

ROOTS THEATRE
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

ROOTS THEATRE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Francesca Hutchinson	
	James Drake	
	Elizabeth Vogler	
	Nisha Oza	
	Shivaike Shah	(Appointed 22 November 2021)
	Priyanka Roy	(Appointed 22 November 2021)
Charity number	1186211	
Principal address	4-6 Bridge Street Tadcaster	
	LS24 9AL	
Independent examiner	Two Matts LLP 151 Wardour Street London W1F 8WE	

ROOTS THEATRE

CONTENTS

	Page
Trustees report	1 - 6
Independent examiner's report	7
Statement of financial activities	8
Balance sheet	9
Notes to the financial statements	10 - 15

ROOTS THEATRE

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2022

The trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Charities Act 2011 and "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).

ROOTS THEATRE

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities

Objectives and aims

Roots Theatre has the following aims and objectives:

The promotion for the public benefit of the art of drama and its understanding and appreciation by the public through the delivery of theatre productions of classic texts.

Roots is North Yorkshire's queer touring theatre company that creates new productions through ambitious collaborations between citizens and artists.

Our mission is to produce new theatre that is as diverse as the breath of LGBTQIA+ experiences lived by our participants across the county. We seek to develop careers for theatre makers from the most under-represented queer communities, where the intersections of sexuality, gender, ethnicity, disability and socio-economic background prevents full participation in the creative industries.

Roots develops the creativity of people throughout England; from life-long theatre-goers to people who have never before participated in the exciting life of their local theatre. In benefit to the public we provide the infrastructure to learn through creativity activity and public performances, along with free access to educational activities such as workshops, masterclasses and resource materials.

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

The trustees are pleased to report that the activities of this reporting period have resulted in a touring theatre company primed for the post COVID-19 recovery: -

- rooted in its North Yorkshire communities;
- with diversity and equality at its core;
- an ensemble of freelance emerging artists;
- a network of collaborating venues, companies and funders;
- and the ability to deliver theatre in person at mid and small scale, and digitally.

Public benefit

In planning the year's activities and setting objectives, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The company relies on grants and the income from theatres and ticket sales to cover its operating costs. In setting the level of fees, charges and concessions, the Trustees give careful consideration to the accessibility of the company's productions and activities for those on low incomes.

The beneficiaries of Roots' work are:

The general public, as all performances are widely distributed and promoted;

Directors, writers, actors, designers and all artistic professionals to whom Roots offers development and employment; and people from all communities who participate in the educational activities.

Roots' educational work provides participants with valuable practical experience and insight into possibilities of live and digital performance, and offers access to audiences from all backgrounds. In return, it allows the company to promote its unique work and encourages participation in the arts.

ROOTS THEATRE

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance

This year the charity delivered QUEER SPACES, a free to access creative writing project that engaged more than 30 queer emerging writers from across North Yorkshire to create new pieces about queer spaces. 51 new commissions were developed through the project, creating 273 days of employment for the participants and creatives collaborating on the project.

Our participants collaborated with a diverse range of established queer artists, including Travis Alabanza (she/her), Katie Bonna (she/her), Frazer Flintham (he/him), Tabby Lamb (she/they) and Charlie Josephine (he/them). We delivered five online masterclasses with the final session a one-on-one script feedback masterclass for each of the participants with Frazer Flintham, director Ali Pidsley (he/him) and Steven Atkinson, producer (he/him).

Participant Lel Meleyal wrote about the project on her blog: "The Roots Touring Company created a queer space. It is what it does... it felt like a space of bold activism as well as the creation of beautiful art."

We rehearsed nine of these participants in Tadcaster for a revue show called QUEER SPACES: LIVE! under the direction of Ali Pidsley (Barrel Organ), in an open rehearsal room. These performances were staged at the Stephen Joseph Theatre and York Theatre Royal and were attended by live audiences, many attending from local queer organisations.

The performances were also professionally filmed and edited, and released by the collaborating organisations online to over 750 views.

We also were busy in development on HAPPY MEAL, our trans rom-com commissioned from Tabby Lamb. The play dramatises 9 years of two trans teenagers coming of age during the early days of social networks. It will be performed by trans actors and staged by a trans-led creative team in 2022. At the stage of writing, Roots has booked a tour to the Traverse Theatre, York Theatre Royal, Theatre Royal Plymouth, Oxford Playhouse and the Belgrade Theatre. The geographical spread of the tour ensures that the play can be seen widely and the venues all have affordable tickets. The production will be accompanied by our free-to-access creative writing workshop Theatre Queers, which will result in the performance of work by emerging queer writers at the Belgrade Theatre and broadcast online.

Financial review

The trustees have examined the requirement for free reserves i.e. those unrestricted funds not designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charitable company's work, the level of free reserves should be approximately three months' annual expenditure for overheads, governance, fees and theatre development costs. The trustees recognise that as a new charity operating with the additional challenges presented by COVID-19 that it will take up to financial year 2024/25 to achieve this.

We are grateful for support from several trusts and foundations that enabled the successful launch of Roots, in particular: Backstage Trust, Old Possum's Practical Trust, City of York Council and the National Lottery Community Fund.

Following our first year of activity in which we demonstrated the demand for our work in LGBTQIA+ communities we started a partnership with Arts Council England and additional trusts such as The Foyle Foundation, for which the trustees would like to express their thanks and gratitude. We have also made partnerships with theatres to start performances in the next financial year, which will bring additional income through ticket sales.

ROOTS THEATRE

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Plans for future periods

In 2022 the charity is producing our first production, HAPPY MEAL by Tabby Lamb. This will be a co-production with Theatre Royal Plymouth, in association with ETT and Oxford Playhouse. These collaborators speak powerfully to the quality of Roots' work and the interest with which the theatre industry has welcomed our work with queer artists and audiences. The production will perform in our partner theatre York Theatre Royal, strengthening our local collaborations.

The production will premiere at the Traverse Theatre as part of the 2022 Edinburgh Festival Fringe ahead of four weeks of national touring. It is hoped that the Fringe run will generate interest in additional UK and international touring in later years.

We will continue our creative development projects in Tadcaster with Queer Spaces, developing the writing and performing skills of emerging queer writers. We will launch our first national creative development project, Theatre Queers, for emerging emerging writers local to the HAPPY MEAL touring venues.

We are continuing to develop two projects for future production: a queer reimaging of TREASURE ISLAND, and a new play about the UK's Gay Liberation Front.

Structure, governance and management

Governing document

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

The trustees who served during the year and up to the date of signature of the financial statements were:

Francesca Hutchinson

James Drake

Elizabeth Vogler

Nisha Oza

Shivaike Shah

(Appointed 22 November 2021)

Priyanka Roy

(Appointed 22 November 2021)

Recruitment and appointment of new trustees

Trustees of the charity are appointed by a Board majority vote, after first being identified and formally proposed by the Board's Nominations Committee. On appointment trustees are provided with a Board induction pack, which outlines the function of the Board, the company's financial position and future programme. Trustees are also supplied with a copy of the company's memorandum and articles of association. Trustees are offered training appropriate to their roles on the Board.

ROOTS THEATRE

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Organisational structure

The board of trustees are the non-executive and unpaid governing body of Roots Theatre. The trustees have the responsibility of appointing the Producer/CEO, who leads the day-to-day operations and appoints all other freelance artists and support staff. The Producer develops the artistic vision for the company, plans and carries out the artistic programme, along with preparing annual budgets for the company's operations which are presented to the board of trustees for approval.

Decision making

Trustees devolve day-to-day responsibility for the running of the charity to the key management personnel. As of 7 November 2019, the key management personnel comprise the Producer who is also the Chief Executive Officer.

Related parties

'Roots' administrative base is donated in-kind by Tadcaster Business Centre as part of their CSR contribution to local charities in Selby. We are Resident Company in our local producing theatre, York Theatre Royal. We are working together to engage diverse local LGBTQIA communities in creating new creative projects for local audiences and on tour. In support of our artistic and educational activities, York Theatre Royal are providing in-kind rehearsal facilities, artistic collaboration and marketing support.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have carried out a review of the company's activities and produced a risk register setting out the risks to which it is exposed. The company's risk management strategy comprises:

- An annual review of the risks the company may face;
- The establishment of systems and procedures to mitigate those risks identified in the register;

The risk register has been updated in light of the COVID-19 pandemic. Among the main risks identified at present are the following:

1. A significant drop in theatre revenue. This risk is controlled and mitigated by having a range of projects in scale and cost that are capable of delivering our charitable objects, alongside ongoing business development for co-productions and additional income streams.
2. Sudden incapacity or loss of key artistic personnel. This risk is mitigated by having a rigorous succession plan that is regularly monitored by the trustees.
3. The reduction or axing of philanthropic arts funding. This risk is controlled and mitigated by diversifying income streams, planning for cuts, and retaining a lean infrastructure.
4. Inability to recruit trustees of sufficient quality and skills. This risk is controlled and mitigated by regular trustee skills audits, and the introduction of a Nominations Process that continually searches for new Board Members.

ROOTS THEATRE

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Diversity, Inclusion and Equality

Our founding business plan 2019-2024 fully embeds diversity and equality within all strands of the charity. We have delivered a female/non-binary led artistic output, and we are diversity-led amongst our freelancers, staff and trustees.

Diversity, inclusion and equality is at the heart of our decision-making, and filters throughout all our management structures from governance and beyond.

Our forthcoming commissions are diverse-led; as are the corresponding creative teams.

We successfully operate robust data gathering with Equal Opportunities Forms, through which we can monitor the diversity amongst our trustees and freelancers.

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees report was approved by the Board of Trustees.

Elizabeth Vogler
Trustee

10 November 2022

ROOTS THEATRE

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ROOTS THEATRE

I report to the trustees on my examination of the financial statements of Roots Theatre (the charity) for the year ended 31 March 2022.

Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

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

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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 charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do 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 financial statements to be reached.

Two Matts LLP

151 Wardour Street
London
W1F 8WE

Dated:

ROOTS THEATRE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

		Unrestricted funds 2022 £	Unrestricted funds 2021 £
	Notes		
Income from:			
Donations and legacies	3	74,961	118,044
Expenditure on:			
Charitable activities	4	53,177	77,941
Other	7	207	-
Total expenditure		53,384	77,941
Net income for the year/ Net movement in funds		21,577	40,103
Fund balances at 1 April 2021		40,103	-
Fund balances at 31 March 2022		61,680	40,103

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

ROOTS THEATRE

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	8		2,970		1,764
Current assets					
Debtors	9	9,258		-	
Cash at bank and in hand		75,285		66,839	
		<u>84,543</u>		<u>66,839</u>	
Creditors: amounts falling due within one year	11	<u>(7,188)</u>		<u>(5,583)</u>	
Net current assets			77,355		61,256
Total assets less current liabilities			80,325		63,020
Creditors: amounts falling due after more than one year	12		(18,645)		(22,917)
Net assets			<u>61,680</u>		<u>40,103</u>
Income funds					
Unrestricted funds			61,680		40,103
			<u>61,680</u>		<u>40,103</u>

The financial statements were approved by the Trustees on 10 November 2022

Elizabeth Vogler
Trustee

ROOTS THEATRE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

ROOTS THEATRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Computers	20% straight line
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

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

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

ROOTS THEATRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Donations	117	17,000
Grants	74,844	100,000
Donated services and facilities	-	1,044
	<u>74,961</u>	<u>118,044</u>

The Trustees would like to thank The Foyle Foundation for their generous support this year.

ROOTS THEATRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	Charitable activities 2022 £	Charitable activities 2021 £
Depreciation and impairment	826	336
Production costs	28,514	715
Consulting	-	68,838
Staffing	-	1,750
Travel and subsistence	1,411	539
Marketing	737	60
Research	328	84
Artistic development	19,000	-
Subscriptions	443	-
	<u>51,259</u>	<u>72,322</u>
Support costs	1,023	2,119
Governance costs	895	3,500
	<u>53,177</u>	<u>77,941</u>

5 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

6 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Total	-	-

7 Other

	Unrestricted funds 2022	Total £ 2021
Financing costs	207	-
	<u>207</u>	<u>-</u>

ROOTS THEATRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

7 Other (Continued)

8 Tangible fixed assets

Computers
£

Cost

At 1 April 2021

2,100

Additions

2,032

At 31 March 2022

4,132

Depreciation and impairment

At 1 April 2021

336

Depreciation charged in the year

826

At 31 March 2022

1,162

Carrying amount

At 31 March 2022

2,970

At 31 March 2021

1,764

9 Debtors

2022

2021

Amounts falling due within one year:

£

£

VAT recoverable

1,220

-

Deferred costs

8,038

-

9,258

-

10 Loans and overdrafts

2022

2021

£

£

Bank loans

23,432

25,000

Payable within one year

4,787

2,083

Payable after one year

18,645

22,917

ROOTS THEATRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

11 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	10	4,787	2,083
Accruals and deferred income		2,401	3,500
		<u>7,188</u>	<u>5,583</u>

12 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	10	18,645	22,917
		<u>18,645</u>	<u>22,917</u>

13 Related party transactions

There were no disclosable related party transactions during the year.