 £
ACE	79,018	33,437	(55,338)	-	57,117
Baring Foundation	22,810	-	(18,833)	-	3,977
British Council	-	-	-	6,000	6,000
Esmee Fairbairn Foundation	25,260	-	(25,260)	-	-
Heritage Fund	-	12,750	(5,000)	-	7,750
Paul Hamlyn Foundation	41,816	-	(41,816)	-	-
Postcode Lottery	19,245	-	(16,061)	-	3,184
Small Grants	10,000	25,307	-	(5,000)	30,307
Sussex Community Fund	-	3,000	-	-	3,000
	198,149	74,494	(162,308)	1,000	111,335

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

Restricted Funds - Previous year

	Balance at 01/04/2022	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2023
	£	£	£	£	£
ACE	5,214	78,372	(4,568)	-	79,018
Baring Foundation	40,000	1,600	(18,790)	-	22,810
Esmee Fairbairn Foundation	-	60,000	(34,740)	-	25,260
Paul Hamlyn Foundation	84,090	80,000	(122,274)	-	41,816
Postcode Lottery	-	21,945	(2,700)	-	19,245
Project fund	247,215	152,484	(409,906)	10,207	-
Small Grants	-	17,632	(7,632)	-	10,000
	376,519	412,033	(600,610)	10,207	198,149

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

Purpose of restricted funds

Project fund

Holds funds given to support specific productions.

ACE

Funds for delivering creative programmes.

Paul Hamlyn Foundation

Funds for delivering creative programmes.

Baring Foundation

Funds for delivering creative programmes.

Esmee Fairbairn Foundation

Funds for core spend and touring projects.

Postcode Lottery

Funds for project working.

Small Grants

Funds for project working.

Heritage Fund

Funds for delivering creative programmes.

Sussex Community Fund

Funds for delivering creative programmes.

British Council

Funds for delivering creative programmes.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

16. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	-	(29,238)	(29,238)
<i>Designated</i>			
Designated Project Spend	-	78,754	78,754
Designated Reserve Allocation	4,877	93,123	98,000
Restricted funds			
ACE	-	57,117	57,117
Baring Foundation	-	3,977	3,977
British Council	-	6,000	6,000
Heritage Fund	-	7,750	7,750
Postcode Lottery	-	3,184	3,184
Small Grants	-	30,307	30,307
Sussex Community Fund	-	3,000	3,000
	4,877	253,974	258,851
Previous year			
	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	-	44,315	44,315
<i>Designated</i>			
Designated Reserve Allocation	1,111	-	1,111
Restricted funds			
ACE	-	79,017	79,017
Baring Foundation	-	22,810	22,810
Esmee Fairbairn Foundation	-	25,250	25,250
Paul Hamlyn Foundation	-	41,786	41,786
Postcode Lottery	-	19,245	19,245
Small Grants	-	10,000	10,000
	1,111	242,423	243,534

Marlborough Theatre Productions Ltd

England & Wales - Charity number 1145506

Accounts

Charity number: 1145506

Company number: 05202714

(England and Wales)

Marlborough Theatre Productions Ltd

Report of the Trustees and Unaudited Financial Statements

For the year ended 31 March 2023

Marlborough Theatre Productions Ltd
Contents Page
For the year ended 31 March 2023

Report of the Trustees	1 to 6
Independent Examiner's Report to the Trustees	7
Statement of Financial Activities	8
Statement of Financial Position	9
Notes to the Financial Statements	10 to 18

Marlborough Theatre Productions Ltd

TRUSTEES' ANNUAL REPORT

STRUCTURE, GOVERNANCE AND MANAGEMENT

Marlborough Theatre Productions Ltd was incorporated as a company limited by guarantee on 10 August 2004 (Company number 05202714) and registered as a charity on 18 January 2012 (Registered Charity Number 1145506). Its governing document is its MEMORANDUM AND ARTICLES INCORPORATED 10/08/2004 as amended on 24 Jun 2019.

Previously Nightingale Theatre Ltd, the charity was renamed Marlborough Theatre Productions Ltd on 24th June 2019 to reflect the new base of operation and the resuming of activity following a largely dormant period.

The Board

Marlborough Theatre Productions Ltd is governed by a Board of Trustees; these volunteers are trustees of the charity and members of the company. The minimum number of trustees is three and unless otherwise determined by a General Meeting no more than fifteen. Seven trustees served in 2019/20.

The Board meets at least four times a year, at quarterly intervals, and the Annual General Meeting precedes the final board meeting.

There are no permanent sub-committees of the Board. Working groups of trustees and staff (and third parties where helpful) are convened to support specific projects. Individual trustees undertake tasks in support of the staff team when required, notably recruitment, meetings with partners and funders and advising on matters that fall within their area of expertise, (eg. finance, fundraising and community development).

In 2022/23 the Trustees were:

Richard Barnes
Prof. Kate O'Riordan (outgoing co chair)
Yassine Senghor (co chair)
Louise Blackwell
Kaya Stanley-Money
Mathilda Gregory
Beth O'Leary
Dr Stephanie Davis (joined April 2022)
Daniel Kok (joined October 2022 incoming co chair)
Dr Topher Campbell (joined Feb 2023)
Heather Getty (joined Feb 2023)
Tom Emery (joined Feb 2023)
Ray Young (joined Feb 2023)
Daniel Hewitt (joined Feb 2023)

The composition, development and capacity of the Board are regularly reviewed. Potential trustees are recruited either by advertisement or word of mouth and are selected based on their experience of life (personal and professional), skill and capacity. Candidates are interviewed by at least one trustee and one of the Executive team before attending a Board meeting as an observer. If both parties agree to proceed, the trustee is elected at the next Board meeting they can attend. New trustees can be elected at any point in the year and are confirmed in office at the AGM. New trustees receive an

induction pack, which provides a comprehensive introduction to the organisation and sets out their responsibilities.

Risk Management and safeguarding

Marlborough Theatre Productions Ltd has a risk management policy and practice which helps us to anticipate risks to the organisation, assess their likely impact and plan how to reduce them and manage them (last reviewed).

Marlborough Theatre Productions Ltd has a Safeguarding Policy which is reviewed on a yearly basis (last in May 2022).

Staffing

Marlborough Theatre Productions Ltd is led by Creative Director Tarik Elmoutawakil and Executive Director David Sheppard, both full time salaried staff members. Tarik and David are jointly responsible for artistic programme, project development, participation and audience development. David takes a lead on operations, finance and fundraising.

In addition to the Executive Team, the staff team is made up of a part time General Manager and Programme Producer. The team expands with freelance subcontractors covering admin support, technical support, Front of House duties and repairs and maintenance tasks when required.

Volunteers

Marlborough Theatre Productions Ltd work with volunteers in 22-23 was limited as we continued to build our programme post pandemic. We intend to investigate more fully the role of volunteers in our events in 23-24.

Partnerships

Funded partnerships: At a local level Marlborough Theatre Productions Ltd retained and developed partnerships with University of Sussex, New Writing South, South East Dance, Brighton Dome and Festival, Brighton & Hove Council, Charleston and Brighton Museum & Art Gallery.

Nationally, Marlborough Theatre Productions Ltd works with a range of partners to deliver projects and programmes, such as like New Queers on the Block, Brownton Abbey and Producer Gathering. Partners include: Southbank Centre, Shoreditch Town Hall, Artsadmin (London), Theatre in the Mill (Bradford), LeftCoast (Blackpool), Creative Folkestone,]performancespace[(Folkestone), Home Live Art (Hastings), Cambridge Junction, Unlimited (national).

PUBLIC BENEFIT

In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit. The Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The following paragraphs, 'Objectives and Activities' and 'Achievements and Performance', detail the benefits that Marlborough Theatre Productions Ltd provides to the public.

OBJECTIVES AND ACTIVITIES

The Charity's objectives are to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.

Marlborough Theatre Productions Ltd:

- develops and presents theatre and performance art
- encourages dialogues between artists and communities
- produces a programme of audience development activity, with venue partners across the UK that seeks to remove barriers to access, engagement and understanding
- employs other cultural forms like heritage and literature to widen audience engagement

Marlborough Theatre Productions Ltd Programme comprises interlinked strands of activity. These are:

- Community development projects that engage people in creative activities e.g. Radical Rhizomes our social network for Queer, Trans, Intersex, Black, Indigenous, People of Colour (QTIBIPoC).
- Programming key moments in Brighton and Hove's cultural calendar we present a programme of events in partnership with other organisations e.g. Brighton Festival, Brighton Digital Festival, LGBT History Month and Brighton Pride.
- Ongoing cultural programmes: Brighton LGBTIQIA+ History Club
- Touring projects: New Queers on the Block, developing artists and audiences for LGBTIQIA+ led performance across the UK. Touring Marlborough Theatre Productions Ltd produced projects like Brownton Abbey, nationally and internationally.
- Artist development including advocacy and advice for local artists and companies. We have developed longer term producing relationships with leading UK performance makers Harry Clayton-Wright, Emma Frankland and Ebony Rose Dark that enhance their career sustainability.

In summary, Marlborough Theatre Productions Ltd is working to:

- Build new cultural audiences
- Enable people of different ages, backgrounds and abilities to develop and realise their own creative ideas
- Create opportunities for active engagement with culture, particularly for LGBTIQIA+ people and others for whom there are economic, cultural or other barriers to mainstream arts provision
- Raise the level of debate about culture, in particular contemporary theatre and performance practice and develop an awareness of the creative process
- Commission artists to create new work that fulfils their creative ambitions
- Develop other areas of cultural practice e.g. heritage and film to address issues of representation and increase audience reach of our work
- Contribute to the economic and cultural life of Brighton & Hove and the wider region
- Support the professional development of artists in the South East through the provision of advice and advocacy
- Develop partnerships with other organisations, locally and further afield, to enhance what Marlborough Theatre Productions Ltd has to offer

ACHIEVEMENTS AND PERFORMANCE

In 2022/23, Marlborough Theatre Productions Ltd delivered:

- Delivered Coast is Queer Festival in October 2022 in partnership with New Writing South, presenting a high-profile programme featuring InWords Literary Award winning author Sarah

Winman, and historian and activist Lord Michael Cashman, Huw Lemmy and Ben Miller (authors of *Bad Gays*) as well as Juno Dawson's *Lovely Literary Salon* featuring Travis Alabanza).

- Awarded funds from Paul Hamlyn Foundation (PHF) and supporting Core Costs + programme costs until 24/25. Marlborough Productions also received confirmation of funding from Esmée Fairbairn Foundation (EFF) and Garfield Weston Foundation contributing to core and programme costs in 2022-2023. PHF and EFF also provided an uplift in funding from their agreed funding to support the rise in Cost of Living in winter 2022.
- Delivered *Radical Rhizomes* our programme of bi weekly creative engagement sessions exclusively for the QTIBIPoC community in Brighton & Hove and the surrounding areas. With support from Baring Foundation we delivered *Radical Rhizomes Rising* a programme of focused artist development for members of *Radical Rhizomes* including commissioning exhibitions from local artist Soofiya and curator Susuana Amoah.
- Presented our LGBTQIA+ History Club programme at Brighton Museum in collaboration with Brighton Dome and Festival and Screen Archive South East + Jubilee Library with a session focusing on queer librarianship.
- Delivered a programme of training and consultancy for LGBTQIA+ community groups to access funding for community heritage projects with the support of The National Lottery Heritage Fund.
- Produced a new edition of *Producer Gathering* featuring podcast case studies, two professional development bursaries, events in Oxford and Cambridge and a new suite of resources including a guide to parental leave as a freelance producer.
- Presented *Galactic Getdown* an immersive experience for children and young people inspired by *Brownton Abbey* as part of the *Travelling to a Better World* project (*Tourettes Hero*) in *Kampnagel* (Hamburg).
- Tarik undertook a research trip to Morocco supported by the British Council to begin R&D of a new collaboration with Hana Tefrati/Queens Collective.
- Presented a new outdoor version of the Company's significant project *Brownton Abbey* at the Southbank Centre in London, at the riverbank as part of the venue's prestigious Summer weekend season.
- David was selected for the prestigious Clore Leadership fellowship taking place from Sep 2022 - March 2023 undertaking a supported programme of residencies and professional development. Marlborough Theatre Productions Ltd was awarded a grant to cover staff backfill as David took a sabbatical from the organisation to participate in the fellowship.
- Hosted a visit from the Creative leadership of Toronto's LGBTQIA+ theatre *Buddies in Badtimes* and internationally acclaimed artist Bilal Baig including presenting an in conversation event at *The Spire*.
- Presented *Palaver Party* at Brighton Dome and Festival an LGBTQIA+ themed performance party for children aged 3-8 as part of Brighton pride.
- Presented a world premiere of a new performance work for children, young people and families called *Prancer the Dancer* at Shoreditch Town Hall as part of their popular Christmas programme.
- Concluded work on our Arts Council England funded programme *New Queers on the Block* Phase 2, our groundbreaking national development project for LGBTIQ+ artists. Four artists were selected: Rowdy SS, Tammy Reynolds, Estabrak and Whiskey Chow, working with partners Creative Folkestone, LeftCoast, Bradford Theatre in The Mill, and Home Live Art. As part of the programme we commissioned a new Drag King performance event from Bradford based collective *OUT OUT*.
- Awarded grants from LGBT Consortium, Sussex Community Foundation, Brighton & Hove City Council, Rainbow Fund, National Lottery Communities Fund to support the ongoing delivery of the *Radical Rhizomes* QTIBIPoC community and creative development project.

- Secured funds from Postcode Lottery, in collaboration with South East Dance for 9 months of Vogue/Ballroom classes exclusively for Radical Rhizomes members in 2022-2023.
- Supported the development of new works by Rachael Young (Thirst Trap), commissioned Subira Wahogo (Kill The Cop Inside Your Head), and Harry Clayton Wright (You Otter Know + Prancer The Dancer).
- Secured funding from Arts Council England and the Arts and Humanities Research Council to support the production of Galatea, a trans inclusive pre-Shakespearean text as part of Brighton Festival 2023.. Led by Emma Frankland the show features a majority Deaf and LGBTQIA+ cast.
- Marlborough Theatre Productions was awarded National Portfolio status by Arts Council England and will be in receipt of regular funding for three years from April 2023.

Online Visitors and Social Media

Marlborough Theatre Productions Ltd increased its online content and visitors:

	2021 - 2022	2022 - 2023
Website Visitors	11,152	13,557
Web Page Views	25,846	26,557

Marlborough Theatre Productions Ltd added social media followers across platform, with current figures standing at:

Social Media Channel	2021 - 2022	2022 - 2023
Facebook	6490	6635
Twitter	4854	4911
Instagram	3977	4321
Mailchimp Mailing List	2034	2200

Investing in Local Artists and Creative Development

In 2022-23 Marlborough Theatre Productions Ltd worked with 10+ artists and companies, supporting the development of new work..

Marlborough Theatre Productions Ltd continued to champion the value of culture in Brighton & Hove, with David and Tarik taking a leadership role in the city's ABCD Plan for Cultural Recovery. The organisation regularly contributes to local and national strategy, policy and provision of services through involvement with What Next?, Sussex Fundraisers, Brighton Venues Access Forum and Brighton Fringe.

Income Generation

Marlborough Theatre Productions Ltd received grant funding from a range of sources, but primarily Arts Council England, Paul Hamlyn Foundation and Esmeé Fairbairn Foundation. Our total raised income in 2020/21 was £314,548.

Priorities and Policies

Due to the slow return from audiences post Covid-19 pandemic, Marlborough Theatre Productions Ltd has prioritised grant fundraising as earned income (ticket sales) remains diminished due to the impact of the pandemic. This approach has been reinforced by the organisation being awarded National Portfolio status in Oct 2022.

In 2023/24 we will aim to focus on diversifying our income streams.

In 2022-23 Marlborough Theatre Productions Ltd are in the second year of a business plan 2021 - 2024 developed with consultants Cause 4. Marlborough Theatre Productions Ltd is operating in line with the fundraising strategy contained in the plan, which is reviewed annually.

FINANCIAL REVIEW

Our current reserves position as of March 31 £45,385 of unrestricted reserves. We currently hold no restricted reserves. The level of reserves is monitored by the Trustees at its quarterly meetings and is currently considered to be reasonable, given the nature and scale of our activities. Our aim is that the level of free reserves (that is those funds not tied up in fixed assets and not designated or restricted) should be in the region of £60,000 equating to 12 weeks running costs (as recommended by Arts Council England).

We are holding a £10,000 designated fund for the purpose of bridging any disruptions in staffing.

The charity uses Santander, Metro Bank, Cooperative Bank, Paypal, Pockit and Pleo for its banking purposes.

PLANS FOR FUTURE PERIODS

In 2022/23 Marlborough Theatre Productions Ltd continues to operate in line with our business plan for 2021-2024. This plan articulates our programming plans and the principles behind our approach to audience development. The plan reflects our continued ambition to increase access to, and understanding and enjoyment of culture. Designed to increase the quality of experience at Marlborough Theatre Productions Ltd for artists, audiences, participants, partners and staff it outlines the strategic partnerships and fundraising strategy required to deliver on the plan. As a result of achieving NPO status in Oct 2022, Marlborough Theatre Productions Ltd can confidently plan our ambitious programme of activity for the next three years.

Major confirmed projects for 23/24 include:

- New Queens on the Block festival touring
- Brownston Abbey international touring
- New work from Tarik Elmoutawkil
- Coast is Queer Festival

Name: Daniel Kok

Signature:



Date: 05.10.2023

Marlborough Theatre Productions Ltd
Independent Examiners Report to the Trustees
For the year ended 31 March 2023

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2023.

Responsibilities and basis of report

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

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

Independent examiners statement

Since the Charitable company's gross income exceeded £250,000, your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by virtue of my membership of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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



Caroline Clarke ACA
99 Western Road
Lewes
East Sussex
BN7 1RS

3/11/23

Marlborough Theatre Productions Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 £	2022 £
Income and endowments from:					
Donations and legacies	2	19,362	314,549	333,911	495,506
Charitable activities	3	-	97,473	97,473	65,932
Investments	4	-	11	11	-
Total		19,362	412,033	431,395	561,438
Expenditure on:					
Charitable activities	5/6	(1,756)	(600,610)	(602,366)	(237,925)
Total		(1,756)	(600,610)	(602,366)	(237,925)
Transfers between funds		(10,207)	10,207	-	-
Net movement in funds		7,399	(178,370)	(170,971)	323,513
Reconciliation of funds					
Total funds brought forward		37,986	376,519	414,505	90,992
Total funds carried forward		45,385	198,149	243,534	414,505

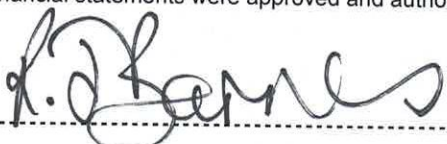
Marlborough Theatre Productions Ltd
Statement of Financial Position
As at 31 March 2023

	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	12	1,111	1,667
		<u>1,111</u>	<u>1,667</u>
Current assets			
Debtors	13	6,764	7,993
Cash at bank and in hand		446,585	415,439
		<u>453,349</u>	<u>423,432</u>
Creditors: amounts falling due within one year	14	(210,926)	(9,634)
Net current assets		<u>242,423</u>	<u>413,798</u>
Total assets less current liabilities		<u>243,534</u>	<u>415,465</u>
Creditors: amounts falling due after more than one year	15	-	(960)
Net assets		<u>243,534</u>	<u>414,505</u>
The funds of the charity			
Restricted income funds	16	198,149	376,519
Unrestricted income funds	16	45,385	37,986
Total funds		<u>243,534</u>	<u>414,505</u>

For the year ended 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:



 0

5/10/23

Marlborough Theatre Productions Ltd
Notes to the Financial Statements
For the year ended 31 March 2023

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Marlborough Theatre Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above

Incoming resources

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. Grants are treated as deferred where they are given to specifically cover production costs arising in a future period.

Resources expended

Liabilities are recognised as resources expended when there is a legal or constructive obligation committing the Charity to the expenditure.

Taxation

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only. Value Added Tax is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

Tangible fixed assets

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Plant and machinery

25% Reducing balance

Irrecoverable VAT

Irrecoverable VAT is included in the Statement of Financial Activities, and is reported as part of the expenditure to which it relates.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
Donations received	9,822	-	9,822	56,139
Grants received	9,540	314,549	324,089	439,367
	19,362	314,549	333,911	495,506

Analysis of grants received

	2023	2022
	£	£
Arts Council England	77,325	210,674
Baring Foundation	1,600	40,000
Brighton & Hove City Council	-	30,648
British Council	11,000	-
Chalk Cliff Trust	-	3,000
Clore Leadership	9,000	-
D'Oyly Carte Charitable Trust	-	3,500
Esmée Fairbairn Foundation	72,000	45,443
Garfield Weston Foundation	15,000	-
National Lotteries Communities Fund	-	9,650
Other Grants	18,679	1,452
Paul Hamlyn Foundation	88,000	90,000
Postcode Lottery	21,945	-
Sussex Community Foundation	-	5,000
TNL Community Fund	9,540	-
	324,089	439,367

3. Income from charitable activities

	2023	2022
	£	£
Restricted funds		
<i>Theatrical productions</i>		
Income from charitable activities	97,473	65,932

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

4. Investment income

	2023	2022
	£	£
Restricted funds		
Bank interest receivable	11	-
	<u>11</u>	<u>-</u>

5. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
Theatrical productions	-	506,489	506,489	135,078
Support costs	1,756	94,121	95,877	102,847
	<u>1,756</u>	<u>600,610</u>	<u>602,366</u>	<u>237,925</u>

6. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2023	2022
	£	£	£	£
Support costs				
Theatrical productions	506,489	95,877	602,366	237,925

7. Analysis of support costs

	2023	2022
	£	£
Theatrical productions		
Management	85,552	94,983
Finance	136	-
IT	3,720	2,081
Office costs	5,269	3,640
Travel	-	1,183
Governance costs	1,200	960
	<u>95,877</u>	<u>102,847</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

8. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of owned fixed assets	556	556
Accountancy fees	1,200	960
Staff pension contributions	3,233	1,197
	<u>3,233</u>	<u>1,197</u>

9. Staff costs and emoluments

Total staff costs for the year ended 31 March 2023 were:

	2023	2022
	£	£
Salaries and wages	107,914	80,354
Social security costs	5,061	6,620
Pension costs	3,233	1,197
	<u>116,208</u>	<u>88,171</u>

The total employee benefits including pension contributions of the key management personnel were £72,676
No employees received remuneration in excess of £60,000 in the year (2022: £nil).

	2023	2022
Management	4	4
	<u>4</u>	<u>4</u>

10. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022:£nil).

No charity trustee received payment for professional or other services supplied to the charity (2022:£nil). The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2022:£nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2022:£nil).

There are no related party transactions to disclose for 2023 (2022:none).

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

11. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2022 £
Income and endowments from:			
Donations and legacies	2,854	492,652	495,506
Charitable activities	-	65,932	65,932
Total	<u>2,854</u>	<u>558,584</u>	<u>561,438</u>
Expenditure on:			
Charitable activities	(6,191)	(231,734)	(237,925)
Total	<u>(6,191)</u>	<u>(231,734)</u>	<u>(237,925)</u>
Net income/expenditure	<u>(3,337)</u>	<u>326,850</u>	<u>323,513</u>
Reconciliation of funds			
Total funds brought forward	41,323	49,669	90,992
Total funds carried forward	<u>37,986</u>	<u>376,519</u>	<u>414,505</u>

12. Tangible fixed assets

Cost or valuation	Plant and machinery £
At 01 April 2022	2,223
At 31 March 2023	<u>2,223</u>
Depreciation	
At 01 April 2022	556
Charge for year	556
At 31 March 2023	<u>1,112</u>
Net book values	
At 31 March 2023	<u>1,111</u>
At 31 March 2022	<u>1,667</u>

13. Debtors

	2023 £	2022 £
Amounts due within one year:		
Trade debtors	6,764	5,713
Other debtors	-	2,280
	<u>6,764</u>	<u>7,993</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

14. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	79,791	10,043
Other creditors	55,055	(409)
Accruals and deferred income	76,080	-
	<u>210,926</u>	<u>9,634</u>

15. Creditors: amounts falling due after more than one year

	2023	2022
	£	£
Accruals and deferred income	-	960
	<u>-</u>	<u>960</u>

16. Movement in funds

Unrestricted Funds

	Balance at 01/04/2022	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2023
	£	£	£	£	£
<i>Designated</i>					
Designated	21,986	-	(556)	(20,319)	1,111
<i>General</i>					
General	16,000	19,362	(1,200)	10,112	44,274
	<u>37,986</u>	<u>19,362</u>	<u>(1,756)</u>	<u>(10,207)</u>	<u>45,385</u>

Unrestricted Funds - Previous year

	Balance at 01/04/2021	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2022
	£	£	£	£	£
<i>Designated</i>					
Designated	31,323	2,854	(6,191)	(6,000)	21,986
<i>General</i>					
General	10,000	-	-	6,000	16,000
	<u>41,323</u>	<u>2,854</u>	<u>(6,191)</u>	<u>-</u>	<u>37,986</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

Purpose of unrestricted Funds

Designated

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

General

Maintained for the general running of the charity.

Restricted Funds

	Balance at 01/04/2022	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2023
	£	£	£	£	£
ACE	5,214	78,372	(4,568)	-	79,018
Baring Foundation	40,000	1,600	(18,790)	-	22,810
Esmee Fairbairn Foundation	-	60,000	(34,740)	-	25,260
Paul Hamlyn Foundation	84,090	80,000	(122,274)	-	41,816
Postcode Lottery	-	21,945	(2,700)	-	19,245
Project fund	247,215	152,484	(409,906)	10,207	-
Small Grants	-	17,632	(7,632)	-	10,000
	376,519	412,033	(600,610)	10,207	198,149

Restricted Funds - Previous year

	Balance at 01/04/2021	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2022
	£	£	£	£	£
ACE	-	48,300	(43,086)	-	5,214
Baring Foundation	-	40,000	-	-	40,000
Paul Hamlyn Foundation	-	90,000	(5,910)	-	84,090
Project fund	49,669	380,284	(182,738)	-	247,215
	49,669	558,584	(231,734)	-	376,519

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

Purpose of restricted funds

Project fund

Holds funds given to support specific productions.

ACE

Funds for delivering creative programmes.

Paul Hamlyn Foundation

Funds for delivering creative programmes.

Baring Foundation

Funds for delivering creative programmes.

Esmee Fairbairn Foundation

Funds for core spend and touring projects.

Postcode Lottery

Funds for project working.

Small Grants

Funds for project working.

17. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Creditors > one year	Net Assets
	£	£	£	£
Unrestricted funds				
<i>General</i>				
General	-	44,315	-	44,315
<i>Designated</i>				
Designated	1,111	-	-	1,111
Restricted funds				
ACE	-	79,017	-	79,017
Baring Foundation	-	22,810	-	22,810
Esmee Fairbairn Foundation	-	25,250	-	25,250
Paul Hamlyn Foundation	-	41,786	-	41,786
Postcode Lottery	-	19,245	-	19,245
Small Grants	-	10,000	-	10,000
	1,111	242,423	-	243,534

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

Previous year

	Tangible fixed assets	Net current assets / (liabilities)	Creditors > one year	Net Assets
	£	£	£	£
Unrestricted funds				
<i>General</i>				
General	-	16,000	-	16,000
<i>Designated</i>				
Designated	1,667	21,279	(960)	21,986
Restricted funds				
ACE	-	5,213	-	5,213
Baring Foundation	-	40,000	-	40,000
Paul Hamlyn Foundation	-	84,090	-	84,090
Project fund	-	247,216	-	247,216
	1,667	413,798	(960)	414,505

Marlborough Theatre Productions Ltd

England & Wales - Charity number 1145506

Accounts

Charity number: 1145506
Company number: 05202714
(England and Wales)

Marlborough Theatre Productions Ltd
Report of the Trustees and Unaudited Financial Statements
For the year ended 31 March 2022

Marlborough Theatre Productions Ltd
Contents Page
For the year ended 31 March 2022

Report of the Trustees	1 to 10
Independent Examiner's Report to the Trustees	11
Statement of Financial Activities	12
Statement of Financial Position	13
Notes to the Financial Statements	14 to 20

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the year ended 31 March 2022

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 31 March 2022. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Marlborough Theatre Productions Ltd
Charity registration number	1145506
Company registration number	05202714
Principal address	The Spire St Marks Chapel Church Place Brighton BN2 5JN

Trustees

The trustees and officers serving during the year and since the year end were as follows:

	Mr Richard James Barnes
	Prof Kathleen O'Riordan
	Yassine Senghor (Appointed: 20 July 2020)
	Ms Kaya Stanley Money (Appointed: 09 July 2020)
	Beth O'Leary
	Mathilda Gregory
	Louise Blackwell
Secretary	David Shoppeard
Independent examiners	Caroline Clarke ACA 99 Western Road Lewes East Sussex BN7 1RS

Marlborough Theatre Productions Ltd

TRUSTEES' ANNUAL REPORT as at 31st March 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Marlborough Theatre Productions Ltd was incorporated as a company limited by guarantee on 10 August 2004 (Company number 05202714) and registered as a charity on 18 January 2012 (Registered Charity Number 1145506). Its governing document is its MEMORANDUM AND ARTICLES INCORPORATED 10/08/2004 as amended on 24 Jun 2019.

Previously Nightingale Theatre Ltd, the charity was renamed Marlborough Theatre Productions Ltd on 24th June 2019 to reflect the new base of operation and the resuming of activity following a largely dormant period.

The Board

Marlborough Theatre Productions Ltd is governed by a Board of Trustees; these volunteers are trustees of the charity and members of the company. The minimum number of trustees is three and unless otherwise determined by a General Meeting no more than fifteen. Seven trustees served in 2021/22.

The Board meets at least four times a year, at quarterly intervals, and the Annual General Meeting precedes the October board meeting.

There are no permanent sub-committees of the Board. Working groups of trustees and staff (and third parties where helpful) are convened to support specific projects. Individual trustees undertake tasks in support of the staff team when required, notably recruitment, meetings with partners and funders and advising on matters that fall within their area of expertise, (eg. finance, fundraising and community development).

In 2021/22 the Trustees were:

Richard Barnes
Kate O'Riordan (co chair)
Yassine Senghor (co chair)
Louise Blackwell
Kaya Stanley-Money
Mathilda Gregory
Beth O'Leary

The composition, development and capacity of the Board are regularly reviewed. Potential trustees are recruited either by advertisement or word of mouth and are selected based on their experience of life (personal and professional), skill and capacity. Candidates are interviewed by at least one trustee and one of the Executive team before attending a Board meeting as an observer. If both parties agree to proceed, the trustee is elected at the next Board meeting they can attend. New trustees can be elected at any point in the year and are confirmed in office at the AGM. New trustees receive an induction pack, which provides a comprehensive introduction to the organisation and sets out their responsibilities.

Risk Management and safeguarding

Marlborough Theatre Productions Ltd has a risk management policy and practice which helps us to anticipate risks to the organisation, assess their likely impact and plan how to reduce them and manage them (last reviewed).

Marlborough Theatre Productions Ltd has a Safeguarding Policy which is reviewed on a yearly basis (last reviewed).

Staffing

Marlborough Theatre Productions Ltd is led by Creative Director Tarik Elmoutawakil and Executive Director David Sheppard, both full time salaried staff members. Tarik and David are jointly responsible for artistic programme, project development, participation and audience development. David takes a lead on operations, finance and fundraising.

In addition to the Executive Team, the staff team is made up of a part time General Manager (position filled in Sep 2022) and Programme Producer (position filled in Sep 2022). The team expands with freelance subcontractors covering admin support, technical support, Front of House duties and repairs and maintenance tasks when required.

Volunteers

Marlborough Theatre Productions Ltd work with volunteers was severely impacted due to Covid-19 pandemic, which limited our in person events programme where we engage volunteers to support front of house staff. In previous years Marlborough Theatre Productions Ltd has engaged student placements from University of Sussex, which again was not appropriate due to social distancing restrictions. It is a priority in 21-22 for the Trustees to work with the staff team to investigate the role of volunteers within the organisation to build capacity.

Partnerships

Funded partnerships: At a local level Marlborough Theatre Productions Ltd retained and developed partnerships with University of Sussex, Brighton Dome and Festival, Charleston, Brighton Museum & Art Gallery, Brighton Fringe, University of Chichester, Brighton Pride and Traumfrau.

Nationally, Marlborough Theatre Productions Ltd works with a range of partners to deliver projects like New Queers on the Block and Brownston Abbey, including: Theatre in the Mill (Bradford), LeftCoast (Blackpool), Creative Folkestone, [performancespace] (Folkestone), Home Live Art (Hastings) and Unlimited.

PUBLIC BENEFIT

In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit. The Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The following paragraphs, 'Objectives and Activities' and 'Achievements and Performance', detail the benefits that Marlborough Theatre Productions Ltd provides to the public.

OBJECTIVES AND ACTIVITIES

The Charity's objectives are to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.

Marlborough Theatre Productions Ltd:

- develops and presents theatre and performance art
- encourages dialogues between artists and communities
- produces a programme of audience development activity, with venue partners across the UK that seeks to remove barriers to access, engagement and understanding
- employs other cultural forms like heritage and literature to widen audience engagement

Marlborough Theatre Productions Ltd Programme comprises interlinked strands of activity. These are:

- Community development projects that engage people in creative activities e.g. Radical Rhizomes our social network for Queer, Trans, Intersex, Black, Indigenous, People of Colour (QTIBIPoC).
- Programming key moments in Brighton & Hove's cultural calendar we present a programme of events in partnership with other organisations e.g. Brighton Festival, Brighton Digital Festival, LGBT History Month and Brighton Pride.
- Ongoing cultural programmes: Brighton LGBTQ+ History Club
- Touring projects: New Queers on the Block, developing artists and audiences for LGBTQ+ led performance across the UK. Touring Marlborough Theatre Productions Ltd produced projects like Brownston Abbey, nationally and internationally.
- Artist development including advocacy and advice for local artists and companies. We have developed longer term producing relationships with leading UK performance makers Harry Clayton-Wright and Emma Frankland that enhance their career sustainability.

In summary, Marlborough Theatre Productions Ltd is working to:

- Build new cultural audiences
- Enable people of different ages, backgrounds and abilities to develop and realise their own creative ideas
- Create opportunities for active engagement with culture, particularly for LGBTQ+ people and others for whom there are economic, cultural or other barriers to mainstream arts provision
- Raise the level of debate about culture, in particular contemporary theatre and performance practice and develop an awareness of the creative process
- Commission artists to create new work that fulfils their creative ambitions
- Develop other areas of cultural practice e.g. heritage and film to address issues of representation and increase audience reach of our work
- Contribute to the economic and cultural life of Brighton & Hove and the wider region
- Support the professional development of artists in the South East through the provision of advice and advocacy
- Develop partnerships with other organisations, locally and further afield, to enhance what Marlborough Theatre Productions Ltd has to offer

ACHIEVEMENTS AND PERFORMANCE

The Covid-19 pandemic severely impacted Marlborough Theatre Productions Ltd curtailing our ability to present in person cultural programmes due to lockdown restrictions. However, the organisation successfully pivoted many programmes online, which maintained community engagement and continued support for artists.

In 2021/22, Marlborough Theatre Productions Ltd delivered:

- Awarded funding from Arts Council England to support the Coast is Queer Festival 2022, presenting a high-profile programme featuring InWords Literary Award winning author Sarah Winman, and historian and activist Lord Michael Cashman, Huw Lemmy and Ben Miller (authors of Bad Gays) as well as Juno Dawson's Lovely Literary Salon featuring Travis Alabanza).
- Awarded funds from Paul Hamlyn (Yr 1) and supporting Core Costs. A proportion of salaries of both directors covered until financial year 2023/24. Marlborough Productions also received confirmation of funding from Esmée Fairbairn Foundation contributing to core and programme costs in 2022-2023.
- Produced an outdoor Brownston Abbey, our disabled QTIBIPoC (Queer, Trans, Intersex, Black, Indigenous, People of Colour) event at South Bank Centre as part of Unlimited Festival, featuring performances from Ebony Rose Dark, I Am Fya, YayBones and XANA, plus DJ sets, alien life drawing, and screenings of the Brownston films, attended by intergenerational audiences.
- Produced the Arts Council England funded programme New Queers on the Block Phase 2, our groundbreaking national development project for LGBTIQ+ artists. Four artists were selected: Rowdy SS, Tammy Reynolds, Estabrak and Whiskey Chow, working with partners Left Coast, Bradford Theatre in The Mill, and Home Live Art.
- Awarded grants from LGBT Consortium, Sussex Community Foundation, Brighton & Hove City Council, Rainbow Fund, National Lottery Communities Fund, Postcode Lottery Magic Little Grants and Metro Charity to support the ongoing delivery of the Radical Rhizomes QTIBIPoC community and creative development project.
- Secured funds from Baring Foundation to run an enhanced artists development programme and mentorship scheme for Radical Rhizomes members, taking place 2022-2023
- Secured funds from Postcode Lottery, in collaboration with South East Dance for 9 months of Vogue/Ballroom classes exclusively for Radical Rhizomes members in 2022-2023.
- Supported the development of new works by Rachael Young (Thirst Trap), commissioned Subira Wahogo (Kill The Cop Inside Your Head), and Harry Clayton Wright (You Otter Know + Prancer The Dancer).
- Secured funding from ACE and for the research and development of Galatea, a trans inclusive pre-Shakespearean text, at 101 Creation Space in Newbury in Summer 2022. Galatea has subsequently been programmed as part of Brighton Festival 2023. Led by Emma Frankland the show features a majority Deaf and LGBTQIA+ cast.
- Produced the first Charleston Queer Bloomsbury event featuring PECS, Kuchenga Shenjé, Tanaka Mhishi and Neil Bartlett.
- Produced the bi annual MT members event, Live Art Social, with remaining DCMS Cultural Recovery Funding. Emma Frankland, Subira Wahogo, Symoné and I AM Fya performed, with screenings of Emma Frankland's film Trans Performance Exchange.

Online Visitors and Social Media

Marlborough Theatre Productions Ltd increased its online content and visitors:

	2020 - 2021	2021 - 2022
Website Visitors	13,333	11,152
Web Page Views	31,670	25,846

Marlborough Theatre Productions Ltd added social media followers across platform, with current figures standing at:

Social Media Channel	2020 - 2021	2021 - 2022
Facebook	6384	6490
Twitter	4680	4854
Instagram	3609	3977
Mailchimp Mailing List	1404	2034

Investing in Local Artists and Creative Development

In 2021-22 Marlborough Theatre Productions Ltd worked with 10+ artists and companies, supporting the development of new work including Subira Wahogo, Harry Clayton-Wright, Emma Frankland, Estabrak Al Ansari, Rowdy SS, Whiskey Chow and Tammy Reynolds. For the digital edition of Brownton Abbey, Marlborough Theatre Productions Ltd commissioned new work from Malik Nashad Sharpe, Sonny Nwachukwu, Nima Sene and the Uhuruverse.

Marlborough Theatre Productions Ltd continued to champion the value of culture in Brighton & Hove, with David and Tarik taking a leadership role in the city's ABCD Plan for Cultural Recovery. The organisation regularly contributes to local and national strategy, policy and provision of services through involvement with What Next?, Sussex Fundraisers, Brighton Venues Access Forum and Brighton Fringe.

Income Generation

Marlborough Theatre Productions Ltd received grant funding from a range of sources, but primarily Arts Council England and Paul Hamlyn Foundation. Our total raised income in 2020/21 was £461,742.

Priorities and Policies

Due to the impact of the Covid-19 pandemic, Marlborough Theatre Productions Ltd has prioritised grant fundraising as earned income (ticket sales) remains diminished due to the impact of the pandemic. This will continue to be the focus in 2022/23 where fundraising consultants Adapt for Arts are working with the organisation to develop longer term support from charitable trusts and foundations.

In 2021-22 Marlborough Theatre Productions Ltd are in the first year of a new business plan 2021 - 2024 developed with consultants Cause 4. Marlborough Theatre Productions Ltd is operating in line with the fundraising strategy contained in the plan, which is reviewed annually. Marlborough Theatre Productions Ltd's aim remains securing regular funding as part of Arts Council England's National Portfolio in the next round (starting in 2023/24)

FINANCIAL REVIEW

Our current reserves position is £16,000 of unrestricted reserves. We currently hold no restricted reserves. The level of reserves is monitored by the Trustees at its quarterly meetings and is currently considered to be reasonable, given the nature and scale of our activities. Our aim is that the level of free reserves (that is those funds not tied up in fixed assets and not designated or restricted) should be in the region of £40,000 equating to 8 weeks running costs (as recommended by Arts Council England).

We are holding a £10,000 allocated fund for the purpose of bridging any disruptions in staffing.

The charity uses Santander, Cooperative Bank, Paypal and Pockit for its banking purposes.

PLANS FOR FUTURE PERIODS

In 2022/23 Marlborough Theatre Productions Ltd continues to operate in line with our business plan for 2021-2024. This plan articulates our programming plans and the principles behind our approach to audience development. The plan reflects our continued ambition to increase access to, and understanding and enjoyment of culture. Designed to increase the quality of experience at Marlborough Theatre Productions Ltd for artists, audiences, participants, partners and staff it outlines the strategic partnerships and fundraising strategy required to deliver on the plan. Some plans within the business plan are contingent on Marlborough Theatre Productions Ltd being successful in our application to Arts Council England (decision received in Oct 2022), and adjustments will be made to the business plan if this is now the case.

Major confirmed projects for 22/23 include:

- Galatea in Brighton Festival May 2023
- Prancer the Dancer
- New Queers on the Block
- Brownston Abbey international touring

Name: Yassine Senghor

Signature:



Date: 19 October 2022



Name: Professor Kate O'Riordan

Marlborough Theatre Productions Ltd
Independent Examiners Report to the Trustees
For the year ended 31 March 2022

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2022.

Responsibilities and basis of report

The charity Trustees, who are also directors for the purposes of company law, are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiners statement

Since the Charitable company's gross income exceeded £250,000, your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by virtue of my membership of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

Caroline Clarke

Caroline Clarke ACA
99 Western Road
Lewes
East Sussex
BN7 1RS

2nd November 2022

Marlborough Theatre Productions Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Income and endowments from:					
Donations and legacies	2	2,854	497,652	495,506	217,468
Charitable activities	3	-	65,932	65,932	24,083
Total		2,854	563,584	561,438	241,551
Expenditure on:					
Charitable activities	4/5	(6,191)	(231,734)	(237,925)	(151,353)
Total		(6,191)	(231,734)	(237,925)	(151,353)
Net income/expenditure		(3,337)	326,850	323,513	90,198
Reconciliation of funds					
Total funds brought forward		41,323	49,669	90,992	794
Total funds carried forward		37,986	376,519	414,505	90,992

Marlborough Theatre Productions Ltd
Statement of Financial Position
As at 31 March 2022

	Notes	2022 £	2021 £
Fixed assets			
Tangible assets		1,667	-
		1,667	-
Current assets			
Debtors	11	7,993	14,840
Cash at bank and in hand		415,439	81,003
		423,432	95,843
Creditors: amounts falling due within one year	12	(9,634)	(4,851)
Net current assets		413,798	90,992
Total assets less current liabilities		415,465	90,992
Creditors: amounts falling due after more than one year	13	(960)	-
Net assets		414,505	90,992
The funds of the charity			
Restricted income funds	14	376,519	49,669
Unrestricted income funds	14	37,986	41,323
Total funds		414,505	90,992

For the year ended 31 March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:



19th October 2022

Marlborough Theatre Productions Ltd
Notes to the Financial Statements
For the year ended 31 March 2022

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Marlborough Theatre Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

Incoming resources

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. Grants are treated as deferred where they are given to specifically cover production costs arising in a future period.

Resources expended

Liabilities are recognised as resources expended when there is a legal or constructive obligation committing the Charity to the expenditure.

Taxation

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only. Value Added Tax is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

Tangible fixed assets

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Plant and Machinery	25% Reducing balance
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Irrecoverable VAT

Irrecoverable VAT is included in the Statement of Financial Activities, and is reported as part of the expenditure to which it relates.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
Donations received	1,402	54,737	56,139	2,050
Grants received	1,452	437,915	439,367	215,418
	2,854	492,652	495,506	217,468

Analysis of grants received

	2022	2021
	£	£
Arts Council England	210,674	109,057
Baring Foundation	40,000	-
Black Triangle Arts Collective	-	6,521
Brighton & Hove City Council	30,648	30,677
Chalk Cliff Trust	3,000	5,000
D'Oyly Carte Charitable Trust	3,500	-
Esmée Fairbairn Foundation	45,443	-
LGBT Consortium	-	5,500
Metro Charity	-	8,000
National Lotteries Communities Fund	9,650	8,900
Other Grants	1,452	8,801
Paul Hamlyn Foundation	90,000	-
Rainbow Fund	-	17,952
Sussex Community Foundation	5,000	9,000
Unlimited	-	6,000
	439,367	215,418

3. Income from charitable activities

	2022	2021
	£	£
Restricted funds		
<i>Theatrical productions</i>		
Income from charitable activities	65,932	24,083

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

4. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
Theatrical productions	2,377	132,701	135,078	110,293
Support costs	3,814	99,033	102,847	41,060
	6,191	231,734	237,925	151,353

5. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2022	2021
	£	£	£	£
Support costs				
Theatrical productions	135,078	102,847	237,925	151,353

6. Analysis of support costs

	2022	2021
	£	£
Theatrical productions		
Management	94,983	34,406
IT	2,081	1,165
Office costs	3,640	4,889
Travel	1,183	-
Governance costs	960	600
	102,847	41,060

7. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation of owned fixed assets	556	-
Accountancy fees	960	600
Staff pension contributions	1,197	697

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

8. Staff costs and emoluments

Total staff costs for the year ended 31 March 2022 were.

	2022	2021
	£	£
Salaries and wages	80,354	31,319
Social security costs	6,620	-
Pension costs	1,197	697
	88,171	32,016

No employee received a salary of more than £60,000 per annum in the period (2021: nil).

	2022	2021
Management	4	3
	4	3

9. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil).

No charity trustee received payment for professional or other services supplied to the charity (2021: £nil). The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2021: £nil). There are no related party transactions to disclose for 2022 (2021: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

10. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2021 £
Income and endowments from:			
Donations and legacies	40,768	176,700	217,468
Charitable activities	2,333	21,750	24,083
Total	43,101	198,450	241,551
Expenditure on:			
Charitable activities	(2,572)	(148,781)	(151,353)
Total	(2,572)	(148,781)	(151,353)
Net income	40,529	49,669	90,198
Reconciliation of funds			
Total funds brought forward	794	-	794
Total funds carried forward	41,323	49,669	90,992

11. Debtors

	2022 £	2021 £
Amounts due within one year:		
Trade debtors	5,713	13,700
Other debtors	2,280	1,140
	7,993	14,840

12. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	10,043	4,851
Other creditors	(409)	-
	9,634	4,851

13. Creditors: amounts falling due after more than one year

	2022 £	2021 £
Accruals and deferred income	960	-
	960	-

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

14. Movement in funds

Unrestricted Funds

	Balance at 01/04/2021	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2022
	£	£	£	£	£
<i>Designated</i>					
Designated	31,323	2,854	(6,191)	(6,000)	21,986
<i>General</i>					
General	10,000	-	-	6,000	16,000
	41,323	2,854	(6,191)	-	37,986

Unrestricted Funds - Previous year

	Balance at 01/02/2020	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2021
	£	£	£	£	£
<i>Designated</i>					
Designated	-	43,101	(2,572)	(9,206)	31,323
<i>General</i>					
General	794	-	-	9,206	10,000
	794	43,101	(2,572)	-	41,323

Purpose of unrestricted Funds

Designated

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

General

Maintained for the general running of the charity.

Restricted Funds

	Balance at 01/04/2021	Incoming resources	Outgoing resources	Balance at 31/03/2022
	£	£	£	£
ACF	-	48,300	(43,086)	5,214
Baring Foundation	-	40,000	-	40,000
Paul Hamlyn Foundation	-	90,000	(5,910)	84,090
Project fund	49,669	380,284	(182,738)	247,215
	49,669	558,584	(231,734)	376,519

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

Restricted Funds - Previous year

	Balance at 01/02/2020	Incoming resources	Outgoing resources	Balance at 31/03/2021
	£	£	£	£
Project fund	-	198,450	(148,781)	49,669
	-	198,450	(148,781)	49,669

Purpose of restricted funds

Project fund

Holds funds given to support specific productions

ACE

Funds for delivering creative programmes.

Paul Hamlyn Foundation

Funds for delivering creative programmes

Baring Foundation

Funds for delivering creative programmes.

15. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Creditors > one year	Net Assets
	£	£	£	£
Unrestricted funds				
General				
General	-	16,000	-	16,000
Designated				
Designated	1,667	21,279	(960)	21,986
Restricted funds				
ACE	-	5,213	-	5,213
Baring Foundation	-	40,000	-	40,000
Paul Hamlyn Foundation	-	84,090	-	84,090
Project fund	-	247,216	-	247,216
	1,667	413,798	(960)	414,505

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

Previous year

	Tangible fixed assets	Net current assets / (liabilities)	Creditors > one year	Net Assets
	£	£	£	£
Unrestricted funds				
<i>General</i>				
General	-	10,000	-	10,000
<i>Designated</i>				
Designated	-	31,323	-	31,323
Restricted funds				
Project fund	-	49,669	-	49,669
	-	90,992	-	90,992

Marlborough Theatre Productions Ltd

England & Wales - Charity number 1145506

Accounts

Charity number: 1145506
Company number: 05202714
(England and Wales)

Marlborough Theatre Productions Ltd
Report of the Trustees and Unaudited Financial Statements
For the period ended 31 March 2021

Marlborough Theatre Productions Ltd
Contents Page
For the period ended 31 March 2021

Report of the Trustees	1 to 6
Independent Examiner's Report to the Trustees	7
Statement of Financial Activities	8
Statement of Financial Position	9
Notes to the Financial Statements	10 to 16

Marlborough Theatre Productions Ltd
Report of the Trustees
For the period ended 31 March 2021

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the period ended 31 March 2021. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity's objectives are to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.

Marlborough Theatre Productions Ltd:

- develops and presents theatre and performance art
- encourages dialogues between artists and communities
- produces a programme of audience development activity, with venue partners across the UK that seeks to remove barriers to access, engagement and understanding
- employs other cultural forms like heritage and literature to widen audience engagement

Marlborough Theatre Productions Ltd Programme comprises interlinked strands of activity. These are:

- Community development projects that engage people in creative activities e.g. Radical Rhizomes our social network for Queer, Trans, Intersex, Black, Indigenous, People of Colour (QTIBIPoC).
 - Programming key moments in Brighton & Hove's cultural calendar we present a programme of events in partnership with other organisations e.g. Brighton Festival, Brighton Digital Festival, LGBT History Month and Brighton Pride.
 - Ongoing cultural programmes: Brighton LGBTQ+ History Club
 - Touring projects: New Queers on the Block, developing artists and audiences for LGBTQ+ led performance across the UK.
- Touring Marlborough Theatre Productions Ltd produced projects like Brownton Abbey, nationally and internationally.
- Artist development including advocacy and advice for local artists and companies. We have developed longer term producing relationships with leading UK performance makers Harry Clayton-Wright and Emma Frankland that enhance their career sustainability.

In summary, Marlborough Theatre Productions Ltd is working to:

- Build new cultural audiences
- Enable people of different ages, backgrounds and abilities to develop and realise their own creative ideas
- Create opportunities for active engagement with culture, particularly for LGBTQ+ people and others for whom there are economic, cultural or other barriers to mainstream arts provision
- Raise the level of debate about culture, in particular contemporary theatre and performance practice and develop an awareness of the creative process
- Commission artists to create new work that fulfils their creative ambitions
- Develop other areas of cultural practice e.g. heritage and film to address issues of representation and increase audience reach of our work
- Contribute to the economic and cultural life of Brighton & Hove and the wider region
- Support the professional development of artists in the South East through the provision of advice and advocacy
- Develop partnerships with other organisations, locally and further afield, to enhance what Marlborough Theatre Productions Ltd has to offer

In shaping our objectives and planning our activities for the year, the Trustees have given consideration to the duties set out in section 17 (5) of the Charities Act 2011 to have due regard to public benefit. The Trustees have considered how the planned activities will contribute to the overall aims and objectives that they have set.

The following paragraphs, 'Objectives and Activities' and 'Achievements and Performance', detail the benefits that Marlborough Theatre Productions Ltd provides to the public.

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the period ended 31 March 2021

ACHIEVEMENTS AND PERFORMANCE

The Covid-19 pandemic severely impacted Marlborough Theatre Productions Ltd curtailing our ability to present in person cultural programmes due to lockdown restrictions. However, the organisation successfully pivoted many programmes online, which maintained community engagement and continued support for artists.

In 2020/21, Marlborough Theatre Productions Ltd delivered:

- Awarded funding from Arts Council England to support the Coast is Queer Digital Festival 2021, presenting a high-profile programme featuring Booker Prize winners Alan Hollinghurst and Douglas Stuart as well as Lady Phyll (UK Black Pride), Val McDermid and Juno Dawson.
- Produced a digital version of Brownton Abbey, our disabled QTIBIPoC (Queer, Trans, Intersex, Black, Indigenous, People of Colour) led large-scale performance party, with the support of Unlimited's digital showcasing fund, commissioning new work from disabled and non-disabled QTIBIPoC creatives including Sonny Nwachuku and Malik Nashad Sharpe.
- Awarded funding from Arts Council England New Queers on the Block Phase 2, our groundbreaking national development project for LGBTQ+ artists and communities with a range of artist commissioning opportunities launching in 2021-2022.
- Awarded Emergency Funding from Arts Council England to support our core operations and seed fund a series of cultural projects in order for the organisation to emerge strongly from the pandemic.
- Secured support from central government's Small Business Grant Scheme (administered by Brighton & Hove City Council) to support core function of the organisation and creative programmes.
- Secured support from DCMS's Cultural Recovery Fund Rounds 1 & 2 to support the sustainability of Marlborough Theatre Productions Ltd and develop a range of cultural projects from artists including Rachael Young, Subira Wahogo, Harry Clayton-Wright and Subira Wahogo.
- Awarded grants from LGBT Consortium, Sussex Community Foundation, Brighton & Hove City Council, Rainbow Fund, National Lottery Communities Fund, Postcode Lottery Magic Little Grants and Metro Charity to support the ongoing delivery of the Radical Rhizomes QTIBIPoC community and creative development project.

Online Visitors and Social Media

Marlborough Theatre Productions Ltd increased its online content and visitors, our website was visited by 13,333 visitors with 31,670 page views.

Marlborough Theatre Productions Ltd added social media followers across platform, with current figures standing at:

Facebook 6384
Twitter 4680
Instagram 3609
Mailchimp Mailing List 1404

Investing in Local Artists and Creative Development

In 2020-21 Marlborough Theatre Productions Ltd worked with 10+ artists and companies, supporting the development of new work including Subira Wahogo, Harry Clayton-Wright, Emma Frankland, David Hoyle, Subira Wahogo, Ebony Rose Dark, Symoné and Sea Sharpe.

Marlborough Theatre Productions Ltd continued to champion the value of culture, with David and Tarik taking a leadership role in Brighton & Hove City Council's ABCD Plan for Cultural Recovery, developing a new partnership with the Business Improvement District. The organisation regularly contributes to local and national strategy, policy and provision of services through involvement with What Next?, Sussex Fundraisers, Brighton Venues Access Forum and Brighton Fringe.

Income Generation

Marlborough Theatre Productions Ltd received grant funding from a range of sources, but primarily Arts Council England and DCMS. Our total raised income in 2020/21 was £215,418.

Priorities and Policies

Due to the impact of the Covid-19 pandemic, Marlborough Theatre Productions Ltd has prioritised grant fundraising as the earned incomes (ticket sales) has been largely impossible. This will continue to be the focus in 2021/22 where fundraising consultants Adapt for Arts are working with the organisation to develop longer term support from charitable trusts and foundations.

In 2020/21 Marlborough Theatre Productions Ltd developed a new business plan 2021 - 2024 with consultants Cause 4 that has been ratified by the Trustees and tested with key stakeholders including Arts Council England and Esmée Fairbairn Foundation. The fundraising strategy contained in the plan will guide the organisations focus for this period, with the aim to secure regular funding as part of Arts Council England's National Portfolio in the next round (starting in 2023/24)

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the period ended 31 March 2021

FINANCIAL REVIEW

Reserves

Our current reserves position is £10,000 of unrestricted reserves. The level of reserves is monitored by the Trustees at its quarterly meetings and is currently considered to be reasonable, given the nature and scale of our activities. Our aim is that the level of free reserves (that is those funds not tied up in fixed assets and not designated or restricted) should be in the region of £16,000 equating to 8 weeks running costs (as recommended by Arts Council England).

The charity uses Santander, Cooperative Bank, Paypal and Pockit for its banking purposes.

The accounting year end has been extended to 31st March and so the accounts are for the period from 1st February 2020 to 31st March 2021. The comparative period is for the year to 31st January 2020 when the Charity was mainly dormant.

PLANS FOR FUTURE PERIODS

In 2020/21 Marlborough Theatre Productions Ltd developed a new business plan for 2021-2024 with the support of consultants Cause 4. This new plan articulates our programming plans and the principles behind our approach to audience development. The plan reflects our continued ambition to increase access to, and understanding and enjoyment of culture. Designed to increase the quality of experience at Marlborough Theatre Productions Ltd for artists, audiences, participants, partners and staff it outlines the strategic partnerships and fundraising strategy required to deliver on the plan.

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the period ended 31 March 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Marlborough Theatre Productions Ltd was incorporated as a company limited by guarantee on 10 August 2004 (Company number 05202714) and registered as a charity on 18 January 2012 (Registered Charity Number 1145505). Its governing document is its MEMORANDUM AND ARTICLES INCORPORATED 10/08/2004 as amended on 24 Jun 2019.

Previously Nightingale Theatre Ltd, the charity was renamed Marlborough Theatre Productions Ltd on 24th June 2019 to reflect the new base of operation and the resuming of activity following a largely dormant period.

The Board

Marlborough Theatre Productions Ltd is governed by a Board of Trustees; these volunteers are trustees of the charity and members of the company. The minimum number of trustees is three and unless otherwise determined by a General Meeting no more than fifteen. Seven trustees served in 2020/21.

The Board meets at least four times a year, at quarterly intervals, and the Annual General Meeting precedes the October board meeting.

There are no permanent sub-committees of the Board. Working groups of trustees and staff (and third parties where helpful) are convened to support specific projects. Individual trustees undertake tasks in support of the staff team when required, notably recruitment, meetings with partners and funders and advising on matters that fall within their area of expertise, (eg. finance, fundraising and community development).

In 2020/21 the Trustees were:

Richard Barnes
Kate O'Riordan
Yassine Senghor
Louise Blackwell
Kaya Stanley-Money
Mathilda Gregory
Beth O'Leary

Risk Management and safeguarding

Marlborough Theatre Productions Ltd has a risk management policy and practice which helps us to anticipate risks to the organisation, assess their likely impact and plan how to reduce them and manage them.

Marlborough Theatre Productions Ltd has a Safeguarding Policy which is reviewed on a yearly basis.

Staffing

Marlborough Theatre Productions Ltd is led by Creative Director Tarik Elmoutawakil and Executive Director David Sheppard, both full time salaried staff members. Tarik and David are jointly responsible for artistic programme, project development, participation and audience development. David takes a lead on operations, finance and fundraising.

In addition to the Executive Team, the staff team is made up of a part time General Manager (position currently vacant) and Project Producer (focusing on New Queens on the Block). The team expands with freelance subcontractors covering admin support, technical support, Front of House duties and repairs and maintenance tasks when required.

Volunteers

Marlborough Theatre Productions Ltd work with volunteers was severely impacted due to Covid-19 pandemic, which limited our in person events programme where we engage volunteers to support front of house staff. In previous years Marlborough Theatre Productions Ltd has engaged student placements from University of Sussex, which again was not appropriate due to social distancing restrictions. It is a priority in 21-22 for the Trustees to work with the staff team to investigate the role of volunteers within the organisation to build capacity.

Partnerships

Funded partnerships: At a local level Marlborough Theatre Productions Ltd retained and developed partnerships with University of Sussex, Brighton Dome and Festival, Charleston, Brighton Museum & Art Gallery, Brighton Fringe, University of Chichester, Brighton Pride and Traumfrau.

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the period ended 31 March 2021

Nationally, Marlborough Theatre Productions Ltd works with a range of partners to deliver projects like *Nw Queens on the Block* and *Brownston Abbey*, including: Theatre in the Mill (Bradford), LeftCoast (Blackpool), Creative Folkestone, [performancespace] (Folkestone), Home Live Art (Hastings) and Unlimited.

Recruitment and appointment of trustees

The composition, development and capacity of the Board are regularly reviewed. Potential trustees are attracted either by advertisement or word of mouth and are selected based on their experience of life (personal and professional), skill and capacity. Candidates are interviewed by at least one trustee and one of the Executive team before attending a Board meeting as an observer. If both parties are keen to proceed, the trustee is elected at the next Board meeting they can attend. New trustees can be elected at any point in the year and are confirmed in office at the AGM. New trustees receive an induction pack, which provides a comprehensive introduction to the organisation and sets out their responsibilities.

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Marlborough Theatre Productions Ltd
Charity registration number	1145506
Company registration number	05202714
Principal address	The Spire St Marks Chapel Church Place Brighton BN2 5JN

Trustees

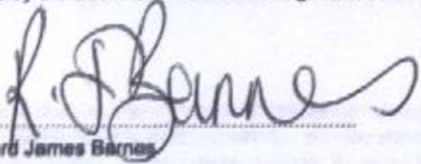
The trustees and officers serving during the year and since the year end were as follows:

Mr Richard James Barnes
Prof Kathleen O'Riordan
Yassine Senghor
(Appointed: 20 July 2020)
Ms Kaya Stanley-Money
(Appointed: 09 July 2020)
Beth O'Leary
(Appointed: 05 December 2020)
Mathilda Gregory
(Appointed: 05 December 2020)
Louise Blackwell
(Appointed: 05 December 2020)
Jane Greenfield
(Resigned: 09 July 2020)
Peter Farley
(Resigned: 09 July 2020)

Secretary	David Sheppard
Independent examiners	Andrew M Wells Accountancy 99 Western Road Lewes East Sussex BN7 1RS

Marlborough Theatre Productions Ltd
Report of the Trustees Continued
For the period ended 31 March 2021

Approved by the Board of Trustees and signed on its behalf by

 03/12/2021

Mr Richard James Barnes

Mariborough Theatre Productions Ltd
Independent Examiners Report to the Trustees
For the period ended 31 March 2021

I report to the trustees on my examination of the accounts of the charitable company for the period ended 31 March 2021.

Responsibilities and basis of report

The charity Trustees, who are also directors for the purposes of company law, are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiners statement

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

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

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

 07/12/2021

Andrew M Wells Accountancy
99 Western Road
Lewes
East Sussex
BN7 1RS

Marlborough Theatre Productions Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the period ended 31 March 2021

	Notes	Unrestricted funds	Restricted funds	2021	2020
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	40,768	176,700	217,468	1,172
Charitable activities	3	2,333	21,750	24,083	-
Total		43,101	198,450	241,551	1,172
Expenditure on:					
Charitable activities	4/5	(2,572)	(148,781)	(151,353)	(8,553)
Total		(2,572)	(148,781)	(151,353)	(8,553)
Net income/expenditure		40,529	49,669	90,198	(7,381)
Reconciliation of funds					
Total funds brought forward		794	-	794	8,175
Total funds carried forward		41,323	49,669	90,992	794

Marlborough Theatre Productions Ltd
Statement of Financial Position
As at 31 March 2021

	Notes	2021 £	2020 £
Current assets			
Debtors	12	14,840	-
Cash at bank and in hand		81,003	20,971
		95,843	20,971
Creditors: amounts falling due within one year	13	(4,851)	(20,177)
Net current assets		90,992	794
Total assets less current liabilities		90,992	794
Net assets		90,992	794
The funds of the charity			
Restricted income funds	14	40,669	-
Unrestricted income funds	14	41,323	794
Total funds		90,992	794

For the period ended 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:



 Mr Richard James Barnes
 Trustee

03/12/2021

Marlborough Theatre Productions Ltd
Notes to the Financial Statements
For the period ended 31 March 2021

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Marlborough Theatre Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

Incoming resources

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. Grants are treated as deferred where they are given to specifically cover production costs arising in a future period.

Resources expended

Liabilities are recognised as resources expended when there is a legal or constructive obligation committing the Charity to the expenditure.

Taxation

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only. Value Added Tax is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

Tangible fixed assets

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Plant and Machinery

25% Reducing balance

Irrecoverable VAT

Irrecoverable VAT is included in the Statement of Financial Activities, and is reported as part of the expenditure to which it relates.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the period ended 31 March 2021

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2021	2020
	£	£	£	£
Donations received	50	2,000	2,050	-
Grants received	40,718	174,700	215,418	1,077
Subscriptions received	-	-	-	95
	40,768	176,700	217,468	1,172

Analysis of grants received

	2021	2020
	£	£
Arts Council England	109,067	1,077
Black Triangle Arts Collective	6,521	-
Brighton & Hove City Council	30,677	-
Chalk Cliff Trust	5,000	-
LGBT Consortium	5,500	-
Metro Charity	8,000	-
National Lotteries Communities Fund	8,900	-
Other Grants	8,801	-
Rainbow Fund	17,952	-
Sussex Community Foundation	9,000	-
Unlimited	6,000	-
	215,418	1,077

3. Income from charitable activities

	Unrestricted funds	Restricted funds	2021	2020
	£	£	£	£
<i>Theatrical productions</i>				
Income from charitable activities	2,333	21,750	24,083	-

4. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2021	2020
	£	£	£	£
Theatrical productions	1,709	108,584	110,293	8,085
Support costs	863	40,197	41,060	488
	2,572	148,781	151,353	8,573

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the period ended 31 March 2021

5. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2021	2020
	£	£	£	£
Support costs				
Theatrical productions	110,293	41,060	151,353	8,553

6. Analysis of support costs

	2021	2020
	£	£
Theatrical productions		
Management	34,406	-
IT	1,165	-
Office costs	4,889	95
Governance costs	600	392
	<u>41,060</u>	<u>487</u>

7. Net income/(expenditure) for the period

This is stated after charging/(crediting):

	2021	2020
	£	£
Accountancy fees	600	393
Staff pension contributions	697	-
(Gain)/Loss on disposal of tangible fixed assets	-	3,356

8. Staff costs and emoluments

Total staff costs for the period ended 31 March 2021 were:

	2021	2020
	£	£
Salaries and wages	31,319	-
Pension costs	697	-
	<u>32,016</u>	<u>-</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the period ended 31 March 2021

	2021	2020
Management	3	0
	<u>3</u>	<u>0</u>

9. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020:£nil).

No charity trustee received payment for professional or other services supplied to the charity (2020:£nil). The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2020:£nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2020:£nil). There are no related party transactions to disclose for 2021 (2020:none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2020 £
Income and endowments from:			
Donations and legacies	95	1,077	1,172
Total	<u>95</u>	<u>1,077</u>	<u>1,172</u>
Expenditure on:			
Charitable activities	(7,476)	(1,077)	(8,553)
Total	<u>(7,476)</u>	<u>(1,077)</u>	<u>(8,553)</u>
Net income/expenditure	<u>(7,381)</u>	-	<u>(7,381)</u>
Reconciliation of funds			
Total funds brought forward	8,175	-	8,175
Total funds carried forward	<u>794</u>	<u>-</u>	<u>794</u>

12. Debtors

	2021 £	2020 £
Amounts due within one year:		
Trade debtors	13,700	-
Other debtors	1,140	-
	<u>14,840</u>	<u>-</u>

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the period ended 31 March 2021

13. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	4,851	-
Accruals and deferred income	-	20,177
	<u>4,851</u>	<u>20,177</u>

14. Movement in funds

Unrestricted Funds

	Balance at 01/02/2020	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2021
	£	£	£	£	£
<i>Designated</i>					
Designated	-	43,101	(2,572)	(9,206)	31,323
<i>General</i>					
General	794	-	-	9,206	10,000
	<u>794</u>	<u>43,101</u>	<u>(2,572)</u>	<u>-</u>	<u>41,323</u>

Unrestricted Funds - Previous year

	Balance at 01/02/2019	Incoming resources	Outgoing resources	Transfers	Balance at 31/01/2020
	£	£	£	£	£
<i>Designated</i>					
<i>General</i>					
General	8,175	95	(7,476)	-	794
	<u>8,175</u>	<u>95</u>	<u>(7,476)</u>	<u>-</u>	<u>794</u>

Purpose of unrestricted Funds

Designated

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

General

Maintained for the general running of the charity.

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the period ended 31 March 2021

Restricted Funds

	Incoming resources	Outgoing resources	Balance at 31/03/2021
	£	£	£
Project fund	198,450	(148,781)	49,669
	198,450	(148,781)	49,669

Restricted Funds - Previous year

	Incoming resources	Outgoing resources	Balance at 31/01/2020
	£	£	£
Project fund	1,077	(1,077)	-
	1,077	(1,077)	-

Purpose of restricted funds

Project fund

Holds funds given to support specific productions.

15. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
General			
General	-	10,000	10,000
Designated			
Designated	-	31,323	31,323
Restricted funds			
Project fund	-	49,669	49,669
	-	90,992	90,992

Marlborough Theatre Productions Ltd
Notes to the Financial Statements Continued
For the period ended 31 March 2021

Previous year

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
General			
General	-	794	794
Designated			
Restricted funds			
	-	794	794