



## Trustees' Annual Report for the period

**From**

Period start date

Day

01

Month

January

Year

2021

**To**

Period end date

Day

31

Month

December

Year

2021

### Section A

#### Reference and administration details

**Charity name** The Other Room**Other names charity is known by** TOR Theatre**Registered charity number (if any)** 1157886**Charity's principal address** The Other Room,

Porter's Bar, Harlech Court,

Bute Terrace, Cardiff

**Postcode**

CF10 2FE

#### Names of the charity trustees who manage the charity

Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1 Gareth Lucey	Chair / Treasurer		
2 Louise Price			
3 John Wilkins			
4 Suzanne Jackson			
5 Vivienne Buckley			
6 Simon Harris			
7 Roshni Patel		18/05/2021	The Board of Trustees

#### Names and addresses of advisers (Optional information)

**Type of adviser****Name****Address**

None

#### Name of chief executive or names of senior staff members (Optional information)

Daniel Jones (Chief Executive Officer and Artistic Director)



**Section B****Structure, governance and management****Description of the charity's trusts**

Type of governing document (eg. trust deed, constitution)	Constitution
How the charity is constituted (eg. trust, association, company)	Charitable Incorporated Organisation (CIO)
Trustee selection methods (eg. appointed by, elected by)	Appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.

**Additional governance issues (Optional information)**

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

N/A



## Section C

## Objectives and activities

### Summary of the objects of the charity set out in its governing document

The objects of the CIO are to promote and encourage the arts for the benefit of the public by the development, production and presentation of new writing and introducing international drama to the British stage through both the English and Welsh languages, and the provision of theatre facilities and the advancement of education of young persons and adults by participation in the experience of theatre and drama.

### Impact of COVID-19

In 2021 COVID-19 significantly disrupted our ability to deliver activity towards our charity objectives compared to previous years. Thankfully we received a COVID-19 relief grant from Arts Council of Wales in latter part of 2020, and this activity extended into the early part of 2021. This was followed by two successful Cultural Recovery Grants (CRF 1 & 2) that insured the continuation of the organisation but did not offer us much in the way of project funding to deliver large amounts of activity. COVID-19 meant the closure of National Lottery Project Grants in Wales throughout 2020 and 2021. As a result, our average relief from Theatre Tax Relief (TTR) of £18,000, was reduced to £2,000 in 2021 (and even more for the following year). Claims made to HM Revenue & Customs for TTR replenish our unrestricted reserves position and is therefore a vital part of the company's financial model. Without the unrestricted reserves, the ability to apply for project grants, and social-distancing restrictions in place in such a small venue, the delivery of activity in 2021 was reduced, but while we could undertake activity to the scale we would have liked, we still managed to make some offering in relation to our objectives.

### TOR Emerging Writers (Nov 2019 - May 2021)

*Charitable Object: The advancement of education of young persons and adults by participation in the experience of theatre and drama*  
&

*Charitable Object: The development, production and presentation of new writing and introducing international drama to the British stage through both the English and Welsh languages*

The project was originally meant to complete in May 2020 with a script-in-hand performance of each of the 13 participants' productions to a live audience. Due to the pandemic, we had to adapt the plans here. ACW funding enabled us to bring in each of the writing participants and a company of actors & directors over a period of 3 weeks in October/November 2020. Their works were captured and edited by a professional film maker and presented on our YouTube channel in Spring 2021. The recordings have been kept by all of the participants for future portfolio usage. The project gave 48 freelancers employment during the pandemic and provided a platform for 13 young and emerging writers to have their work performed and presented to the public. This activity was supported by corporate sponsorship from Bad Wolf Television and Arts & Business Cymru.

### MAKE (CRF2)

*Charitable Object: Provide the provision of theatre facilities and the advancement of education of young persons and adults by participation in the experience of theatre and drama.*

Seeing as our traditional routes for delivering activity had been closed and we were not able to open the theatre for publicly facing events, we decided to put an emphasis on the charitable objective to provide provision of theatre facilities, especially for young and/or emerging artists.

Within our CRF2 grant granted by Arts Council of Wales we delivered an Open Rehearsal Space programme for artists. We entitled this project "MAKE". It was designed to offer artists and freelancers support to get actively creating again in a COVID-safe environment, and importantly, free of charge to the artist. Duty Managers were recruited from the pool of freelance creatives who's employment

### Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)



opportunities had been seriously obstructed due to the pandemic, and all were offered paid work. They received in-house training and helped with liaising and supporting of all visiting artists. The project saw:

- All 110 slots for the scheme were fully booked within 2-weeks of being made available.
- 34 artists booked a slot for MAKE.
- 102\* artists were involved in the programme (\*based on an average of 3 artists in the room per booking).
- 11 freelancer artists were offered paid work as Duty Managers.
- Activity in the space has included: new show R&D's, dance recitals, physical theatre, band rehearsals, writer R&D's, performance rehearsals, improvisation sessions, filming, audition rehearsals, filming of access requirements, and more.

Due to CRF2 funding, the MAKE programme was the highlight of TOR's 2021 calendar and has been one of the only long-running fixtures of this year's programme.

Within CRF2 we also conducted vital PAT testing has been undertaken to ensure that the electrical safety of all our in-house equipment is up to standard ahead of any impending plans to reopen.

A host of capital equipment purchases have been made to put TOR in the best position possible to be a COVID-secure and efficient theatre company post-pandemic. These include PPE equipment, consumables, office equipment, and technical equipment. Most notably, this includes a new MacBook Pro laptop which will make the lighting operational function possible for future productions, following the theft of our old laptop last year during the first COVID-19 lockdown.

#### **Writer Commissions & Participation Model Research**

*Charitable Object: The development, production and presentation of new writing and introducing international drama to the British stage through both the English and Welsh languages*

In the autumn of 2021 The Other Room conducted an R&D into our '3 Phase Participation Model' (3PPM). It is designed to reframe the way we develop talent and address inequality of opportunity in the arts for those with protected characteristics. This project included 6 commissions for writers acting as case studies for the concept. All 6 will conduct a small creative R&D and community consultation, resulting in the first draft of 6 new plays and a report on consultations. Our writers included:

Ciaran Fitzgerald,  
Sadia Kidwai,  
Azuka Oforka,  
Laura Inkpen,  
Tamar Williams, and  
Lisa Zahra.

One play, by Ciaran Fitzgerald was a co-commission with Theatr Genedlaethol in Welsh, and Tamar Williams' play was a bilingual (Welsh and English) play. The latter was then chosen for a production in 2022.

Each play has received a short period of R&D, a community consultation to forge new connections for the future, and the playwright received a full commission fee.

The project is ongoing into 2022.

#### **Young Artists Festival (CANCELLED)**

*Charitable Object: The advancement of education of young persons and adults by participation in the experience of theatre and drama*

Due to restrictions, once again our annual Young Artists Festival was cancelled because of the COVID-19 pandemic.



**Residencies and R&D periods that took place in 2021 consisted of:**

*Charitable Object: to provide the provision of theatre facilities.*

- We hosted and partnered with local artists Julie Barclay on her project, Shadowplay, by established playwright Katherine Chandler. Beyond our provision of theatre space, we also provided support in kind creative and dramaturgical support and producing.
- Three companies used the space for Research and Development Projects in addition to our MAKE programme between November through both English and Welsh. The companies were Theatr Genadlaethol Cymru, National Theatre Wales, and Pen and Paper Theatre.

**Additional details of objectives and activities (Optional information)**

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

The drop off in activity in 2021 allowed us the time and space to reflect on our role within the sector and to begin planning for significant changes towards the end of 2022 and 2023. As of the end of 2021, the lease at our current address ends in October 2022 (although negotiations to extend are underway) and we are therefore looking for new premises to relocate to in 2023. Towards the end of 2021 we were granted an Arts Council of Wales Create Grant to produce in 2022, meaning we are beginning to inch closer to an equilibrium and as restrictions ease we anticipate a new and exciting programme to emerge in the latter half of 2022 and 2023.

**Section D Achievements and performance**

**Summary of the main achievements of the charity during the year**

**TOR Emerging Writers (Nov 2019 - May 2021)**

*Summary of output:*

- *Performances: 13 (online videos)*
- *Beneficiaries: 2516*
- *Artists 48; Audiences 2468 online views.*

**Residencies and R&D periods consisted of:**

*Various artists using the theatre for development of their own work. Summary of output:*

- *Performances: 0*
- *Beneficiaries: 133*
- *Artists 123..*

**Other items of note:**

N/A.



## Section E

## Financial review

### Brief statement of the charity's policy on reserves

The Other Room endeavours to build reserves up that are equivalent to at least 3 months of operating costs. This will be monitored on an ongoing process. Progress on the growth of our unrestricted reserves continues to be affected in 2021 by the COVID-19 pandemic. While a second round of the Cultural Recovery Fund has ensured the survival of the company, our reserves position is underdeveloped. This is due to the lack of relief from Theatre Tax Relief replenishing our unrestricted reserves position, as we have not been able to produce publicly facing work throughout most of 2021. We anticipate this will only get worse on 2022 because there has been less activity in 2021.

### Details of any funds materially in deficit

There were no funds in deficit as at the end of December 2021.

### Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

N/A

## Section F

## Other optional information

N/A

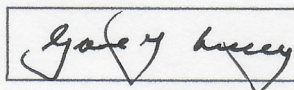
## Section G

## Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature



Full name

Gareth Lucey

Position

Chair & Treasurer

Date

26 October 2022





Section A

Independent Examiner's Report

Report to the trustees/  
members of

The Other Room

On accounts for the year  
ended

31 December 2021

Charity no  
(if any)

1157886

Set out on pages

1 and 2

I report to the trustees on my examination of the accounts of the above charity for the year ended 31 December 2021.

Responsibilities and  
basis of report

As the charity trustees, you are responsible for the preparation of the accounts in accordance with the Charities Act 2011 ("the Act").

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent  
examiner's statement

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

- the accounting records were not kept in accordance with section 130 of the Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Signed:

Date:

26 OCT 2022

Name:

James Ashley Powell

Relevant professional  
qualification(s) or body  
(if any):

Institute of Chartered Accountants in England and Wales (ICAEW)

Address:

17 St. Asaph Close


Heath

Cardiff CF14 4LD



Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here details of any items that the examiner wishes to disclose.

Set out on pages 1 and 2	
On accounts for the year ended 31 December 2021	Charity no. (if any)
Report to the trustees of members of	
The Officer Room	
Responsibilities and basis of report	
As the charity trustees, you are responsible for the preparation of the accounts in accordance with the Charities Act 2011 (the Act).	
I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(3)(b) of the Act.	
Independent examiner's statement	
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in any material respect:	
<ul style="list-style-type: none"><li>the accounting records were not kept in accordance with section 130 of the Act; or</li><li>the accounts did not accord with the accounting records; or</li><li>the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.</li></ul>	
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.	
Signed: 	
Name: James Ashley Powell	
Institution of Chartered Accountants in England and Wales (ICAEW)	
Address: 17 St Asaph Close	
Health: Health	
Cardiff CF14 4LD	
Date: 26 Oct 2022	





The Other Room

1157886

# Receipts and payments accounts

CC16a

For the period  
from

Jan-21

To

Dec-21

## Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
<b>A1 Receipts</b>					
Arts Council of Wales grants	6,814	57,470	-	64,284	35,800
Trusts & foundations grants	-	5,000	-	5,000	42,200
Other funders	-	875	-	875	-
Ticket sales	95	-	-	95	10,071
Co-producers	4,500	2,953	-	7,453	-
Earned Income	888	-	-	888	1,575
Other donations / contributions	2,041	-	-	2,041	1,514
Sponsorship	5,400	-	-	5,400	2,720
Gift Aid claims to HMRC	400	-	-	400	125
Theatre Tax Relief	7,907	-	-	7,907	21,337
Bank interest/refunds	-	-	-	-	90
Overheads	-	-	-	-	-
<b>Sub total</b>	<b>28,045</b>	<b>66,298</b>	<b>-</b>	<b>94,343</b>	<b>115,432</b>
<b>A2 Asset and investment sales, (see table).</b>					
None.	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>28,045</b>	<b>66,298</b>	<b>-</b>	<b>94,343</b>	<b>115,432</b>
<b>A3 Payments</b>					
Core staff costs	13,885	25,690	-	39,575	43,183
Production costs	546	-	-	546	54,502
Earned income	300	-	-	300	7,600
Overhead costs	5,619	-	-	5,619	3,305
Project costs	6,243	30,451	-	36,695	31,672
<b>Sub total</b>	<b>26,594</b>	<b>56,141</b>	<b>-</b>	<b>82,735</b>	<b>140,261</b>
<b>A4 Asset and investment purchases, (see table)</b>					
Purchases of equipment	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>26,594</b>	<b>56,141</b>	<b>-</b>	<b>82,735</b>	<b>140,261</b>
<b>Net of receipts/(payments)</b>	<b>1,451</b>	<b>10,157</b>	<b>-</b>	<b>11,609</b>	<b>24,830</b>
<b>A5 Transfers between funds</b>	<b>9,526</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>4,076</b>	<b>8,970</b>	<b>-</b>	<b>13,046</b>	<b>37,875</b>
<b>Cash funds this year end</b>	<b>15,053</b>	<b>9,601</b>	<b>-</b>	<b>24,654</b>	<b>13,046</b>



## Section B Statement of assets and liabilities at the end of the period

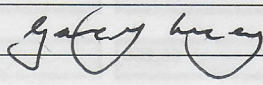
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B1 Cash funds</b>	Cash at Bank	15,053	9,601	-
	<b>Total cash funds</b>	15,053	9,601	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B2 Other monetary assets</b>	None	-	-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B3 Investment assets</b>	None		-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B4 Assets retained for the charity's own use</b>	Conversion of theatre space (2015)	Restricted	14,894	14,894
	Purchased equipment (2015)	Unrestricted	1,741	1,741
	Purchased equipment (2015)	Restricted	2,621	2,621
	Purchased equipment (2016)	Restricted	1,746	1,746
	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
<b>B5 Liabilities</b>	None		-	

Signed by one or two trustees on behalf of all the trustees

Signature

Print Name

Date of approval



Gareth Lucey

26/10/2022