# YVONNE ARNAUD THEATRE TRUST

England & Wales · Charity number 200500

## Details

| | |
|---|---|
| **Status** | Registered |
| **Legal form** | Trust |
| **Registered** | 1961-09-19 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | Yvonne Arnaud Theatre<br>Millbrook<br>Guildford<br>GU1 3UX |
| **Phone** | 01483440077 |
| **Email** | info@yvonne-arnaud.co.uk |
| **Website** | www.yvonne-arnaud.co.uk |

## Activities

**Objects:** PROMOTING AND IMPROVING THE ARTS OF DRAMA, BALLET, OPERA, MUSIC AND THE CINEMA OR ANY OF THEM AND OF STIMULATIONG PUBLIC APPRECIATION OF SUCH ARTS OR ANY OF THEM AND GENERALLY IN THE CULTIVATION AND IMPROVEMENTS OF PUBLIC TASTE IN THE SAID ARTS OR ANY OF THEM.

**Activities:** The objectives of the charity are to promote and improve the arts and stimulate public appreciation in such arts. The Trustees have sought to fulfill this objective through the promotion of high quality drama and entertainment centring on productions at the Yvonne Arnaud Theatre itself. Such productions have gone on to tour nationally or run in the West End.

## Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space
- **What:** Arts/culture/heritage/science
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

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## Geography

- Surrey

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £80,217 | £62,692 | - | - |
| 2024-03-31 | £5,201,239 | £4,783,268 | £4,697,626 | 34 |
| 2023-03-31 | £4,080,446 | £4,442,056 | £4,185,805 | 30 |
| 2022-04-05 | £4,140,013 | £3,509,625 | £4,377,205 | 26 |
| 2021-04-05 | £1,413,191 | £1,330,074 | £3,592,698 | 23 |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| **STEPHEN BAMPFYLDE MA** | Chair | |
| ANDREW FRENCH | | |
| Charles Geffen | | 2021-06-01 |
| Emma Brunjes | | 2021-04-08 |
| MICHAEL MORE MOLYNEUX | | 2015-07-06 |
| Peter Gordon | | 2015-07-06 |
| ROGER BLACK MBE | | |
| STEVEN LEE | | 2019-11-06 |
| Vivienne Mather | | 2023-05-23 |

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**YVONNE ARNAUD THEATRE TRUST**

England & Wales - Charity number 200500

# Accounts

# YVONNE ARNAUD THEATRE TRUST

## Accounts for the Year Ended

## 31 March 2025

## Registered Charity No. 200500

YVONNE ARNAUD THEATRE TRUST

Accounts for the Year Ended 31 March 2025

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YVONNE ARNAUD THEATRE TRUST

Reference and administrative details

| | |
|---|---|
| Charity name: | Yvonne Arnaud Theatre Trust |
| Charity number: | 200500 |
| Registered office: | Yvonne Arnaud Theatre, Millbrook, Guildford, Surrey GU1 3UX |

Key management personnel Yvonne Arnaud Theatre Trust: Trustees

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

| | |
|---|---|
| Mr Stephen Bampfylde | Chairman |
| Mr Roger Black MBE | |
| Mrs Emma Brunjes | |
| Mr Andrew French | |
| Mr Charles Geffen | |
| Mr Peter Gordon | |
| Mr Steven Lee | GBC Representative |
| Mrs Vivienne Mather | |
| Mr Michael More-Molyneux | |

Key management personnel of Yvonne Arnaud Theatre Management Limited: Senior Staff

| | |
|---|---|
| Director and Chief Executive | Mrs Joanna Read |
| Director of Finance | Mrs Sarah Gatward |

Our advisors

| | |
|---|---|
| Bankers: | Barclays Bank plc<br>Woking Corporate Management Suite<br>PO Box 673<br>Town Gate House<br>Church Street East<br>Woking GU21 6AE |
| Auditors: | TC Group<br>The Courtyard, Shoreham Road,<br>Upper Beeding<br>Steyning<br>West Sussex BN44 3TN |
| Solicitors: | Stevens & Bolton LLP<br>Wey House<br>Farnham Road<br>Guildford<br>Surrey GU1 4YD |

**YVONNE ARNAUD THEATRE TRUST**

**Report of the Trustees for the year ending 31 March 2025**

The trustees present their annual report together with the financial statements for the year ended 31 March 2025.

The financial statements comply with the Charities Act 2011, the Trust Deed and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

**Theatre Trust Chairman's Report**

The Yvonne Arnaud Theatre Trust undertook a review of the charity's governance in the year to 31st March 2024. A decision was taken to register the unincorporated Yvonne Arnaud Theatre Trust as an incorporated charity limited by guarantee. The objects of the incorporated Yvonne Arnaud Theatre Trust will remain unchanged – to advance the arts for public benefit through the provision, maintenance and support of the Yvonne Arnaud Theatre.

The limited by guarantee company was registered with Companies House on 21st February 2024 (company number: 15510462) and received Charity Commission approval with effect from 30th April 2024 under a new charity registration number (charity number: 1208066). An asset transfer agreement was completed, formally transferring all assets and liabilities from the old unincorporated YAT Trust (charity number: 200500) to the new incorporated YAT Trust with effect from 1st June 2024.

I would like to thank my fellow trustees for their hard work and support throughout the year, together with the chief executive Joanna Read and Finance Director Sarah Gatward, who are to be commended for their work on the governance matters and continued commitment and dedication to the theatre.

Stephen Bampfylde

Chairman

**Our Object and Activities**

*Our Mission*
Our mission is to support the Yvonne Arnaud Theatre to produce and present vibrant, outstanding, entertaining drama for the public benefit, for the many communities of Surrey and the South East. This will be through the maintenance and support of the Yvonne Arnaud Theatre buildings and through the provision of either financial or other support to ensure the ongoing investment in and development of the Yvonne Arnaud Theatre.

*Public Benefit*
In shaping our objectives for the year and planning our activities, the directors have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)". The theatre relies on grants and the income from fees and charges to cover its operating costs.

**YVONNE ARNAUD THEATRE TRUST**

**Report of the Trustees for the year ending 31 March 2025**

## Achievements and Performance

*Staffing and Operations*
The Trust jointly employs both the Chief Executive and the Finance Director with the Yvonne Arnaud Theatre Management company. The Chief Executive is responsible for the full executive management of the Trust and delivering their strategic objectives on behalf of the board. The Finance Director provides strategic financial administration for the company.

## Financial review

The Yvonne Arnaud Theatre Trust (charity number: 200500) reported a surplus on normal operations for the first two months of the year of £17,525 (2024: £468,314). After exceptional grant transfers in the previous year from Yvonne Arnaud Theatre Trust (charity number: 200500) to Yvonne Arnaud Theatre Management Limited, the Trust reported a deficit of £177,223.

From 1st June 2024, all assets and liabilities were transferred to the newly incorporated Yvonne Arnaud Theatre Trust Limited (charity number: 1208066).

*Investment powers and policy*
The trustees, having regard to the liquidity requirements of operating the theatre Trust throughout the upcoming refurbishment works, have kept available funds in a combination of instant access deposit accounts and fixed term deposit accounts. Although trustees seek to achieve a rate on deposit that either matches or exceeds the rate of inflation, due to wider economic circumstances this aim has not always been possible to achieve. At the end of May 2024 (2024: year-end), the invested funds held on deposit achieved an average weighted rate of interest of 5.02% (2024: 5.00%).

## Plans for future periods

With effect from 1st June 2024, all assets and liabilities were transferred to the Yvonne Arnaud Theatre Trust Limited (charity number: 1208066) under an asset transfer agreement. Yvonne Arnaud Theatre Trust (charity number: 200500) did not trade from this date and it is anticipated that the charity will remain dormant for the foreseeable future.

## Structure, Governance and Management

*Governing document*
The Yvonne Arnaud Theatre Trust ("The Trust") (charity registration: 200500) is an unincorporated charity, established under a Trust Deed dated 1 May 1961, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. The theatre eventually opened in 1965.

The unincorporated Yvonne Arnaud Theatre Trust undertook a review of the charity's governance in the year to 31st March 2024. A decision was taken to register the unincorporated Yvonne Arnaud Theatre Trust as an incorporated charity limited by guarantee. The objects of the incorporated Yvonne Arnaud Theatre Trust will remain unchanged – to be responsible for the theatre building and to advance the arts for public benefit through the provision, maintenance and support of the Yvonne Arnaud Theatre.

**YVONNE ARNAUD THEATRE TRUST**

**Report of the Trustees for the year ending 31 March 2025**

The charitable company limited by guarantee was registered with Companies House on 21st February 2024 (company number: 15510462) and received Charity Commission approval with effect from 30th April 2024 under a new charity registration number (charity number: 1208066). An asset transfer agreement was completed, formally transferring all assets and liabilities from the old unincorporated YAT Trust (charity number: 200500) to the new incorporated YAT Trust, with effect from 1st June 2024.

*Appointment of trustees*
The Board of Trustees consists of Ordinary and Representative Trustees. At any one time, there should not be less than five and not more than ten Ordinary Trustees. Representative Trustees shall not number more than seven. The Trustees may appoint any person to be an Ordinary Trustee at any time provided the maximum number of Trustees is not exceeded.

Representative Trustees may be appointed at a meeting convened and held according to the policy of the appointing body.

*Organisation*
The board of Yvonne Arnaud Theatre Trust (charity number: 200500) meets quarterly.

The Trust owns the theatre building which it leases to Yvonne Arnaud Theatre Management Limited ("Management") who runs the theatre under the terms of the theatre's guiding principles. Yvonne Arnaud Theatre Management Limited ("Management") is also a charitable company limited by guarantee.

Responsibility for the day-to-day operations is vested in the Director and Chief Executive who is jointly appointed by the Board of Yvonne Arnaud Theatre Trust Limited and Yvonne Arnaud Theatre Management Limited. To facilitate effective operations, the Director and Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, fundraising and employment.

*Fundraising*
The Yvonne Arnaud theatre operates an internal fundraising team and does not engage commercial fundraising participants to carry out fundraising activity. As part of our compliance with the General Data Protection Regulations the theatre has reviewed and updated its privacy policy. The policy is available at www.yvonne-arnaud.co.uk/privacy-policy the policy clearly states what personal data we will hold in relation to supporters and how this information will be used. The theatre has received no complaints about its fundraising activities either during the financial year or subsequently.

*Related parties and co-operation with other organisations*
None of our trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a company with which business is transacted must be disclosed to the full board of trustees in the same way as any other contractual relationship with a third party.

**YVONNE ARNAUD THEATRE TRUST**

**Report of the Trustees for the year ending 31 March 2025**

*Pay policy for senior staff*

The trustees consider that the Board of Trustees are responsible for reviewing policy according to the Memorandum and Articles of Association. The Chief Executive and Finance Director comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the company on a day-to-day basis. All trustees give of their time freely and no trustee received remuneration in the year.

The pay for the executives is reviewed annually. Where an increase is made, it will be no greater than the percentage increase made to the legally set national minimum wage rates. Given that financial sustainability is one of the major risks for the charity, an increase in pay rates will not always be made.

*Risk management*

The major risks to which the charity is exposed have been identified by the trustees and procedures are in place to mitigate them. A formal risk analysis review is presented annually, and the risk register is reviewed and updated as a live document with the top risks being presented at each board meeting.

**Trustees' responsibilities in relation to the financial statements**

The trustees are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each 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 the financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- 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 that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. 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 are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**YVONNE ARNAUD THEATRE TRUST**

**Report of the Trustees for the year ending 31 March 2025**

**Statement as to disclosure to our auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the trustees, having made such enquiries of fellow trustees and the charity's auditor that they ought to have made, have each taken all steps that they are obliged to take as a trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the board of trustees

Mr Stephen Bampfylde
16 July 2025

## Independent Auditor's Report to the Members of Yvonne Arnaud Theatre Trust for the year ended 31 March 2025

### Opinion

We have audited the financial statements of Yvonne Arnaud Theatre Trust ('the charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## Independent Auditor's Report to the Members of Yvonne Arnaud Theatre Trust for the year ended 31 March 2025

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations;
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the charity's operations, the control environment and business performance;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those procedures and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

**Independent Auditor's Report to the Members of Yvonne Arnaud Theatre Trust for the year ended 31 March 2025**

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Use of our report**

This report is made solely to the charity's members, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

Mark Cummins FCCA (Senior Statutory Auditor)
for and on behalf of TC Group
Statutory Auditors
Office: Sussex
Dated: 18 August 2025

## YVONNE ARNAUD THEATRE TRUST

### Statement of Financial Activities (incorporating income and expenditure account)
### For the Year Ended 31 March 2025

| | Note | 2025 Unrestricted & Designated Funds | 2025 Restricted Funds | 2025 Total Funds | 2024 Total Funds |
|---|---|---|---|---|---|
| | | £ | £ | £ | £ |
| **Income and endowments from:** | | | | | |
| *Donations and legacies* | 3 | 40,822 | 4,025 | 44,847 | 455,563 |
| *Other trading activities* | | | | | |
| - Rental income | | 10,532 | - | 10,532 | 63,190 |
| *Investment income - bank interest* | 4 | 24,838 | - | 24,838 | 148,111 |
| **Total income** | | 76,192 | 4,025 | 80,217 | 666,864 |
| **Expenditure on:** | | | | | |
| *Charitable activities* | | | | | |
| - Operation of theatre premises | 5 | (60,992) | (1,700) | (62,692) | (198,550) |
| **Total expenditure** | | (60,992) | (1,700) | (62,692) | (198,550) |
| Net income | 6 | 15,200 | 2,325 | 17,525 | 468,314 |
| Exceptional fund transfers to YAT Management | 7 | - | - | - | (645,537) |
| Net movement in funds before net asset transfer | | 15,200 | 2,325 | 17,525 | (177,223) |
| Asset transfer agreement transfer at 1-Jun-24 | 24 | (3,161,584) | (490,778) | (3,652,362) | - |
| Net movement in funds | 24 | (3,146,384) | (488,453) | (3,634,837) | (177,223) |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward at 31-Mar-24 | | 3,146,384 | 488,453 | 3,634,837 | 3,812,060 |
| Total funds carried forward at 31-Mar-25 | | - | - | - | 3,634,837 |

The statement of financial activities includes all gains and losses recognised in the period.
All income and expenditure derive from continuing activities.

## YVONNE ARNAUD THEATRE TRUST

### Balance Sheet as at 31 March 2025

| | Note | 2025 £ | 2025 £ | 2024 £ | 2024 £ |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible fixed assets | 14 | | - | | 331,668 |
| | | | - | | 331,668 |
| **Current Assets** | | | | | |
| Debtors | 15 | - | | 48,427 | |
| Cash at bank and in hand | | - | | 3,612,793 | |
| | | - | | 3,661,220 | |
| **Creditors**: Amounts falling due within one year | 16 | - | | (358,051) | |
| **Net Current Assets** | | | - | | 3,303,169 |
| **Total assets less current liabilities** | | | - | | 3,634,837 |
| **Net Assets** | | | - | | 3,634,837 |
| **Funds** | | | | | |
| **Restricted Funds** | 21 | | | | |
| Capital Project Fund | | - | | 447,653 | |
| Dimmer Lighting Fund | | - | | 40,800 | |
| | | | - | | 488,453 |
| **Designated Funds** | 20 | | | | |
| Capital Project Fund | | - | | 1,125,849 | |
| Theatre Support Fund | | - | | 1,135,874 | |
| Dimmer Lighting Fund | | - | | 54,811 | |
| Flood Excess Fund | | - | | 100,000 | |
| | | | - | | 2,416,534 |
| **Unrestricted Funds** | 19 | | | | |
| Charitable Funds | | | - | | 729,850 |
| | | | - | | 3,634,837 |

The accounts were approved by the board on 16 July 2025

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Mr Stephen Bampfylde

**YVONNE ARNAUD THEATRE TRUST**

**Notes to the Accounts for the Year Ended 31 March 2025**

## 1. General Information

The Trust is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of Yvonne Arnaud Theatre on the Millbrook site. In the event of the Trust being wound up, the trustees have no liability. The address of its registered office is Millbrook, Guildford, Surrey GU1 3UX.

## 2. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 2015) – (Charities SORP (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Yvonne Arnaud Theatre Trust 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).

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

(b) Preparation of the accounts on a going concern basis

On 1 June 2024 the assets and liabilities of the charity were transferred to Yvonne Arnaud Theatre Trust Limited (Charity no. 1208066 and Company no. 15510462). The charity will remain dormant for the foreseeable future, therefore it is considered appropriate to adopt the going concern basis of accounting in preparing the financial statements.

(c) Income

Income is recognised when:

- The charity has entitlement to the funds,
- Any performance conditions attached to the item(s) have been met,
- It is probable that the income will be received, and
- The amount can be measured reliably.

Income from commercial trading activities is recognised as the related goods and services are provided. Income is deferred when performance grants are received in advance of the performance or event to which they relate.

Income from government, local authority and other grants, whether "capital" grants or "revenue" grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**YVONNE ARNAUD THEATRE TRUST**

**Notes to the Accounts for the Year Ended 31 March 2025**

2. **Accounting Policies (continued)**

(d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(f) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity at the discretion of the directors. Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work.

(g) Operating leases

Rental charges paid under operating leases are charged on a straight-line basis over the term of the lease.

(h) Expenditure

Expenditure is recognised when:

- There is a legal or constructive obligation to make a payment to a third party,
- It is probable that settlement will be required, and
- The amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of commercial trading.
- Expenditure on charitable activities includes expenditure relating to the provision of the theatre buildings and the associated support costs relating to this activity.

(i) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charity's activities.

**YVONNE ARNAUD THEATRE TRUST**

**Notes to the Accounts for the Year Ended 31 March 2025**

2. **Accounting Policies (continued)**

(j) Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight-line basis as follows:

| | |
|---|---|
| Leasehold theatre | 100 years |
| Fixtures and fittings | 10 years |

(k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(l) Cash at bank and in hand

Cash at bank and in hand includes cash and medium term highly liquid investments with a maturity of twelve months or less from the date of acquisition or opening of the deposit or similar account.

(m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Pension costs

The pension costs charged in the financial statements represent the amounts payable by the charitable company during the period to defined contribution pension schemes operated by insurance companies.

(o) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

YVONNE ARNAUD THEATRE TRUST

Notes to the Accounts for the Year Ended 31 March 2025

## 3. Donations and legacies

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated | Restricted | Total | Unrestricted & Designated | Restricted | Total |
| | £ | £ | £ | £ | £ | £ |
| Gifts | 12,679 | - | 12,679 | 92,942 | - | 92,942 |
| Capital project (see note below) | 9,143 | 4,025 | 13,168 | 46,974 | 304,766 | 351,740 |
| Legacies | 19,000 | - | 19,000 | 10,881 | - | 10,881 |
| | 40,822 | 4,025 | 44,847 | 150,797 | 304,766 | 455,563 |

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated | Restricted | Total | Unrestricted & Designated | Restricted | Total |
| Capital project fundraising: | £ | £ | £ | £ | £ | £ |
| Backstage Trust | - | - | - | - | 100,000 | 100,000 |
| The Geoff & Fiona Squire Foundation | - | - | - | - | 2,000 | 2,000 |
| Garfield Weston Foundation | - | - | - | - | 150,000 | 150,000 |
| The Ingram Trust | - | - | - | - | 20,000 | 20,000 |
| Maria Bjornson Memorial Fund | - | - | - | - | 5,000 | 5,000 |
| Michael Watson Charitable Trust | - | - | - | - | 1,000 | 1,000 |
| The Patricia Routledge Foundation | - | - | - | - | 10,000 | 10,000 |
| Surrey Square Charitable Trust | - | 500 | 500 | - | - | - |
| Private donors including gift aid | 9,143 | 3,525 | 12,668 | 3,140 | 16,766 | 19,906 |
| Event fundraising | - | - | - | 43,834 | - | 43,834 |
| | 9,143 | 4,025 | 13,168 | 46,974 | 304,766 | 351,740 |

## 4. Other trading activities and investment income

All of the charity's investment income of £24,838 (2024: £148,111) arises from money held in interest bearing deposit accounts.

The income arising from other trading activities and investment income for the 2024 comparative year was all unrestricted.

YVONNE ARNAUD THEATRE TRUST

**Notes to the Accounts for the Year Ended 31 March 2025**

## 5. Analysis of expenditure on charitable activities

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated | Restricted | Total | Unrestricted & Designated | Restricted | Total |
| | £ | £ | £ | £ | £ | £ |
| Grants to YAT Management | 43,950 | 1,700 | 45,650 | 163,702 | 16,777 | 180,479 |
| Governance & support costs (see note below) | 17,042 | - | 17,042 | 18,071 | - | 18,071 |
| | 60,992 | 1,700 | 62,692 | 181,773 | 16,777 | 198,550 |

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | General support | Governance | Total | General support | Governance | Total |
| | £ | £ | £ | £ | £ | £ |
| Staff costs | 13,144 | - | 13,144 | - | - | - |
| Property costs | - | - | - | - | - | - |
| Office costs | 720 | - | 720 | 4,022 | - | 4,022 |
| Professional fees | 2,000 | 816 | 2,816 | - | 11,877 | 11,877 |
| Depreciation & loss on disposal | 362 | - | 362 | 2,172 | - | 2,172 |
| | 16,226 | 816 | 17,042 | 6,194 | 11,877 | 18,071 |

The charity allocates its governance and support costs as shown in the table above. These costs are allocated on a basis consistent with the use of resources.

## 6. Movement in total funds for the year

This is stated after charging the following:

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Depreciation of tangible fixed assets | 362 | 2,172 |
| Auditors' remuneration - external audit | 816 | 3,640 |
| Staff costs (note 9) | 13,144 | - |

YVONNE ARNAUD THEATRE TRUST

Notes to the Accounts for the Year Ended 31 March 2025

## 7. Exceptional Fund transfers to Yvonne Arnaud Theatre Management Ltd

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated | Restricted | Total | Unrestricted & Designated | Restricted | Total |
| | £ | £ | £ | £ | £ | £ |
| Exceptional fund transfers: | | | | | | |
| Production fund | - | - | - | 500,000 | - | 500,000 |
| Restoration levy fund | - | - | - | - | 136,504 | 136,504 |
| Creative learning fund | - | - | - | - | 8,279 | 8,279 |
| Other | - | - | - | - | 754 | 754 |
| | - | - | - | 500,000 | 145,537 | 645,537 |

## 8. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

## 9. Staff costs, director remuneration and expenses and the cost of key management personnel

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 11,873 | - |
| Social security costs | 702 | - |
| Other pension costs | 569 | - |
| | 13,144 | - |

The amount for wages and salaries for freelance staff included above was £6,180 (£2024: £nil), inclusive of social security costs. Such persons are not employed on a regular basis throughout the year and do not appear in the staff numbers table (note 10).

With effect from 1 April 2024, The Trust jointly employed both the Chief Executive and the Finance Director with the Yvonne Arnaud Theatre Management company.

No employees had employee benefits in excess of £60,000 (2024: £ nil). Pension costs are allocated to activities in proportion to the related staffing costs incurred and are wholly charged to unrestricted funds.

No compulsory redundancies were made in the year.

None of the trustees received any remuneration or expenses during the current or previous years, in their role as trustees.

YVONNE ARNAUD THEATRE TRUST

**Notes to the Accounts for the Year Ended 31 March 2025**

9. **Staff costs, director remuneration and expenses and the cost of key management personnel (continued)**

The key management personnel of the charity comprise the directors, the Theatre Director and Chief Executive and the Director of Finance. The total remuneration of the key management personnel of the charity was £6,964 (2024: £ nil).

10. **Staff numbers**

The average monthly number of persons employed under contracts of service by the charity during the year was as follows:

| | 2025<br>No | 2024<br>No |
|---|---|---|
| Management and administration | 2 | - |

11. **Pension costs**

Employees of the charity have received a contribution into a pre-existing personal pension scheme as agreed in their contract of employment. The charity has incurred total pension contribution costs in the year amounting to £569 (2024: £nil). This cost represented payments to defined contribution pension schemes for two employees (2024: nil). At the year-end a balance of £nil was due to the pension provider (2024: £nil due to the pension provider).

12. **Government Grants**

Income from government grants comprises performance related grants made by the local authority to fund the redevelopment of the theatre facilities rented at a commercial rate to Yvonne Arnaud Theatre Management Ltd.

13. **Related party transactions**

There were no related party transactions undertaken during the year (2024: none).

YVONNE ARNAUD THEATRE TRUST

## Notes to the Accounts for the Year Ended 31 March 2025

### 14. Tangible fixed assets

| | Long term leasehold property (theatre) £ | Refurbishment project work in progress (theatre) £ | Theatre equipment £ | Total £ |
|---|---|---|---|---|
| **Cost:** | | | | |
| At 1 April 2024 | 217,217 | 242,155 | 58,948 | 518,320 |
| Additions | - | 975 | - | 975 |
| Transfer under asset transfer agreement | (217,217) | (243,130) | (58,948) | (519,295) |
| At 31 March 2025 | - | - | - | - |
| **Depreciation:** | | | | |
| At 1 April 2024 | 127,705 | - | 58,947 | 186,652 |
| Charge for the year | 362 | - | - | 362 |
| Transfer under asset transfer agreement | (128,067) | - | (58,947) | (187,014) |
| At 31 March 2025 | - | - | - | - |
| **Net book value:** | | | | |
| At 31 March 2025 | - | - | - | - |
| At 1 April 2024 | 89,512 | 242,155 | 1 | 331,668 |

### 15. Debtors

| | 2025 £ | 2025 £ | 2024 £ | 2024 £ |
|---|---|---|---|---|
| Taxation recoverable | 2,678 | | 6,380 | |
| Transfer under asset transfer agreement | (2,678) | | - | |
| | | - | | 6,380 |
| Yvonne Arnaud Theatre Management Ltd | 10,338 | | - | |
| Transfer under asset transfer agreement | (10,338) | | - | |
| | | - | | - |
| Prepayments | 38,486 | | 42,047 | |
| Transfer under asset transfer agreement | (38,486) | | - | |
| | | - | | 42,047 |
| | | - | | 48,427 |

YVONNE ARNAUD THEATRE TRUST

**Notes to the Accounts for the Year Ended 31 March 2025**

## 16. Cash

Cash balances of £3,572,060 were held at 31st May 2024 (2024: £3,612,793). These balances were included in the asset transfer agreement effective from 1st June 2024, transferring all assets and liabilities to the newly incorporated charitable company Yvonne Arnaud Theatre Trust Ltd.

## 17. Creditors: amounts falling due within one year

| | 2025 £ | 2025 £ | 2024 £ | 2024 £ |
|---|---|---|---|---|
| Trade creditors | 4,800 | | - | |
| Transfer under asset transfer agreement | (4,800) | | - | |
| | | - | | - |
| Yvonne Arnaud Theatre Management Ltd | - | | 104,018 | |
| Transfer under asset transfer agreement | - | | - | |
| | | - | | 104,018 |
| Accruals and deferred income | 298,680 | | 254,033 | |
| Transfer under asset transfer agreement | (298,680) | | - | |
| | | - | | 254,033 |
| | | - | | 358,051 |

## 18. Deferred income

| | 2025 £ | 2024 £ |
|---|---|---|
| Opening balance at 1 April | 7,528 | 7,528 |
| Amounts deferred in the year | - | 7,528 |
| Amount released to incoming resources | (1,865) | (7,528) |
| Transfer under assets transfer agreement | (5,663) | - |
| Closing balance at 31 March | - | 7,528 |

Deferred income includes grants which the donor has specified must be used in future accounting periods.

YVONNE ARNAUD THEATRE TRUST

Notes to the Accounts for the Year Ended 31 March 2025

## 19. Reconciliation of Movement in total funds – Unrestricted funds

| | 2025 Charitable funds £ | 2024 Charitable funds £ |
|---|---|---|
| Brought forward at 1 April | 729,850 | 604,558 |
| Incoming Resources | 48,049 | 293,363 |
| Outgoing Resources | (17,042) | (168,071) |
| Transfer under asset transfer agreement | (760,857) | - |
| Carried forward at 31 March | - | 729,850 |

## 20. Reconciliation of Movement in total funds – Designated funds

| | Theatre support fund £ | Dimmer lighting system £ | Flood Excess fund £ | Capital Project fund £ | Total £ |
|---|---|---|---|---|---|
| Brought forward at 1 April 2024 | 1,135,874 | 54,811 | 100,000 | 1,125,849 | 2,416,534 |
| Incoming Resources | - | - | - | 28,143 | 28,143 |
| Outgoing Resources | (41,666) | (2,284) | - | - | (43,950) |
| Transfer under asset transfer agreement | (1,094,208) | (52,527) | (100,000) | (1,153,992) | (2,400,727) |
| Carried forward at 31 March 2025 | - | - | - | - | - |

The Theatre support fund was created to provide financial support to Yvonne Arnaud Theatre Management Ltd. Yvonne Arnaud Theatre Trust is established to support the arts through the provision, maintenance and support of the Yvonne Arnaud theatre premises and facilities in addition to providing financial and other support to Yvonne Arnaud Theatre Management Ltd, as necessary. Funds will be transferred with the approval of the directors, to fulfil the business plan in accordance with the organisations' charitable purposes.

The dimmer lighting system fund was created in the year ended 5 April 2018 from several unrestricted legacies received in that and the following year to help fund the replacement cost of the dimmer lighting system. The project was undertaken in summer 2018 and costs incurred have been capitalised and will be depreciated over a ten-year period. Funds from this designated reserve will be amortised over the same ten-year period.

The flood excess fund was approved and created by the directors to ensure that refurbishment costs in the event of a flood, not covered by the theatre's insurance policy, could be met. The theatre's insurance policy no longer provides cover for any flood damage costs.

YVONNE ARNAUD THEATRE TRUST

Notes to the Accounts for the Year Ended 31 March 2025

20. **Reconciliation of Movement in total funds – Designated funds (continued)**

The trustees have continued their reviews of the building, repairs required and access issues. Plans were drawn up for phase one of the necessary capital works and refurbishment and capital works were started in July 2024.

The designated funds were transferred to Yvonne Arnaud Theatre Trust Limited on 1 June 2024.

21. **Reconciliation of Movement in total funds – Restricted funds**

| | Capital Project fund £ | Dimmer lighting fund £ | Total £ |
|---|---|---|---|
| Brought forward at 1 April 2024 | 447,653 | 40,800 | 488,453 |
| Incoming Resources | 4,025 | - | 4,025 |
| Outgoing Resources | - | (1,700) | (1,700) |
| Transfer under asset transfer agreement | (451,678) | (39,100) | (490,778) |
| Carried forward at 31 March 2025 | - | - | - |

Funds of £4,025 (2024: £304,766) were received in the year from Charitable Trusts and private donors, contributing towards the capital project campaign. Further details of the funders are provided in note 3 to the accounts.

Three restricted donations were received from Charitable Trusts to be used towards the renewal of the Theatre's dimmer stage lighting system. The project was completed in summer 2018 with costs capitalised and being depreciated over a ten-year period. Restricted funds received towards this project are being amortised over the same ten-year period.

The restricted funds were transferred to Yvonne Arnaud Theatre Trust Limited on 1 June 2024.

22. **Analysis of net assets between funds**

| | 2025 Unrestricted & Designated £ | 2025 Restricted £ | 2025 Total £ | 2024 Unrestricted & Designated £ | 2024 Restricted £ | 2024 Total £ |
|---|---|---|---|---|---|---|
| Tangible fixed assets | - | - | - | 89,513 | 242,155 | 331,668 |
| Current assets | - | - | - | 48,427 | - | 48,427 |
| Cash at bank and in hand | - | - | - | 3,366,495 | 246,298 | 3,612,793 |
| Current liabilities | - | - | - | (358,051) | - | (358,051) |
| | - | - | - | 3,146,384 | 488,453 | 3,634,837 |

YVONNE ARNAUD THEATRE TRUST

**Notes to the Accounts for the Year Ended 31 March 2025**

23. **Commitments under operating leases**

At 31 March 2025, the charity had no commitments under non-cancellable operating leases.

24. **Transfer of operations, assets and liabilities to Yvonne Arnaud Theatre Trust Limited**

The Yvonne Arnaud Theatre Trust undertook a review of the charity's governance in the year to 31 March 2024. A decision was taken to register the unincorporated Yvonne Arnaud Theatre Trust as an incorporated charity limited by guarantee. The objects of the incorporated Yvonne Arnaud Theatre Trust will remain unchanged – to advance the arts for public benefit through the provision, maintenance and support of the Yvonne Arnaud Theatre.

The limited by guarantee company was registered with Companies House on 21 February 2024 (company number: 15510462) and received Charity Commission approval with effect from 30 April 2024 under a new charity registration number (charity number: 1208066). An asset transfer agreement was completed, formally transferring all assets and liabilities from the old unincorporated YAT Trust (charity number: 200500) to the new incorporated YAT Trust with effect from 1 June 2024.

**YVONNE ARNAUD THEATRE TRUST**

England & Wales - Charity number 200500

# Accounts

# YVONNE ARNAUD THEATRE TRUST GROUP

## Consolidated Accounts for the Year Ended

## 31 March 2024

**Registered Charity No. 200500**

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Consolidated Accounts for the Year Ended 31 March 2024**

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**YVONNE ARNAUD THEATRE TRUST GROUP**

**Reference and administrative details**

| | |
|---|---|
| **Charity name:** | **Yvonne Arnaud Theatre Trust** |
| **Charity number:** | **200500** |
| **Registered office:** | **Yvonne Arnaud Theatre, Millbrook, Guildford, Surrey GU1 3UX** |

**Key management personnel Yvonne Arnaud Theatre Trust: Trustees**

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

| | |
|---|---|
| **Mr Stephen Bampfylde** | **Chairman** |
| **Mr Roger Black MBE** | |
| **Mrs Emma Brunjes** | |
| **Mr Andrew French** | |
| **Mr Charles Geffen** | |
| **Mr Peter Gordon** | |
| **Mr Steven Lee** | **GBC Representative** |
| **Mrs Vivienne Mather** | |
| **Mr Michael More-Molyneux** | |

**Key management personnel of Yvonne Arnaud Theatre Trust: Senior Staff**

| | |
|---|---|
| **Director and Chief Executive** | **Mrs Joanna Read** |
| **Director of Finance** | **Mrs Sarah Gatward** |
| **Director of Marketing and Customer Experience** | **Mrs Sally-Anne Lowe** |
| **Director of Development** | **Mr David Beal** |

**Our advisors**

| | |
|---|---|
| **Bankers:** | **Barclays Bank plc**<br>**Woking Corporate Management Suite**<br>**PO Box 673**<br>**Town Gate House**<br>**Church Street East**<br>**Woking GU21 6AE** |
| **Auditors:** | **TC Group**<br>**The Courtyard, Shoreham Road,**<br>**Upper Beeding**<br>**Steyning**<br>**West Sussex BN44 3TN** |
| **Solicitors:** | **Stevens & Bolton LLP**<br>**Wey House**<br>**Farnham Road**<br>**Guildford**<br>**Surrey GU1 4Y** |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

The trustees present their annual report together with the consolidated financial statements for the year ended 31 March 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Trust Deed and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

**Theatre Chairman's Report**

I am pleased to report this that this has been a year of steady recovery for theatre as we continue to rebuild audiences post pandemic. Attendance for the year continued to improve with an average capacity of 58.8% being achieved across the year. In all a total of 120,129 people from Surrey and the wider South-East region attended a production at the theatre during the year in either our Main House or Mill Studio. 10,423 people took part in a community workshop, event or activity during the year and 3,669 took park in our Creative Learning Programme, making our total number of engagements 134,221, a 16% increase on last years attainment.

Our vision for the theatre as a cultural community hub with theatre at its heart received firm endorsement in July, when we were awarded £2.988 million from Your Fund Surrey towards our refurbishment plans. Throughout 2024 and 2025 we will be transforming our public areas to make them more accessible and create additional space for community and creative learning. We are extremely grateful for this support from Surrey County Council and their recognition of the key cultural and community role our theatre plays across the county. We look forward to working with the officers and councillors to deliver our vision for theatre and the many communities of Surrey.

Following the award from Your Fund Surrey much of the year was spent preparing for the front of house works, working with our design team led by Reed Watts Architects, and advancing our Play Your Part campaign to raise the remaining funds needed. We thank several Trusts and Foundations (named in note 4) for their support of our plans, including Fidelity Foundation, Backstage Trust, Garfield Weston Foundation and The Foyle Foundation for their generous support. A special mention must be made of our pioneer donors, those bighearted individuals who gave early in the campaign to give us momentum and impetus to succeed; Jim Douglas, Anthony and Carolyn Townsend, Kevin and Anne Overstall, Saxton Bampfylde.

In the autumn, two special evenings were held in the main house in support of the capital campaign. We were delighted that our Patron Dame Judi Dench and Gyles Brandreth visited us in November and Dame Penelope Keith and Mel Giedroyc in December. Both evenings played to packed houses and were the highlight of the Surrey calendar as the Dames and their guests regaled packed houses with stories of their theatrical careers.

Throughout the year the main house programme offered a varied programme of drama, musical theatre, new work and comedy all bound together by our hallmark of quality. This was complemented by an entertaining number of spoken word and music events together with well-known family titles. Highlights of the year included *I, Daniel Blake, Blood Brothers, Noises Off,* and *And Then There Were None.* In the Mill Studio we were pleased to welcome back Short Stories, Tall Tales and Dyad Productions.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

This was the second year of our three-year grant funding agreement with Guildford Borough Council. The grant reduced again in 2023-24 from £273k to £236.5k, which continues to impact on our ability to invest in the fundamental operations of the theatre. The Council's financial position is clearly a cause for concern; however, the grant support the theatre receives from Guildford remains critical to the theatre's long-term operational success. The three-year funding agreement is intended to protect the grant and give the theatre certainty with its financial planning. We welcome on-going dialogue with councillors about their best means of supporting the theatre's on-going operations.

The Senior Management team hosted an orientation session for new and re-elected members of the council on the 18th of July. Eight councillors including the new mayor Cllr Masuk Miah, attended and were briefed about the theatre's current work and our future plans, including the capital programme and the Creative Learning Programmes work in Stoke Park and Ash wards in Guildford.

I am proud to report that our Creative Learning programme, in keeping with the theatres strategic plan, increased its output again this year. A new role of Community Engagement Producer was added to the department, to support the growth of the programme. New initiatives this year included Careers Days, Shakespeare Primary workshops and Theatre Explorers workshops with local SEN schools and colleges. We were delighted that our Youth Arts Leadership project which took place across the 2022-23 academic year was featured in the *Better Lives Through Culture Evaluation Report* produced by Culture Box Surrey. 47 Young people from Merstham Park School and Farnham Heath End School successfully gained their Bronze Arts Award. We are grateful to our Creative Learning supporters including the Alchemy Trust, Guildford Philanthropy/Community Foundation for Surrey, The Shanley Foundation and the Boris Karloff Foundation for their support of this area of our work. With support from Surrey County Council and our ward councillor we were able to increase the number of workshop bursaries to 43 this year. Working with the Surrey Social Prescribing team we are creating pathways for people currently experiencing social isolation and loneliness to access creative activity. Our established partners now include Surrey Young Carers and Surrey Action for Carers; The Hive; Guildford Action for Families; Surrey Independent Visitor Services; Guildford YMCA; Surrey Drama Teachers Network and Surrey Social Prescribing Team. The Trustees are exceptionally proud of the growth and reach of this aspect of our work.

Elsewhere, the theatre took part in Surrey Day in May hosting BBC Radio Surrey in the morning with our patron Dame Penelope Keith, the offer of tours of the building through the morning and family craft activities. Heritage Open Day in September and two family-fun days during the Easter and summer school holidays saw the building filled with families with multiple generations touring backstage and taking part in talks and craft activities.

Preparation for the capital works, the pressure of fundraising and a challenging touring climate meant that the theatre did not produce an additional own production this year. However, in the final months of the year, casting and design work began on *Party Games!* a new comedy by Michael McManus which will go into rehearsal at the beginning of April 2024 before opening in Guildford in May prior to a six-week tour.

This year, our annual pantomime was Cinderella - perhaps the most spectacular the theatre has produced to date, with an ensemble drawn from Guildford School of Acting, Italia Conti, and Laine Theatre Arts. *Eastenders* and *Detectorists* star Lucy Benjamin joined regulars Peter Gordon and James Merry in the cast as the Wicked Step-Mother.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

We look forward to a full and busy year in 2024-25, by the end of which we hope to be part way through the transformation of our wonderful theatre. I would like to thank all of our hardworking and skilled staff and volunteers who bring so much to their roles and to our Director and Chief Executive Joanna Read and Finance Director Sarah Gatward, for their leadership of the organisation.

Stephen Bampfylde
Chairman

**Our Object and Activities**

*Our Mission*

A regional theatre with a national reach - our mission is to produce and present vibrant, outstanding, entertaining drama for the many communities of Surrey and the South-East. With a thriving studio space and creative learning programme, we are an artistic resource and a cultural hub; a safe space for our many communities. We enable people of all ages across the South to participate in the thrill and delight of live theatre, benefiting their health and well-being and realising stronger, more meaningful, social relationships and building prosperous and cohesive communities.

The Yvonne Arnaud Theatre believes that art changes lives; that engagement in arts activity as a participant or an audience member is central to the wellbeing of an individual, to promoting good mental health and emotional engagement and that theatre is a cohesive and socialising force for good. The Yvonne Arnaud Theatre enriches the lives of the communities it serves by offering and encouraging opportunities for learning, for creativity and personal and social development through its broad programme of theatre and arts activity.

*Vision*
A community and cultural hub with theatre at its core.

Based on: our Artistic Programme, Community Engagement, Creative Learning Programme and Cultural Leadership.

Supported by: Public Engagement; Customer Experience; Fundraising.

*Public Benefit*
In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)". The theatre relies on grants and the income from fees and charges to cover its operating costs. Affordability and access to our programme is central to the theatre's mission and is reflected in our diverse programme, community and creative learning offer and our pricing policy both later detailed in this report.

The theatre is committed to arts participation as a tool to explore the world, raise awareness, educate, empower, and inspire real and lasting change. The theatre is a major arts and culture provider in the South-East and the only producing venue in Surrey. Our work enables people from all communities to enjoy and engage with theatre and the performing arts on many levels. The work we programme and produce is intended to appeal to a diverse and broad range of communities and to promote, by engagement with the work, an understanding and appreciation of the world and others around them.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

The YAT Creative Learning Team creates targeted activities that focus specifically on engaging those people who have limited access or opportunities to engage with the arts. This includes families, children and young people who have a low household income or low socioeconomic status; young carers; care experienced young people and those who are not in employment, education or training (NEET); adults and older members of the community who may be at risk of harm or social isolation. We ensure Deaf and disabled people are able to access and engage with our creative learning offer across all strands. Captioned and signed performances for deaf people and the deaf and hard of hearing community as well as a relaxed performance for our annual Christmas show are part of our core offering.

The theatre is regular meeting venue for many arts and activities groups in Guildford and Surrey.

**Achievements and Performance**

*The Main House Programme*
The Autumn season presented a strong varied programme including *Blood Brothers, Metamorphosis* and *Noises Off,* which aided an increase in ticket sales. The response to the season was very positive with 6,714 people booking for the first time since the beginning of April 2023. *'Overused epithets of "Awesome!" and "Amazing" for once seemed justified. It was certainly impressive and memorable theatre' – Guildford Dragon*. In November we presented Northern Stage's powerful moving production *of I, Daniel Blake* which had received 5-star reviews and garnered a standing ovation from its audience at each performance. Alongside the production, a collection was made for the North Surrey Food Bank.

The Spring Summer Highlights included *And Then There Were None* and *Bonnie and Clyde* the musical, together with *School for Scandal* and *Twelve Angry Men* alongside our established family programme and some marque name comedy. Productions of *Oh What a Lovely War* and *Macbeth* appealed to our growing secondary school audience.

A total of 97 productions and 338 performances were seen by 115,984 people in the main house during the year.

For the first time, the film programme included a Dementia Friendly Screening of *Mamma Mia* as part of a wider initiative for the Theatre to be a dementia friendly venue. To support this, Front of House, café staff and volunteers also undertook Dementia awareness training during the year.

Our pantomime this year, *Cinderella*, featured Lucy Benjamin (*EastEnders, Casualty, Doctors*) as the Evil Stepmother with Matt Pinches joining regulars Peter Gordon and James Merry. The First Night was again an evening for Young Carers and their families, with the Mayor and councillors from Guildford Borough Council in attendance. This year, as well as the relaxed performance, a BSL performance and a dementia friendly performance was included in the performance schedule. Cinderella proved very popular with both audience and critics, with over 26,000 people watching the show.

> *'Cinderella is a perfect treat, full of fun'* – British Theatre Guide
> *'All in all, this might be my favourite Yvonne Arnaud panto to date'* – Muddy Stilettos

Our national tour for 2024, new political comedy *Party Games!* was announced in November with Matthew Cottle being joined by Debra Stephenson, Krissie Bohn, Jason Callender, Natalie Dunne and William Oxborrow. The tour is confirmed with Windsor, Cardiff, Worthing, Cambridge, Bath and Malvern participating.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

*Community Engagement and animation program*
During the year a number of new groups established our café and foyers as a meeting place for their activities, including a Spanish language group and local Diabetes UK support group. Over 600 children and their carers attended the free Pop-Up Play sessions held in the back café every Friday during term time.

The theatre took part in National Heritage Day in September and Surrey Day in May, offering backstage tours and talks and children's craft activities in the foyers. In addition, Easter and summer family fun days were scheduled offering activities, trails and theatrical fun to children and their families and carers.

*Volunteers*
The theatre continues to rely upon a committed and friendly group of volunteers, numbering around 100 who provide support to front of house, facilities and estates, creative learning and archives. We are very grateful for their time. Several social event and training opportunities were offered to the volunteers throughout the year.

*The Mill Studio*
The Mill Studio continues to house our programme of work for young people and emerging and local companies. Over 4,000 people attended a performance in the intimate studio over the year. Seating only 80, the space is well suited for cutting edge and bespoke programming serving distinct communities and diverse voices. Notable productions in the year included Theatre Centres production of *Wish You Weren't Here*.

*Creative Learning*
Panto Partnership Project
Through this year's Panto Partnership project, the theatre provided a total of 207 funded tickets to enable young people and families from low-income backgrounds and groups which face barriers to accessing the arts from across Surrey, to attend the opening night of *Cinderella*. Prior to the start of the show, these groups were celebrated in an address by the Mayor of Guildford and received a panto style 'shout-out' during the performance.

The 2023 Panto Partners were: Surrey Young Carers; the Hive; Guildford Action for Families; Independent Visitor Services; and the Guildford YMCA. The schools involved through Surrey Young Carers were Howard of Effingham, Holy Trinity School and St Peter's Catholic School.

*"Working with year 6 students has been a lot of fun in their joyful moments, and eye-opening in their more difficult. The main thing the class has taught me is that if you make a connection with everyone and build trust in you, then the children can do even better than they thought possible."*
- Daniel, GSA Applied Theatre BA Placement Student

The department is taking a proactive role in profiling the career opportunities in the performing arts and the theatre's role as a gateway/point of entry to the industry. The successful creative careers workshops piloted in 2023, were repeated in March 2024, with 16 taster workshops delivered over 1 day to 65 young people from local secondary schools. In addition, the team took part in Creative Careers, a forum and workshop for careers advisors in the County; gave presentations for Surrey Job Centre staff and presentations for work coaches in the South-East section.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

"*Thank you so much for hosting us yesterday. It was so good to have you there, to share your passion for performing arts.*" Kay Vardon, Senior Programme Manager, Discover Creative Careers

In our established half-term and holiday workshop programme, we were able to offer 11% of the participants a bursary place to enable them to attend.

*"X helps to look after her disabled brother. She is a Surrey Young Carer. This bursary will give her some time to just be herself and enjoy anything music and drama related."* Parent

*"X receives Pupil Premium Funding. Single parent family with not a lot of spare money to spend on positive activities like this! X is interested in Media and behind scenes stuff so I thought the directing workshop could be a good opportunity." (Home School Link Worker).*

In total 208 sessions were delivered, engaging 3,669 children, young people and adults in creative learning opportunities. We delivered creative educational workshops and activities to **932** children and young people from across 13 schools and colleges in Surrey. We delivered CPD to **10** teachers from 8 Surrey based schools and colleges and delivered 57 Arts awards at Bronze (Youth Arts Leadership) and Introduction (Discover Drama) level.

*Staffing, Operations and Estate*
Craig Daniels joined as Box Office Manager from the Anvil in Basingstoke, replacing Claire Howes who left in September. A new chef supervisor and sous chef were recruited in the autumn to ensure a full kitchen team ready for Christmas. Jess Spath joined in July as Community Engagement Producer.

A number of small improvements were undertaken in the year ready for the capital works commencing in 2024. Mill Studio toilets were refurbished, improvements were made to fire routing in the Mill Studio and upper stories cleared. Upgrades to IT support and moving to a fully cloud hosted system were also undertaken. The Vanbrugh room was refurbished during the year to bring décor and facilities up to date.

**Financial review**

The theatre reported a surplus in the year of £511,821 (2023: deficit of £191,400). The trading subsidiaries' results have all been consolidated into the group results. All profits generated by trading subsidiaries are used to assist the theatre charities to meet their objectives.

*Our pricing policy*
Our pricing policy reflects our strategy of enabling all within our community, whatever their means, to take part in our activities and to attend our theatre. We offer discounted rates to schools, under 25's, and low-income groups as well as funded (no cost) tickets to partners in our Creative Learning Programme and free companion tickets. Discounts are also available for large group bookings.

Concessions are intended to foster and encourage an appreciation of and engagement with theatre and drama and ensure those from a low-income background can access the arts.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

*Investment powers and policy*
The directors, having regard to the liquidity requirements of operating the theatre, have kept available funds in instant access deposit accounts. Although trustees seek to achieve a rate on deposit that either matches or exceeds the rate of inflation, due to wider economic circumstances deposit rates have been depressed and so this aim was not achieved in the year. Cash reserves surplus to day-to-day operating requirements are held by Yvonne Arnaud Theatre Trust and placed on longer term deposits. The invested funds held on deposit achieved an average rate of 5.00% (2023: 3.63%).

*Reserves policy and going concern*
Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned emergency repairs and other expenditure. The trustees consider that the ideal level of reserves would enable the theatre to cover a three-month dark period. As at 31 March 2024 this would be £650,000

As at 31 March 2024 the charitable group has free reserves of £1,539,546. The theatre has included unrestricted and two designated reserves in this calculation as the trustees are able to re-designate or return these funds to general reserves as required.

**Plans for future periods**

2024-25 will be dominated by the front of house capital project. We anticipate the appointment of a contractor at the end of May 2024 with works due to start on site at the end of July 2024, continuing until summer 2025. The project includes installing a new lift to all floors, new accessible toilets and baby changing facilities, a new multi-purpose room for creative learning and community use with improved sound proofing. A longer summer dark period is scheduled for summer 2024 to enable phase one of the works to take place. Thereafter the works will continue discreetly whilst the theatre remains open to the public.

In June 2024 we will be holding our first fundraising gala to support the Play Your Part capital project campaign. July 2024 will see the public launch of the fundraising campaign, with just under £900,000 remaining to raise.

We will be making our own Yvonne Arnaud Original Production of *Party Games!* in April 2024. A political comedy commissioned from Michael MacManus which will tour to Bath, Windsor, Malvern, Cambridge, Worthing and Cardiff after opening in Guildford. Our much-loved pantomime for 2024-25 will be *Robin Hood*.

**Structure, Governance and Management**

*Governance Review*
The Board undertook a review of the governance and structure of the theatre group during the 2023-24 year. A decision was taken to register the charitable unincorporated Yvonne Arnaud Theatre Trust as an incorporated charity limited by guarantee. The objects of the incorporated Yvonne Arnaud Theatre Trust remain unchanged – to advance the arts for public benefit through the provision, maintenance and support of the Yvonne Arnaud Theatre. These changes received Charity Commission approval with effect from 30th April 2024. These will be fully recognised in the statutory accounts presented for the year end 31st March 2025.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

*Governing document*
The Yvonne Arnaud Theatre Trust ("The Trust") is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. The theatre eventually opened in 1965 and lays claim today to be one of the country's leading regional theatres.

*Appointment of trustees*
The Board of Trustees consists of Ordinary and Representative Trustees. At any one time, there should not be less than five and not more than 10 Ordinary Trustees. Representative Trustees shall not number more than 7. The Trustees may appoint any person to be an Ordinary Trustee at any time provided the maximum number of Trustees is not exceeded.

Representative Trustees may be appointed at a meeting convened and held according to the policy of the appointing body. All trustees are also directors of Yvonne Arnaud Theatre Management Ltd, and both bodies meet quarterly. Representative Trustees may be appointed by Guildford Borough Council, the University of Surrey and Equity.

*Trustee induction and training*
New trustees are recruited with the aim of ensuring that the balance of skills and experience held by board members is maintained and relevant to the objectives of the charity. New trustees are invited to participate in an induction process, which includes meeting with the theatre staff and a one-to-one with the Chief Executive and the Finance Director. An understanding of theatre operations is provided through meetings with heads of department and senior personnel. Background papers, including business plans, key reports from funding bodies, and financial information are provided. Trustees are also sent updates from the Charity Commission and a copy of the Good Trustee Guide.

*Organisation*
The Trust has delegated the running of the theatre to the board of Yvonne Arnaud Theatre Management Limited ("Management"), a company that also has charitable status. The boards of both organisations meet quarterly and there are sub-committees covering building projects, finance and audit, which meet more frequently.

Responsibility for the day-to-day operations is vested in the Director and Chief Executive who is appointed by the board of Management. To facilitate effective operations, the Director and Chief Executive has delegated authority, within terms of delegation approved by the directors, for operational matters including finance, employment and artistic performance related activity.

The bars and restaurant areas within the theatre are operated through a subsidiary of Management, Yvonne Arnaud Theatre (Catering) Limited ("Catering"). Catering is not a registered charity, but provided it has distributable reserves, covenants an amount equivalent to any annual taxable profits direct to Yvonne Arnaud Theatre Trust.

There is one further subsidiary of Management: Yvonne Arnaud Theatre (Productions) Limited is commissioned by Management to take responsibility for the pre-production, rehearsal and running of all in-house productions.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

*Fundraising*
With a strong staff team now established and led by David Beale Director of Development, significant funds for the capital programme were raised and pledged this year including support from Backstage Trust, Garfield Weston Foundation, Fidelity Foundation, The Foyle Foundation and others. Local support was exceptionally strong with gifts or pledges received from The Ingram Trust and The Patricia Routledge Foundation. Several events were presented in the main house to raise funds for the Play Your Part campaign. Along with other contributions from individual donors and trusts, the campaign received £362,621 in the year.

Revenue fundraising was also successful with new partnerships formed with A J Bennewith & Co, Holiday Inn Guildford and Coversure.

The year saw an increased number of Vanbrugh memberships although a reduction in overall income due to the death of a number of higher-level donors. Our offer of a talk introducing the season of shows and highlights, given by the Theatre Director and Program and Product Manager proved popular.

The Yvonne Arnaud theatre operates an internal fundraising team and does not engage commercial fundraising participants to carry out fundraising activity. As part of our compliance with the General Data Protection Regulations the theatre has reviewed and updated its privacy policy. The policy is available at www.yvonne-arnaud.co.uk/privacy-policy the policy clearly states what personal data we will hold in relation to supporters and how this information will be used. The theatre has received no complaints about its fundraising activities either during the financial year or subsequently.

*Related parties and co-operation with other organisations*
None of our trustees receive remuneration or other benefit from their work with the charity. Any connection between a director or senior manager of the charity with either a production company or production company must be disclosed to the full board of directors in the same way as any other contractual relationship with a third party.

Guildford Borough Council provides essential core funding in support of the artistic programme as an amenity for Guildford Borough residents and the public. The funding agreement was formalised in March 2022 for a three-year period. The theatre reports back against a number of agreed measures and deliveries. A summary of transactions is set out in note 18 to the financial statements.

*Pay policy for senior staff*
The trustees consider that the Board of Directors are responsible for reviewing policy according to the Memorandum and Articles of Association. The senior management team comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the company on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Related party transactions are disclosed in note 18 to the financial statements.

The pay for senior staff is reviewed annually. Where an increase is made, it will be no greater than the percentage increase made to the legally set national minimum wage rates. Given that financial sustainability is one of the major risks for both the charity and its subsidiaries, an increase in pay rates will not always be made.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

*Risk management*
The major risks to which the charity is exposed have been identified by the trusteess and procedures are in place to mitigate them. A formal risk analysis review is presented annually, and the risk register is reviewed and updated as a live document with the top risks being presented at each board meeting. In critical areas, particularly those involving emergency procedures, fire and health and safety, management teams conduct regular meetings on a more frequent basis and regular awareness training for staff working in these operational areas.

**Trustees' responsibilities in relation to the financial statements**

The trustees are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Statement as to disclosure to our auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware, and

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 31 March 2024**

- the trustees, having made such enquiries of fellow directors and the charitable company's auditor that they ought to have made, have each taken all steps that they are obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the board of trustees



Mr Stephen Bampfylde
6 August 2024

**Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 31 March 2024**

## Opinion

We have audited the financial statements of Yvonne Arnaud Theatre Trust Group (the 'parent charity') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2024, and of the its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 31 March 2024**

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the group and parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 31 March 2024**

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations;
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the group and parent charity's operations, the control environment and business performance;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the group and parent charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 31 March 2024**

**Use of our report**

This report is made solely to the group and parent charity's members, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the group and parent charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and parent charity and the group and parent charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mark Cummins FCCA (Senior Statutory Auditor)
for and on behalf of TC Group
Statutory Auditors
Office: Sussex
Dated: 6 August 2024

## YVONNE ARNAUD THEATRE TRUST GROUP

### Consolidated Statement of Financial Activities for the Year Ended 31 March 2024

| | Note | 2024 Unrestricted & Designated Funds | 2024 Restricted Funds | 2024 Total Funds | 2023 Total Funds |
|---|---|---|---|---|---|
| | | £ | £ | £ | £ |
| **Income and endowments from:** | | | | | |
| *Donations and legacies* | 4 | 150,797 | 304,766 | 455,563 | 253,917 |
| *Charitable activities* | | | | | |
| - Operation of Main House | 5 | 3,673,419 | 196,199 | 3,869,618 | 3,195,393 |
| - Creative Learning Programme | 5 | 10,444 | 15,050 | 25,494 | 29,073 |
| | | 3,683,863 | 211,249 | 3,895,112 | 3,224,466 |
| *Other trading activities* | | | | | |
| - Rental income | | 23,190 | - | 23,190 | 23,191 |
| - External set building | | 30,891 | - | 30,891 | 36,147 |
| - Vanbrugh Club subscriptions | | 50,156 | - | 50,156 | 56,972 |
| - Catering operations | | 595,820 | - | 595,820 | 435,646 |
| | | 700,057 | - | 700,057 | 551,956 |
| *Investment income - bank interest* | 6 | 150,507 | - | 150,507 | 50,107 |
| **Total income** | | 4,685,224 | 516,015 | 5,201,239 | 4,080,446 |
| **Expenditure on:** | | | | | |
| *Raising funds* | | | | | |
| - Donations and legacies | | (14,431) | - | (14,431) | (5,371) |
| - Catering operations | | (460,899) | - | (460,899) | (389,266) |
| | 9 | (475,330) | - | (475,330) | (394,637) |
| *Charitable activities* | | | | | |
| - Operation of Main House | 10 | (4,016,255) | (159,341) | (4,175,596) | (3,946,675) |
| - Youth & Education Programme | 10 | (105,951) | (26,391) | (132,342) | (100,744) |
| | | (4,122,206) | (185,732) | (4,307,938) | (4,047,419) |
| **Total expenditure** | | (4,597,536) | (185,732) | (4,783,268) | (4,442,056) |
| Net income/(expenditure) | | 87,688 | 330,283 | 417,971 | (361,610) |
| Taxation | | 93,850 | - | 93,850 | 170,210 |
| Transfers between funds | 28-29 | (500,000) | 500,000 | - | - |
| Net movement in funds | 13 | (318,462) | 830,283 | 511,821 | (191,400) |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward at 1 April 2023 | | 3,839,203 | 346,602 | 4,185,805 | 4,377,205 |
| Total funds carried forward at 31 March 2024 | 27-29 | 3,520,741 | 1,176,885 | 4,697,626 | 4,185,805 |

The statement of financial activities includes all gains and losses recognised in the period.
All income and expenditure derive from continuing activities.

## YVONNE ARNAUD THEATRE TRUST GROUP

### Balance Sheet as at 31 March 2024

| | Note | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible fixed assets | 20/21 | 711,416 | 586,271 | 331,668 | 91,685 |
| **Current Assets** | | | | | |
| Stock | 22 | 14,155 | 10,939 | - | - |
| Debtors | 23 | 589,702 | 332,734 | 48,427 | 50,166 |
| Cash at bank and in hand | 24 | 4,650,019 | 4,265,159 | 3,612,793 | 3,710,658 |
| | | 5,253,876 | 4,608,832 | 3,661,220 | 3,760,824 |
| **Creditors**: Amounts falling due within one year | 25 | (1,267,666) | (1,009,298) | (358,051) | (40,449) |
| **Net Current Assets/(Liabilities)** | | 3,986,210 | 3,599,534 | 3,303,169 | 3,720,375 |
| **Total assets less current liabilities** | | 4,697,626 | 4,185,805 | 3,634,837 | 3,812,060 |
| **Funds** | | | | | |
| **Restricted Funds** | 29 | | | | |
| Building Restoration Fund | | 178,970 | 136,505 | - | 136,505 |
| Capital Project | | 447,653 | 142,887 | 447,653 | 142,887 |
| Production Fund | | 500,000 | - | - | - |
| Dimmer Lighting Fund | | 40,800 | 51,000 | 40,800 | 51,000 |
| Creative Learning Fund | | 8,708 | 14,856 | - | 14,856 |
| Other Restricted Funds | | 754 | 1,354 | - | 754 |
| | | 1,176,885 | 346,602 | 488,453 | 346,002 |
| **Designated Funds** | 28 | | | | |
| Theatre Support Fund | | 1,135,874 | 1,010,099 | 1,135,874 | 1,010,099 |
| Production Fund | | - | 500,000 | - | 500,000 |
| Dimmer Lighting System | | 54,811 | 68,513 | 54,811 | 68,513 |
| Tech Replacement & Improvement | | 172,500 | 298,275 | - | 125,775 |
| Flood Excess | | 100,000 | 100,000 | 100,000 | 100,000 |
| Capital Project | | 1,114,968 | 1,057,113 | 1,114,968 | 1,057,113 |
| | | 2,578,153 | 3,034,000 | 2,405,653 | 2,861,500 |
| **Unrestricted Funds** | 27 | | | | |
| Charitable Funds | | 676,689 | 674,225 | 740,731 | 604,558 |
| Non-Charitable Trading Funds | | 165,904 | 30,983 | - | - |
| Reserve arising on consolidation | | 99,995 | 99,995 | - | - |
| | | 942,588 | 805,203 | 740,731 | 604,558 |
| | | 4,697,626 | 4,185,805 | 3,634,837 | 3,812,060 |

The Trustees have prepared group accounts in accordance with section 138 of the Charities Act 2011. The Income and Expenditure account of the parent undertaking is not presented as part of these financial statements. The parent undertaking's total income for the period was £666,864 (2023: £366,840) and its result of income over expenditure for the period amounted to a deficit of £177,223 (2023: surplus of £147,874).

The accounts were approved by the Trustees on 6 August 2024.

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Stephen Bampfylde (Chairman)

**YVONNE ARNAUD THEATRE TRUST GROUP**

## Statement of Cash Flows and Consolidated Statement of Cash Flows for the Year Ended 31 March 2024

| | Note | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|---|
| **Cash used in operating activities** | 32 | 503,992 | (173,984) | (3,821) | 116,515 |
| **Cash flows from investing activities** | | | | | |
| Interest income | | 150,507 | 50,107 | 148,111 | 49,733 |
| Purchase of tangible fixed assets | | (269,639) | (23,813) | (242,155) | - |
| Cash (used in)/provided by investing activities | | (119,132) | 26,294 | (94,044) | 49,733 |
| **Cash flows from financing activities** | | | | | |
| Repayment of borrowing | | - | (224,000) | - | - |
| Cash used in financing activities | | - | - | - | - |
| | | - | (224,000) | - | - |
| Increase/(decrease) in cash and cash equivalents in the year | | 384,860 | (371,690) | (97,865) | 166,248 |
| Cash and cash equivalents at the beginning of the year | | 4,265,159 | 4,636,849 | 3,710,658 | 3,544,410 |
| Total cash and cash equivalents at the end of the year | | 4,650,019 | 4,265,159 | 3,612,793 | 3,710,658 |

The notes on pages 22 to 38 form part of these financial statements.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

1. **General Information**

The Trust is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. In the event of the Trust being wound up, the trustees have no liability. The address of its registered office is Millbrook, Guildford, Surrey GU1 3UX.

2. **Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Yvonne Arnaud Theatre Trust Group 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).

(b) Preparation of the accounts on a going concern basis

The trustees continue to closely monitor the theatre's income and costs, as well as considering other plans to increase income in future years. The uncertain economic outlook and willingness of the public to purchase admission and theatre tickets is a significant area of financial uncertainty. The trustees have mitigated this risk by reviewing the artistic programme and reviewing pricing policies and discounts offered. The trustees remain in regular contact with the grant making local authority (see note 18) to secure their ongoing financial support.

The forecasts predict that the charitable company will be able to continue as a going concern for a period of twelve months from the date on which these accounts are signed. Based on the forecasts, the trustees believe that it is appropriate to prepare these accounts on a going concern basis.

(c) Group financial statements

The financial statements consolidate the results of the charity, of Yvonne Arnaud Theatre Management Limited and its wholly owned subsidiaries, on a line-by-line basis. Consolidated financial statements have been prepared on the grounds that the Trust has control over the appointment of a majority of the members and directors of Yvonne Arnaud Theatre Management Limited, a charitable company (limited by guarantee) incorporated in England.

(d) Income

Income is recognised when:

- The charity has entitlement to the funds,
- Any performance conditions attached to the item(s) have been met
- It is probable that the income will be received, and
- The amount can be measured reliably.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

2. **Accounting Policies (continued)**

(d) Income (continued)
Income from commercial trading activities is recognised as the related goods and services are provided. Income is deferred when admission fees or performance grants are received in advance of the performance or event to which they relate. Where a show straddles the year end, box office revenue relating to that show is reflected in the accounts in which the majority of performances fall.

Income from government, local authority and other grants, whether "capital" grants or "revenue" grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(e) Donated services and facilities
Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(f) Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(g) Fund accounting
Unrestricted funds are available to spend on activities that further any of the purposes of the charity at the discretion of the trustees. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for a specific purpose. Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work.

(h) Allocation of support costs
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's artistic programmes and activities. These costs have been allocated against charitable activities in proportion to the direct costs incurred for each of the categories of charitable activities.

(i) Expenditure and irrecoverable VAT
Expenditure is recognised when:

- There is a legal or constructive obligation to make a payment to a third party,
- It is probable that settlement will be required, and
- The amount of the obligation can be measured reliably.

The direct expenses of a show straddling the year end are reflected in the financial statements in which the majority of performances fall.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

2. **Accounting Policies (continued)**

(i) Expenditure and irrecoverable VAT (continued)
Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of commercial trading.
- Expenditure on charitable activities includes expenditure associated with stage productions and educational programmes and include both the direct costs and support costs relating to these activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(j) Redundancy costs
Redundancy costs are recognised at the point where the charity is committed to making the payment in return for employee redundancy.

(k) Operating leases
Rental charges paid under operating leases are charged on a straight line basis over the term of the lease.

(l) Tangible fixed assets
Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

| | |
|---|---|
| Leasehold theatre | 100 years |
| Improvements to leasehold premises | 5 to 20 years |
| Fixtures and fittings, including kitchen equipment | 5 years |
| Computer equipment | 5 years |

(m) Stock
Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

(n) Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(o) Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(p) Pension costs
The pension costs charged in the financial statements represent the amounts payable by the group during the period to defined contribution pension schemes operated by insurance companies.

(q) Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**YVONNE ARNAUD THEATRE TRUST GROUP**
**Notes to the Accounts for the Year Ended 31 March 2024**

3. **Financial performance of the charity**

| The summary financial performance of the charity alone is: | 2024 £ | 2023 £ |
|---|---|---|
| Income | 666,864 | 366,840 |
| Expenditure on charitable activities | (844,087) | (218,967) |
| Net income/(expenditure) | (177,223) | 147,873 |
| Total funds brought forward | 3,812,060 | 3,664,187 |
| | 3,634,837 | 3,812,060 |
| Represented by: | | |
| Restricted income funds | 488,453 | 346,001 |
| Designated income funds | 2,405,653 | 2,861,500 |
| Unrestristed income funds | 740,731 | 604,559 |
| | 3,634,837 | 3,812,060 |

4. **Income from donations and legacies**

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated £ | Restricted £ | Total £ | Unrestricted & Designated £ | Restricted £ | Total £ |
| Gifts | 92,942 | - | 92,942 | 89,257 | - | 89,257 |
| Capital project (see note below) | 46,974 | 304,766 | 351,740 | - | 15,137 | 15,137 |
| Legacies | 10,881 | - | 10,881 | 4,220 | - | 4,220 |
| Restoration levy | - | - | - | - | 145,303 | 145,303 |
| | 150,797 | 304,766 | 455,563 | 93,477 | 160,440 | 253,917 |

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated £ | Restricted £ | Total £ | Unrestricted & Designated £ | Restricted £ | Total £ |
| Capital Project fundraising: | | | | | | |
| Backstage Trust | - | 100,000 | 100,000 | - | - | - |
| The Geoff and Fiona Squire Foundation | - | 2,000 | 2,000 | - | - | |
| Garfield Weston Foundation | - | 150,000 | 150,000 | - | - | - |
| The Ingram Trust | - | 20,000 | 20,000 | - | - | - |
| Maria Bjornson Memorial Fund | - | 5,000 | 5,000 | - | - | - |
| Michael Watson Charitable Trust | - | 1,000 | 1,000 | - | - | |
| The Patricia Routledge Foundation | - | 10,000 | 10,000 | - | - | - |
| Private donors including gift aid | 3,140 | 16,766 | 19,906 | - | 15,137 | 15,137 |
| Event fundraising | 43,834 | - | 43,834 | - | - | - |
| | 46,974 | 304,766 | 351,740 | - | 15,137 | 15,137 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

5. **Income from charitable activities**

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated | Restricted | Total | Unrestricted & Designated | Restricted | Total |
| | £ | £ | £ | £ | £ | £ |
| Operation of Main House | | | | | | |
| Box office income | 3,319,326 | - | 3,319,326 | 2,882,711 | - | 2,882,711 |
| Restoration levy | - | 195,699 | 195,699 | - | - | - |
| Fundraising support | 16,638 | - | 16,638 | 5,500 | - | 5,500 |
| Friends membership | 29,025 | - | 29,025 | 25,013 | - | 25,013 |
| Sundry income | 71,930 | - | 71,930 | 7,169 | - | 7,169 |
| Performance grants (see note 7) | 236,500 | 500 | 237,000 | 273,000 | 2,000 | 275,000 |
| | 3,673,419 | 196,199 | 3,869,618 | 3,193,393 | 2,000 | 3,195,393 |
| Creative learning programme | | | | | | |
| Workshop income | 10,390 | - | 10,390 | 7,473 | - | 7,473 |
| Performance grants (see note 8) | 54 | 15,050 | 15,104 | - | 21,600 | 21,600 |
| | 10,444 | 15,050 | 25,494 | 7,473 | 21,600 | 29,073 |
| | 3,683,863 | 211,249 | 3,895,112 | 3,200,866 | 23,600 | 3,224,466 |

6. **Other trading activities and investment income**

All of the group's investment income of £150,507 (2023: £50,107) arises from money held in interest bearing deposit accounts.

The income arising from other trading activities and investment income for the 2023 comparative year was all unrestricted.

7. **Main house performance grants**

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated | Restricted | Total | Unrestricted & Designated | Restricted | Total |
| | £ | £ | £ | £ | £ | £ |
| Guildford Borough Council | 236,500 | - | 236,500 | 273,000 | - | 273,000 |
| Apprenticeship funding | - | 500 | 500 | - | 2,000 | 2,000 |
| | 236,500 | 500 | 237,000 | 273,000 | 2,000 | 275,000 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

8. **Creative Learning performance grants**

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Unrestricted & Designated | Restricted | Total | Unrestricted & Designated | Restricted | Total |
| | £ | £ | £ | £ | £ | £ |
| Creative Learning Grant Funding: | | | | | | |
| The Arts Award Access Fund | - | 2,500 | 2,500 | - | 12,500 | 12,500 |
| Bernard & Joyce Coleman CT | - | 1,000 | 1,000 | - | - | - |
| The Boris Karloff Foundation | - | 2,000 | 2,000 | - | 2,000 | 2,000 |
| Community Foundation Surrey | - | 3,000 | 3,000 | - | - | - |
| The Greycourt Trust | - | - | - | - | 6,500 | 6,500 |
| The Ratcliffe CT | - | 1,000 | 1,000 | - | - | - |
| The Rowan Bentall CT | - | 250 | 250 | - | - | - |
| The Shanley Foundation | - | 3,000 | 3,000 | - | - | - |
| Surrey County Council | - | 2,300 | 2,300 | - | 600 | 600 |
| Private Donors | 54 | - | 54 | - | - | - |
| | 54 | 15,050 | 15,104 | - | 21,600 | 21,600 |

Now in its third year the Creative Learning program continues to grow. Through a range of workshops, one off events and targeted projects, the theatre provides creative activity for groups and individuals who have limited access or opportunities to engage with the arts. In 23-24 children and young people were supported to take part in holiday workshops through the theatre's bursary scheme. Funded tickets for panto were provided for local partner groups including Surrey Young Carers, the Hive Community Centre, Guildford Action for Families and the Guildford YMCA. The Discover Theatre project designed for SEN students, supported pupils at Gosden House to achieve the Explore Arts Award. Family Fun Days provided opportunities for children and their parents/ carers to take part in a range of activities at the theatre, while Creative Careers events and backstage tours enabled young people to learn more about careers in the creative industries. Restricted grants of £15,050 (2023: £21,600) were received in the year towards these creative learning projects.

9. **Raising funds**

The expenditure on raising funds for the 2023 comparative year was all from unrestricted funds.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

10. **Analysis of expenditure on charitable activities**

The expenditure on charitable activities was £4,307,938 (2023: £4,047,419) of which £4,122,206 (2023: £3,925,406) was unrestricted and £185,732 (2023: £122,013) was restricted.

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Main House | Creative Learning | Total | Main House | Creative Learning | Total |
| | £ | £ | £ | £ | £ | £ |
| Production costs | 1,735,648 | - | 1,735,648 | 1,736,624 | - | 1,736,624 |
| Irrecoverable VAT | 296,325 | - | 296,325 | 197,765 | - | 197,765 |
| Production commissioning fee | 29 | - | 29 | 34 | - | 34 |
| Staff costs | - | 68,162 | 68,162 | - | 53,448 | 53,448 |
| Other creative learning direct costs | - | 2,572 | 2,572 | - | 2,322 | 2,322 |
| Governance & support costs (note 11) | 2,143,594 | 61,608 | 2,205,202 | 2,012,252 | 44,974 | 2,057,226 |
| | 4,175,596 | 132,342 | 4,307,938 | 3,946,675 | 100,744 | 4,047,419 |

11. **Analysis of governance and support costs**

The group allocates its governance and support costs as shown in the table below and then further apportions those costs between the two charitable activities undertaken (see note 10). These costs are allocated on a basis consistent with the use of resources.

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Theatre operation | Governance | Total | Theatre operation | Governance | Total |
| | £ | £ | £ | £ | £ | £ |
| Advertising & publicity | 285,721 | - | 285,721 | 311,502 | - | 311,502 |
| Staff costs | 1,003,247 | - | 1,003,247 | 954,122 | - | 954,122 |
| Property costs | 393,884 | - | 393,884 | 375,291 | - | 375,291 |
| Office costs | 139,027 | - | 139,027 | 138,597 | - | 138,597 |
| Professional fees | 48,075 | 24,040 | 72,115 | 17,408 | 21,950 | 39,358 |
| Depreciation & loss on disposal | 126,188 | - | 126,188 | 126,749 | - | 126,749 |
| Travel and subsistence | 12,937 | - | 12,937 | 5,800 | - | 5,800 |
| Bank & credit card charges | 54,797 | - | 54,797 | 39,720 | - | 39,720 |
| Bad Debts | 5,434 | - | 5,434 | 1,997 | - | 1,997 |
| Irrecoverable VAT | 111,852 | - | 111,852 | 64,090 | - | 64,090 |
| | 2,181,162 | 24,040 | 2,205,202 | 2,035,276 | 21,950 | 2,057,226 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

12. **Taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Yvonne Arnaud Theatre (Productions) Limited is commissioned by Yvonne Arnaud Theatre Management Limited to take full responsibility for the producing, running and closing of all in house theatre productions for the Yvonne Arnaud Group. As a result of this commissioning, Yvonne Arnaud Theatre (Productions) Limited is able to claim theatre production tax relief from HMRC. The corporation tax credit in respect of the theatre production tax relief claim for the year ended 31 March 2024 is £93,850 (2023: £170,210).

13. **Net income/(expenditure) for the year**

| This is stated after charging the following: | 2024<br>£ | 2023<br>£ |
|---|---|---|
| Depreciation of tangible fixed assets | 144,125 | 149,487 |
| Loss on disposal of fixed assets | 369 | 177 |
| Auditors' remuneration - group | 24,040 | 23,700 |
| Auditors' remuneration - other services | - | (1,300) |
| Operating leases - rent | 49,905 | 43,751 |
| Staff costs (note 14) | 1,670,766 | 1,632,424 |

14. **Staff costs, trustee remuneration and expenses and the cost of key management personnel**

| | 2024<br>£ | 2023<br>£ |
|---|---|---|
| Wages and salaries | 1,531,460 | 1,498,605 |
| Social security costs | 103,837 | 96,580 |
| Other pension costs | 35,469 | 37,239 |
| | 1,670,766 | 1,632,424 |

The amount for wages and salaries of cast, musicians, stage management and casual staff included above was £472,658 (2023: £540,993), inclusive of social security costs. Such persons are not employed on a regular basis throughout the year and do not appear in the staff numbers table (note 15).

No compulsory redundancies were made in the year.

One employee received emoluments in the range £70,001 to £80,000 and one employee received emoluments in the range £80,001 to £90,000 during the year (2023: one employee received emoluments in the range £70,001 to £80,000 and one employee received emoluments in the range £80,001 to £90,000). Pension contributions of £16,582 (2023: £16,299) were made on behalf of the higher paid employees.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

14. **Staff costs, trustee remuneration and expenses and the cost of key management personnel (continued)**

None of the trustees received any remuneration or expenses during the current or previous years, in their role as trustees.

The key management personnel of the group comprise the trustees, the Theatre Director and Chief Executive, the Director of Finance, the Director of Marketing and Customer Experience and the Director of Development. The total remuneration of the key management personnel of the charity was £314,601 (2023: £271,669).

15. **Staff numbers**

The average monthly number of persons employed under contracts of service by the group during the year, excluding cast, musicians and stage management was as follows:

| | 2024<br>No | 2023<br>No |
|---|---|---|
| Management and administration | 14 | 13 |
| Box office and front of house | 6 | 6 |
| Production | 6 | 6 |
| Creative learning | 2 | 1 |
| Catering | 6 | 4 |
| | 34 | 30 |

16. **Pension costs**

Since 1st July 2014, employees of the theatre have either received a contribution into a pre-existing personal pension scheme as agreed in their contract of employment or an auto enrolment pension scheme that complies with government legislation. The theatre has incurred total pension contribution costs in the year amounting to £35,469 (2023: £37,239). This cost represented payments to defined contribution pension schemes for forty-two employees (2023: thirty-six). At the year-end a balance of £6,682 (2023: £5,748) was due to the pension provider).

17. **Government Grants**

Income from government grants comprises performance related grants made by the local authority to fund the artistic and theatrical programme of Yvonne Arnaud Theatre Management Limited. See note 18 for more information.

18. **Related party transactions**

The group enjoys a close working relationship with Guildford Borough Council and received funding of £236,500 (2023: £273,000) to enable the group to carry out its objectives. The Council has the right to nominate up to two trustees. All the funding was received to provide services and has been included in the financial statements under incoming resources from charitable activities.

Trustees made unconditional donations to the Theatre Trust totalling £2,033 (2023: £693) in the year.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

18. **Related party transactions (continued)**

In the year ended 2024, one of the Trustees, Mr Peter Gordon, was paid £18,000 (2023: £18,000) for his role in the Yvonne Arnaud Theatre Management Limited pantomime, *Cinderella*. This payment was calculated and made on normal commercial terms.

19. **Investments**

Yvonne Arnaud Theatre Trust has produced consolidated accounts to include the results of Yvonne Arnaud Theatre Management Limited (a company limited by guarantee) and its subsidiaries. Yvonne Arnaud Theatre Trust has effective control over Yvonne Arnaud Theatre Management Limited. Yvonne Arnaud Theatre Management Limited holds 100% of the ordinary share capital of its subsidiaries listed below, all of which are registered in England and Wales.

| | Charity number | Company number |
|---|---|---|
| Yvonne Arnaud Theatre Management Limited | 238436 | 814453 |
| Yvonne Arnaud Theatre (Catering) Limited | - | 847430 |
| Yvonne Arnaud Theatre (Productions) Limited | - | 1925822 |

The summary financial performance of the individual subsidiaries is shown below.

| | **Yvonne Arnaud Theatre Management Limited** £ | **Yvonne Arnaud Theatre (Catering) Limited** £ | **Yvonne Arnaud Theatre (Productions) Limited** £ |
|---|---|---|---|
| Total income | 5,440,258 | 595,820 | 410,127 |
| Total expenditure | (4,747,775) | (599,260) | (503,977) |
| Corporation Tax | - | - | 93,850 |
| Results for the year | 692,483 | (3,440) | - |
| The assets and liabilities of the subsidiary were: | | | |
| Fixed assets | 344,925 | 34,827 | - |
| Current assets | 1,610,015 | 124,591 | 120,252 |
| Current liabilities | (975,449) | (101,798) | (94,571) |
| Total net assets | 979,491 | 57,620 | 25,681 |
| Aggregate share capital and reserves | 979,491 | 57,620 | 25,681 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

20. **Tangible fixed assets – Group**

| | Improvements to leasehold premises £ | Fixtures, fittings & equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost:** | | | | |
| At 1 April 2023 | 1,467,054 | 419,116 | 52,245 | 1,938,415 |
| Additions | 242,155 | 23,850 | 3,634 | 269,639 |
| Disposals | (1,843) | (27,302) | (5,038) | (34,183) |
| At 31 March 2024 | 1,707,366 | 415,664 | 50,841 | 2,173,871 |
| **Depreciation:** | | | | |
| At 1 April 2023 | 921,460 | 394,385 | 36,299 | 1,352,144 |
| Charge for the year | 123,853 | 12,413 | 7,859 | 144,125 |
| Depreciation on disposals | (1,474) | (27,302) | (5,038) | (33,814) |
| At 31 March 2024 | 1,043,839 | 379,496 | 39,120 | 1,462,455 |
| **Net book value:** | | | | |
| At 31 March 2024 | 663,527 | 36,168 | 11,721 | 711,416 |
| At 31 March 2023 | 545,594 | 24,731 | 15,946 | 586,271 |

21. **Tangible fixed assets – Charity**

| | Long term leasehold properties (theatre) £ | Refurbishment project work in progress (theatre) £ | Theatre equipment £ | Total £ |
|---|---|---|---|---|
| **Cost:** | | | | |
| At 1 April 2023 | 217,217 | - | 58,948 | 276,165 |
| Additions | - | 242,155 | - | 242,155 |
| Disposals | - | - | - | - |
| At 31 March 2024 | 217,217 | 242,155 | 58,948 | 518,320 |
| **Depreciation:** | | | | |
| At 1 April 2023 | 125,533 | - | 58,947 | 184,480 |
| Charge for the year | 2,172 | - | - | 2,172 |
| Depreciation on disposals | - | - | - | - |
| At 31 March 2024 | 127,705 | - | 58,947 | 186,652 |
| **Net book value:** | | | | |
| At 31 March 2024 | 89,512 | 242,155 | 1 | 331,668 |
| At 31 March 2023 | 91,684 | - | 1 | 91,685 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

22. **Stock**

| | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|
| Food and drink | 12,958 | 9,878 | - | - |
| Dry goods/Disposables | 1,197 | 1,061 | - | - |
| | 14,155 | 10,939 | - | - |

The amount of stock recognised as an expense during the year was £149,132 (2023: £119,052).

23. **Debtors**

| | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|
| Trade debtors | 72,368 | 11,317 | - | - |
| Taxation recoverable | 113,357 | 172,645 | 6,380 | 2,435 |
| Yvonne Arnaud Theatre Management Limited | - | - | - | 21,425 |
| Other debtors | 672 | 967 | - | - |
| Prepayments and accrued income | 403,305 | 147,805 | 42,047 | 26,306 |
| | 589,702 | 332,734 | 48,427 | 50,166 |

24. **Cash**

Of the cash balances held at 31st March, £469,294 (2023: £463,716) is for advance ticket sales in relation to future shows. These amounts are held on behalf of third parties.

**25. Creditors: amounts falling due within one year**

| | Group 2024 £ | Group 2023 £ | Charity 2024 £ | Charity 2023 £ |
|---|---|---|---|---|
| Trade creditors | 160,331 | 81,082 | - | - |
| Advanced bookings | 469,294 | 463,716 | - | - |
| Yvonne Arnaud Theatre Management Ltd | - | - | 104,018 | - |
| Other taxes and social security | 46,840 | 42,704 | - | - |
| Other creditors | 51,215 | 105,214 | - | - |
| Accruals and deferred income | 539,986 | 316,582 | 254,033 | 40,449 |
| | 1,267,666 | 1,009,298 | 358,051 | 40,449 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

## Notes to the Accounts for the Year Ended 31 March 2024

26. **Deferred income**

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Opening balance at 1 April | 476,260 | 378,490 |
| Amounts deferred in year | 481,228 | 476,260 |
| Amount released to incoming resources | (476,260) | (378,490) |
| Closing balance at 31 March | 481,228 | 476,260 |

Deferred income includes box office income in advance, and grants which the donor has specified must be used in future accounting periods.

27. **Reconciliation of Movement in total funds – Unrestricted funds**

**Unrestricted Funds - Group**

| | Charitable funds | Non-charitable trading funds | Reserve arising on consolidation | Total |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Brought forward at 1 April 2023 | 674,225 | 30,983 | 99,995 | 805,203 |
| Incoming Resources | 4,125,399 | 595,820 | - | 4,721,219 |
| Outgoing Resources | (4,122,935) | (460,899) | - | (4,583,834) |
| Transfers | - | - | - | - |
| Carried forward at 31 March 2024 | 676,689 | 165,904 | 99,995 | 942,588 |

27. **Reconciliation of Movement in total funds – Unrestricted funds (continued)**

**Unrestricted Funds - Charity**

| | 2024 Charitable funds | 2023 Charitable funds |
|---|---|---|
| | £ | £ |
| Brought forward at 1 April | 604,558 | 519,761 |
| Incoming Resources | 304,244 | 200,243 |
| Outgoing Resources | (168,071) | (89,572) |
| Transfers | - | (25,874) |
| Carried forward at 31 March | 740,731 | 604,558 |

A transfer of £nil (2023: £25,874) was made in the year to the designated capital project fund. This amount is making a further contribution towards the theatre's fundraising targets, to allow essential capital improvements to the building to help with the repairs and improvements to accessibility.

Total unrestricted funds reflected in the consolidated accounts include a reserve arising on consolidation of £99,995.

**YVONNE ARNAUD THEATRE TRUST GROUP**

## Notes to the Accounts for the Year Ended 31 March 2024

28. **Reconciliation of Movement in total funds – Designated funds**

**Designated Funds - Group**

| | Theatre support Fund £ | Dimmer lighting system £ | Flood Excess Fund £ | Production Fund £ | Stage Tech & IT fund £ | Capital Project £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 1 April 2023 | 1,010,099 | 68,513 | 100,000 | 500,000 | 298,275 | 1,057,113 | 3,034,000 |
| Incoming Resources | - | - | - | - | - | 57,855 | 57,855 |
| Outgoing Resources | - | (13,702) | - | - | | - | (13,702) |
| Transfers | 125,775 | - | - | (500,000) | (125,775) | - | (500,000) |
| Carried forward at 31 March 2024 | 1,135,874 | 54,811 | 100,000 | - | 172,500 | 1,114,968 | 2,578,153 |

**Designated Funds - Charity**

| | Theatre support Fund £ | Dimmer lighting system £ | Flood Excess Fund £ | Production Fund £ | Stage Tech & IT fund £ | Capital Project £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 1 April 2023 | 1,010,099 | 68,513 | 100,000 | 500,000 | 125,775 | 1,057,113 | 2,861,500 |
| Incoming Resources | - | - | - | - | | 57,855 | 57,855 |
| Outgoing Resources | - | (13,702) | - | (500,000) | - | - | (513,702) |
| Transfers | 125,775 | - | - | - | (125,775) | - | - |
| Carried forward at 31 March 2024 | 1,135,874 | 54,811 | 100,000 | - | - | 1,114,968 | 2,405,653 |

The Theatre support fund was created using the net proceeds from the VAT refunds in the year to April 2009. Funds will be transferred to Yvonne Arnaud Theatre Management Limited, as necessary, to fulfil the business plan in accordance with the organisations' charitable purposes.

The dimmer lighting system fund was created in the year ended 5 April 2018 from several unrestricted legacies received in that and the following year to help fund the replacement cost of the dimmer lighting system. The project was undertaken in summer 2018 and costs incurred have been capitalised and will be depreciated over a ten year period. Funds from this designated reserve will be amortised over the same ten year period.

A designated production fund of £500k was created in the year to 5 April 2019 to enable the new Theatre Director and Chief Executive the ability to start producing and touring the theatre's own productions. There is a significant demand for good quality drama on the national touring circuit and a lack of product. Producing our own work will enable the theatre to develop its audience by providing high quality drama and maximise the investment in the work through touring the work to other venues. Although a strong production can improve financial performance, there is a greater level of risk and need for initial investment. This fund will allow production opportunities to be explored. During the year, the Board approved that these funds should be made restricted and then transferred to the Management company to be held directly by them.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

28. **Reconciliation of Movement in total funds – Designated funds (continued)**

The flood excess fund was approved and created by the trustees to ensure that refurbishment costs in the event of a flood, not covered by the theatre's insurance policy, could be met. The theatre's insurance policy no longer provides cover for any flood damage costs.

The Stage Tech and IT designation has put funds of £172,500 aside for the costs associated with the replacement of the theatre's counterweight flying system. The balance of funds is provided for the replacement of the computer servers and general upgrade of the IT equipment held. During the year, the Board approved that the funds held for general IT upgrades should be moved to the designated theatre support fund.

The trustees have continued their reviews of the building, repairs required and access issues. Plans have been drawn up for the necessary capital works and planning permission for phase one of the project has been received. The designated capital project fund continues to raise the reserves needed to undertake these improvements.

29. **Reconciliation of Movement in total funds – Restricted funds**

| Restricted Funds - Group | Building Restoration fund £ | Dimmer Stage lighting fund £ | Production fund £ | Capital Project fund £ | Creative Learning fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 1 April 2023 | 136,505 | 51,000 | - | 142,887 | 15,456 | 754 | 346,602 |
| Incoming Resources | 195,699 | - | - | 304,766 | 15,050 | 500 | 516,015 |
| Outgoing Resources | (153,234) | (10,200) | - | - | (21,798) | (500) | (185,732) |
| Transfers | - | - | 500,000 | - | - | - | 500,000 |
| Carried forward at 31 March 2024 | 178,970 | 40,800 | 500,000 | 447,653 | 8,708 | 754 | 1,176,885 |

| Restricted Funds - Charity | Building Restoration fund £ | Dimmer Stage lighting fund £ | Capital Project Fund £ | Creative learning fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|---|
| Brought forward at 1 April 2023 | 136,505 | 51,000 | 142,887 | 14,856 | 754 | 346,002 |
| Incoming Resources | - | - | 304,766 | - | - | 304,766 |
| Outgoing Resources | (136,505) | (10,200) | | (14,856) | (754) | (162,315) |
| Carried forward at 31 March 2024 | - | 40,800 | 447,653 | - | - | 488,453 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

29. **Reconciliation of Movement in total funds – Restricted funds (continued)**

The theatre started a building restoration fund in September 2007. All proceeds are being used directly for the increasing number of renovation projects required to keep the building in a good state of repair. During the year, the trustees approved the transfer of these restricted funds to the Management company, who take responsibility for the routine repairs to the theatre building. The sum of £195,699 (2023: £145,303) has been raised during the year with £153,234 (2023: £82,452) being used to cover the depreciation charge on capitalised costs of maintenance projects and maintenance works undertaken during the year.

Three restricted donations were received from Charitable Trusts to be used towards the renewal of the Theatre's dimmer stage lighting system. The project was completed in summer 2018 with costs capitalised and being depreciated over a ten year period. Restricted funds received towards this project are being amortised over the same ten year period.

A £25,000 donation was received in the year to 5 April 2019 from the Alchemy Foundation. These funds are to be used for future work with young disadvantaged people who would not otherwise be able to participate in such opportunities. A transfer of £6,576 (2023: £6,361) was made in the year to cover the costs of tickets provided for young carers in the Guildford area to attend the opening night of the Christmas production of *Cinderella* and to fund bursary places on holiday workshops delivered by Creative Learning. During the year, the balance of Alchemy funds was transferred from Trust to the Management company and combined with other creative learning grant support.

Funds of £15,050 (2023: £21,600) were received in the year to contribute towards the costs of the Creative Learning programme. Further details of the funders and activity undertaken is provided in note 8 to the accounts.

Funds of £304,766 (2023: £15,137) were received in the year from Charitable Trusts and private donors, contributing towards the capital project campaign. Further details of the funders is provided in note 4 to the accounts.

30. **Analysis of group net assets between funds**

| | 2024 | | | |
|---|---|---|---|---|
| | General funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Tangible fixed assets | 711,416 | - | - | 711,416 |
| Current assets | 603,860 | - | - | 603,860 |
| Cash at bank and in hand | 894,981 | 2,578,153 | 1,176,885 | 4,650,019 |
| Current liabilities | (1,267,667) | - | - | (1,267,667) |
| | 942,590 | 2,578,153 | 1,176,885 | 4,697,628 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

30. **Analysis of group net assets between funds (continued)**

| | 2023 | | | |
|---|---|---|---|---|
| | General funds | Designated funds | Restricted funds | Total |
| | £ | £ | £ | £ |
| Tangible fixed assets | 586,271 | - | - | 586,271 |
| Current assets | 343,673 | - | - | 343,673 |
| Cash at bank and in hand | 884,557 | 3,034,000 | 346,602 | 4,265,159 |
| Current liabilities | (1,009,298) | - | - | (1,009,298) |
| | 805,203 | 3,034,000 | 346,602 | 4,185,805 |

31. **Commitments under operating leases**

At 31 March 2024, the group had no commitments under non-cancellable operating leases.

The amount of non-cancellable operating lease payments made by the group and recognised as an expense in the year was £49,905 (2023: £43,751).

32. **Reconciliation of net movement in funds to net cash flow from operating activities**

| | Group 2024 | Group 2023 | Charity 2024 | Charity 2023 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Net movement in funds | 511,821 | (191,400) | (177,223) | 147,874 |
| Add back depreciation | 144,125 | 149,487 | 2,172 | 2,172 |
| Add back loss on disposal of fixed assets | 369 | 177 | - | - |
| Add back repayment of CBILS loan | - | 224,000 | - | - |
| Deduct interest income shown in investing activities | (150,507) | (50,107) | (148,111) | (49,733) |
| (Increase)/Decrease in stock | (3,216) | 1,028 | - | - |
| (Increase)/Decrease in debtors | (315,029) | 259,488 | 4,037 | 9,030 |
| (Increase)/Decrease in gift aid | (3,525) | 2,994 | (2,298) | 1,544 |
| (Increase)/Decrease in VAT recoverable | (14,774) | - | - | - |
| (Increase)/Decrease in corporation tax | 76,360 | (16,092) | - | - |
| Increase/(Decrease) in creditors | 258,368 | (553,559) | 317,602 | 5,628 |
| | 503,992 | (173,984) | (3,821) | 116,515 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 31 March 2024**

33. **Post-Balance Sheet Events**

The Board undertook a review of the governance of the theatre group in the year to March 2024. A decision was taken to register the charitable unincorporated Yvonne Arnaud Theatre Trust as an incorporated charity limited by guarantee. The objects of the incorporated Yvonne Arnaud Theatre Trust remain unchanged – to advance the arts for public benefit through the provision, maintenance and support of the Yvonne Arnaud Theatre. The limited by guarantee company was registered with Companies House on 21st February 2024 (company number: 15510462) and received Charity Commission approval with effect from 30th April 2024 under a new charity registration number (charity registration: 1208066). Incorporated Yvonne Arnaud Theatre Trust is not set-up as a member of Yvonne Arnaud Theatre Management. An asset transfer agreement has been completed, formally transferring all assets and liabilities from the old unincorporated YAT Trust (charity number: 200500) to the new incorporated YAT Trust with effect from 1st June 2024.

As mentioned in the Trustees report, 2024-25 will be dominated by the front of house capital project. Contractors have been appointed and are due to start work inside the theatre building commencing on 22nd July 2024. The programme of work is scheduled to last for 12 months. With the exception of 12 weeks in this next financial year when the contractors will be given unfettered access to the theatre building, the theatre will remain open throughout the project. Incorporated Yvonne Arnaud Theatre Trust are taking full responsibility for the works and plan to offer grant support to Yvonne Arnaud Theatre Management to help with the loss of income during the 12 dark weeks.

**YVONNE ARNAUD THEATRE TRUST**

England & Wales - Charity number 200500

# Accounts

# YVONNE ARNAUD THEATRE TRUST GROUP

## Consolidated Accounts for the Period Ended

## 6 April 2022 to

## 31 March 2023

Registered Charity No. 200500

YVONNE ARNAUD THEATRE TRUST GROUP

Consolidated Accounts for the Period Ended 31 March 2023

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YVONNE ARNAUD THEATRE TRUST GROUP

Reference and administrative details

| | |
|---|---|
| Charity name: | Yvonne Arnaud Theatre Trust |
| Charity number: | 200500 |
| Registered office: | Yvonne Arnaud Theatre, Millbrook, Guildford, Surrey GU1 3UX |

Key management personnel Yvonne Arnaud Theatre Trust: Trustees

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

| | |
|---|---|
| Mr Stephen Bampfylde | Chairman |
| Mr Nicholas Acomb | (resigned 23 May 2022) |
| Mr Roger Black MBE | |
| Mrs Emma Brunjes | |
| Mr Andrew French | |
| Mr Charles Geffen | |
| Mr Peter Gordon | |
| Mr Steven Lee | GBC Representative |
| Mr Michael More-Molyneux | |

Key management personnel of Yvonne Arnaud Theatre Trust: Senior Staff

| | |
|---|---|
| Director and Chief Executive | Mrs Joanna Read |
| Director of Finance | Mrs Sarah Gatward |
| Director of Marketing and Customer Experience | Mrs Sally-Anne Lowe |
| Head of Development | Mr David Beal |

Our advisors

| | |
|---|---|
| Bankers: | Barclays Bank plc<br>Woking Corporate Management Suite<br>PO Box 673<br>Town Gate House<br>Church Street East<br>Woking GU21 1XW |
| Auditors: | TC Group<br>The Courtyard, Shoreham Road,<br>Upper Beeding<br>Steyning<br>West Sussex BN44 3TN |
| Solicitors: | Stevens & Bolton LLP<br>Wey House<br>Farnham Road<br>Guildford<br>Surrey GU1 4Y |

YVONNE ARNAUD THEATRE TRUST GROUP

**Report of the Trustees for the period ending 31 March 2023**

The trustees present their annual report together with the consolidated financial statements for the period ended 31 March 2023.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Trust Deed and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

**Theatre Chairman's Report**

2023 was a year of rebuilding from the theatre. Whilst the climate for the performing arts remains challenging, the theatre continues to make good progress in all areas of its operations. I am pleased to report that attendance for the year continued to improve with an average capacity of 52% being achieved across the year. A total of 103,055 people from Surrey and the wider South East region attended a production at the theatre during the year in either our Main House, Mill Studio or the garden. In addition another 9,233 took part in a workshop, event or activity during the year and 2,944 took part in our Creative Learning Programme, making our total number of engagements 115,232.

The impact of the Covid-19 pandemic has highlighted the importance of the building's role as a resource for our users beyond that of a traditional theatre. Through our increased role as a community venue and our creative learning programme - launched during Covid - we have developed a new vision for the theatre, highlighting its function as a community and cultural hub for Surrey, offering an increased range of activity and engagement for communities. Whilst The Arnaud will always have theatre as its beating heart, through the year we have been able to increase our offer of arts and cultural engagement and social activity for all communities. The Arnaud offers a safe space, warm welcome and a creative environment to meet, relax and socialize. Our ambition in the next three years, is to provide even more for the people of Surrey by ensuring our public areas are fully accessible to everyone.

Our Creative Learning programme grew in both scale and ambition this year. New partnerships with Culture Box and Surrey Arts enabled us to deliver a Youth Arts Leadership Project with Farnham Heath End and Mersham College Schools resulting in 51 young people receiving their Bronze Arts Award. The established Discover Drama programme worked with students from Gosden House SEN School. The holiday workshop programme was run across the year for the first time and we expanded the funded ticket offer, giving free tickets to young carers and their families across Surrey to include The Hive and Guildford Action for Families in Guildford and also Looked After Children. The Trustees are exceptionally proud of the growth and reach of this aspect of our work.

Following the grant reduction in April 2022 a three-year funding agreement was confirmed with the Guildford Borough Council. The agreement will give a degree of certainty to our planning and funding for the next period however the reduction in funding will continue to be challenging for the theatre operations.

Mindful of the need to support growth, the Trustees approved a number of projects during the year intended to invest in the infrastructure of the organisation for the future. Chief of these was the installation of new Customer Relation Management and box office system (CRM) Spectrix, adopted and implemented over three months from November to February. The new system improves the customer journey and drives sales across all the theatre's platforms. It will support efficiencies in fundraising as well as marketing and sales and has the potential to increase ticket revenue by an average of 8% and donations by an average of 24% in the first year of adoption.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

On behalf of my fellow Trustees I would like to commend the great work by the marketing and box office staff to accomplish this in such a short time frame.

In the autumn we installed handrails in the auditorium stalls seating to improve accessibility and safety, an improvement that has met with much approval from sections of our audience. A similar programme of work was carried out in the foyer toilets. We also brightened up the foyers with large scale images from our shows and creative learning work. Other major capital works are waiting for the Play Your Part Campaign.

In furtherance of the Play Your Part Campaign and capital project, a major bid was submitted to Your Fund Surrey (Surrey County Council) in December to part fund elements of work. Delays within Your Fund Surrey have meant that the outcome for the bid will not be determined until July 2023. Nevertheless fundraising for the project continues and the Trustees remain confident that there is considerable support for the theatre's plans.

Our annual pantomime this year was *Jack And The Beanstalk*. I'm pleased to report that attendance returned to pre Covid levels with over 26,000 people seeing our much loved and award winning show. Regular artists Peter Gordon and Kit Hesketh-Harvey were joined by young stars and a talented ensemble of students drawn from three of Surrey's Dance and Drama schools.

We continued our commitment to producing our own work for the people of Surrey with our production of the comedy *Ladies of Letters* staring Tessa Peake-Jones and Gwyneth Strong. The show opened at the theatre in early summer before touring to Norwich, Truro, Perth, Derby and Warwick.

In January the theatre learnt the sad news of the passing of Kit Hesketh-Harvey. Kit was a great favourite with Guildford for his many pantomime appearances. He will be very much missed by staff and audiences.

Despite the challenges encountered by the theatre and across the industry rebuilding from the pandemic, I am pleased to report that the theatre finished the year in a better financial position than forecasted. This was due to the cultural recovery funds received in 21/22 providing operating reserves to underwrite rebuild costs whilst the box office income stabilised and a modest improvement against budget at the box office for 2022/23.

I would like to thank the staff team whose energy and enthusiasm has contributed so much to our resilience this year, also our Chief Executive and Director, Joanna Read, and Finance Director, Sarah Gatward, for the dedication and commitment they have shown the theatre during this time. Finally, a huge thank you to our ever-growing team of volunteers, now measuring more than one hundred, who give their time, love, and enthusiasm to the Arnaud, in so many ways.

Stephen Bampfylde
Chairman

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

**Our Object and Activities**

*Our Mission*

A regional theatre with a national reach - our mission is to produce and present vibrant, outstanding, entertaining drama for the many communities of Surrey and the South East. With a thriving studio space and creative learning programme, we are an artistic resource and a cultural hub; a safe space for our many communities. We enable people of all ages across the South to participate in the thrill and delight of live theatre, benefiting their health and well-being and realising stronger, more meaningful, social relationships and building prosperous and cohesive communities.

The Yvonne Arnaud Theatre believes that art changes lives; that engagement in arts activity as a participant or an audience member is central to the wellbeing of an individual, to promoting good mental health and emotional engagement and that theatre is a cohesive and socialising force for good. The Yvonne Arnaud Theatre enriches the lives of the communities it serves by offering and encouraging opportunities for learning, for creativity and personal and social development through its broad programme of theatre and arts activity.

*Vision*
A community and cultural hub with theatre at its core.

Based on: our Artistic Programme, Community Engagement, Creative Learning Programme and Cultural Leadership.

Supported by: Public Engagement; Customer Experience; Fundraising.

*Public Benefit*
In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)". The theatre relies on grants and the income from fees and charges to cover its operating costs. Affordability and access to our programme is central to the theatre's mission and is reflected in our diverse programme, community and creative learning offer and our pricing policy both later detailed in this report.

The theatre is committed to arts participation as a tool to explore the world, raise awareness, educate, empower, and inspire real and lasting change. The theatre is a major arts and culture provider in the South East and the only producing venue in Surrey. Our work enables people from all communities to enjoy and engage with theatre and the performing arts on many levels. The work we programme and produce is intended to appeal to a diverse and broad range of communities and to promote, by engagement with the work, an understanding and appreciation of the world and others around them.

The YAT Creative Learning Team creates targeted activities that focus specifically on engaging those people who have limited access or opportunities to engage with the arts. This includes families, children and young people who have a low household income or low socioeconomic status; young carers; care experienced young people and those who are not in employment, education or training (NEET); adults and older members of the community who may be at risk of harm or social isolation. We ensure Deaf and disabled people are able to access and engage with our creative learning offer across all strands. Captioned and signed performances for deaf people and the deaf and hard of hearing community as well as a relaxed performance for our annual Christmas show are part of our core offering.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

The theatre is regular meeting venue for many arts and activities groups in Guildford and Surrey.

**Achievements and Performance**

*The Main House Programme*
This year was the first full year of main house programme since 2018/19. In all, a total of 47 weeks of work was offered and total of 88 productions and 336 performances were seen by 99,839 people. Highlights of the year included our second national tour, a new commission *Ladies of Letters* adapted by Jonathan Harvey and staring Tessa Peake Jones and Gwyneth Strong. The production opened in May with the creative team including Joanna Read as Director, Designer Frances O'Connor and Lighting Designer Chris Davey. The tour finished in Norwich Theatre Royal in July having played Perth, Malvern, Truro, Derby and Warwick. It received excellent audience and critical responses, and good PR appearances on Woman's Hour, Good Morning Britain and Loose Women, boosting the theatre's national profile.

*'packed full of clever jibes, malapropisms, and wry humour but also bags of warmth.'*

Our tour of Sheila's Island, begun in 2021/22, continue to tour through April and May 2022, to Exeter, Derby, Salisbury, Liverpool, Crewe, Brighton, Richmond, the Lowry Manchester, Kings Theatre Edinburgh and Southampton, finishing on the 15th May at Bath Theatre Royal. *"The first night audience at the Theatre Royal loved it – some giving it a standing ovation"*

Throughout the year, audiences remained slow to return to performing arts venues across the country. The direct impact on YAT, as well as lower audience numbers in the summer and autumn, was the loss of several confirmed productions, resulting in dark weeks for the theatre. The theatre weathered these challenges well, thanks to the resilience of the staff team and a strong autumn season. We continued to balance popular productions with more diverse and provoking productions; highlight of the summer programme was a production of *The Mountain Top*, which although attended by a small audience received outstanding acclaim from the audience. – *"Tonight's performance of The Mountaintop... was ABSOLUTELY fantastic! The actors blew my mind away!!! The show was OUTSTANDING! Thank you for bringing it to our neighbourhood!"*

The autumn season featured *Spike* by Ian Hislop, from the team behind the Wipers Times, *The Chalk Garden* with Sian Thomas and Edward Fox and *Good Luck Studio* from Mischief Theatre Company Ltd. The new year saw productions of *The Lavender Hill Mob, Teechers* and *Sherlock Holmes the Valley of Fear*. The year finished strongly with *Mrs Warrens Profession* staring Caroline Quentin and sold out performances of *The Mind Mangler* from Mischief Theatre. Due to strong programming and increased investment in marketing resources, audience numbers grew steadily through the year from an average attendance of 47% in the summer to 53% in March 23.

Consolidating our work with Surrey schools, the autumn season offered an excellent programme for secondary school students with productions of *An Inspector Calls*, Frantic Assemblies *Othello* and *Noughts and Crosses* from Pilot Theatre Company. In all over 7,000 school students saw a performance at the theatre during our autumn season, in comparison with 5,000 students in the whole of the previous year.

The film programme was reintroduced this year with a popular selection of titles such as *West Side Story* and *Operation Mincemeat* screened in September and in March a selection of Oscar nominated films shown prior to the ceremony.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

Our pantomime this year was *Jack and the Beanstalk*. The cast included regular favourites Peter Gordan, James Merry and Kit Hesketh-Harvey. The creative team included Musical Director Andrew Linham, Costume Designer Nancy Surman and John Harris returning as Lighting Designer. Steve Backshall, Nature Watch presenter, TV naturalist and local resident, featured as the voice of the giant. The final attendance and financial results for panto were good. 26,034 tickets were sold giving a total box office income of £601,743 which is on a par to pre-Covid years. We played to 73% attendance across the run. Average attendance was lower than in recent years as an additional week was added to the run to give opportunity to grow the audience figures over the next four years.

*"If it's good old-fashioned and feel-good family fun you're after this festive season, Jack and the Beanstalk has nailed it."- Muddy Stilettos*

During the past twelve months family work has grown to be a regular feature of the main house programme with popular titles such as *The Gruffalo* complimented by new work such as *Starchitects* by Motionhouse and *Billionaire Boy*. Audience figures have improved by the moving of work to half term slots and by programming further in advance.

*Community Engagement and animation program*

The Arnaud has always been a regular meeting place for groups both socially and for activities and meetings. As we implement our plans to be a cultural community hub this aspect of our offer is increasing in scope and diversity. Ten groups meet regularly at the Arnaud throughout the year, including a regular adult drama group, Knit and Knatter, craft activities and Halow IT club with 270 separate hire sessions being delivered and approximately 8,574 people attending an event separate from our theatre programme. Our capital plans to improve access and the front of house areas will support more groups and individuals to use our building through the day time and evening for a wider range of activities.

Over 600 children and their carers attended the free Pop Up and Play sessions held in the back café every Friday during the year.

The theatre took part in National Heritage Day in September and Surrey Day in May, offering back stage tours and talks and children's craft activities in the foyers.

*Volunteers*

Since reopening after the pandemic the theatre has relied upon a regular pool of volunteers to act as ushers and front of house volunteers. In contrast to the national picture our volunteer numbers have grown through the year and the theatre now has over 100 volunteers. They now support the delivery of Pop Up Play sessions, creative learning and holiday workshops, archives, garden as well as front of house roles.

*The Mill Studio*

With only 80 seats, the Mill Studio will often be a point of entry for more diverse and discrete audiences, who may then find some Main House work of interest This was the first full year of programming for the space after the pandemic closures. We continued to offer a more radical and diverse agenda in the Mill Studio Program this year. Highlights included *Unknown a* verbatim play about *Homelessness, A Room of One's Own, She, Double Life*, a virtual reality musical and Mig Kimpton's *Floral Extravaganza*. In addition, the Mill also featured work for a young audience with return visits through the year from Short Stories Tall Tails theatre company, which proved very popular and complemented the family work offered in the main house.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

At Christmas we again hosted The Man In The Moon Youth Theatre with its production of *The Lion The Witch and The Wardrobe*. 3,074 saw a performance at the Mill during the year. In addition, in the summer we hosted Guildford Arts Summer exhibition for two weeks and Shakespeare and You workshops. When not occupied as a performance space the Mill is used for rehearsals by the Theatre and other local performing arts companies, workshops for the Creative Learning Programme and community and commercial hires.

*Creative Learning*
This aspect of our programme continues to expand to meet demand as we add more elements to our offer. With support of £15k funding from Surrey Arts and Culture Box we delivered a Youth Arts Leadership Project with 31, year 9 students at Farnham Heath End and 20, year 10 students at Merstham College. The project was designed around the Bronze Arts Award. The project was focused on schools who have students who are eligible for pupil premium and/or SEN. Across the two schools, 21 of the students are either eligible for pupil premium or SEN. Each group took part in workshops with Frantic Assembly and arts leader Amie Buhari as well as visiting the theatre for a day of workshops and talks and seeing a show at the Yvonne Arnaud.

Our Discover Theatre project this year was with thirteen year 7 students from Gosden House School which supports students with learning and additional needs. The students achieved the Explore Arts Award.

*"Working with the Yvonne Arnaud on the Discovery Arts Awards has enabled our children to experience theatre first hand. They have enjoyed being on stage and backstage at the Yvonne Arnaud Theatre, experiencing the excitement and craft that a working theatre offers. It has stimulated their imagination and social skills. They have thrived each week learning about Pantomime and all its characters and trying out the scenes for themselves. It has given them a platform to express their feelings and emotions and to simply delight in the pure joy of Pantomime!"*
Virginia Tasker, Arts Co-ordinator & Drama Tutor at Gosden House

Our funded ticket scheme – supported by the Alchemy Trust – expanded this year to embrace Looked After Children and Independent Visitors and families from The Hive, as well as our on- going partnership with Surrey Young Carers. Around Pantomime, tickets were distributed to Surrey Young Carers, an Independent Visitor and the looked after child they support, the YMCA cohort and families in Guildford via the Hive and Guildford Action for Families. In early December, Peter Gordon and James Merry visited the Hive in character to support the Christmas Family Fair where they were able to meet with children, families and staff at the community centre.

*"We were grateful for the tickets and could never have afforded the ticket prices it was an evening of much needed distraction."* Hive community member

*"It gave our young carers a chance to have some respite, where they could be young people without responsibility, before the trip we actually found a student who we had not identified as a young carer and who was really struggling we gave her a place on the trip and she bonded with other students and smiled for the first time in a while."*
Student Support and Wellbeing Manager, Howard of Effingham

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

During school holidays and half term, we now have a regular programme of participatory workshops for children and young people aged 5-16yrs. This year this included Theatre Explorers, Lighting Design, Sound Design, Tales from Adventureland, I Love Musical Theatre, Creative Characters and An Introduction to Directing. We continue to offer some workshops that are accessible for Deaf and disabled children and young people. Funded (free) places are offered on all workshops to families/individuals from low-income backgrounds.

On 3rd October we piloted a Creative Careers event for 3 local secondary schools; Kings College, Rodborough School and Farnham Heath End. A group of 50, year 10 students visited the theatre and took part in workshops delivered by our staff on programming, technical theatre directing, marketing, training and career pathways. In October, we held our first Career and Professional Development twilight workshop for secondary school teachers. The workshop was delivered for free by Frantic Assembly and was attended by 20 Drama/English teachers from across Surrey. From their feedback, it is clear there is an appetite for further training opportunities. We have established a 'Teachers Hub' and next will deliver a minimum of one workshop per term. Guildford YMCA were resident in the Mill Studio in the autumn to deliver weekly drama sessions for their UASCs (Unaccompanied Asylum-Seeking Children). The sessions are delivered by a YMCA project worker, with the theatre providing the space, props and costumes.

In total 114 sessions were delivered, engaging 2,944 young people.

*Staffing and Operations*
The Staff Away Day in June was very successful, bringing together all staff across the organisation to consider our values and how these can be embedded further in our work. Training in first aid, mental health and appraisal training took place throughout the year.

*Vanbrugh and Friends*
The number of Friends memberships remains behind pre-pandemic figures. This scheme has been greatly affected by the change in audience patterns post pandemic. The trend in late booking is not sympathetic to membership schemes and in addition, those who favour loyalty schemes are frequently older audience members who have not yet returned in numbers to the performing arts.

The closure of the theatre during 2020 and 2021 has also affected Vanbrugh membership, however engagements undertaken by the Development team have been successful in maintaining numbers at a similar level to last year. At the close of the year there were 186 members in comparison to 177 in 2021/22. Work was progressed through the year to cultivate and reach out to lapsed members with the introduction of coffee mornings and talks being greatly welcomed by current members and effective at regaining some lapsed members. This continues in 2023, with a relaunch of the scheme planned for the autumn of 2023.

**Financial review**

The theatre changes its financial year end date in 2023 from 5 April to 31 March. This set of statutory accounts is prepared for the period 6 April 2022 to 31 March 2023.

The theatre reported a deficit in the period of £191,400 (2022: surplus of £784,507). The trading subsidiaries' results have all been consolidated into the group results. All profits generated by trading subsidiaries are used to assist the theatre charities to meet their objectives.

YVONNE ARNAUD THEATRE TRUST GROUP

**Report of the Trustees for the period ending 31 March 2023**

*Our pricing policy*

Our pricing policy reflects our strategy of enabling all within our community, whatever their means, to take part in our activities and to attend our theatre. We offer discounted rates to schools, under 25's, and low-income groups as well as funded (no cost) tickets to partners in our Creative Learning Programme and free companion tickets. Discounts are also available for large group bookings. Concessions are intended to foster and encourage an appreciation of and engagement with theatre and drama and ensure those from a low-income background can access the arts.

Baker Richards pricing review was implemented in the autumn introducing better discounts for advance and multi-buy bookers, intended both to increase access and grow audience development targets whilst driving sales. These new prices have proved popular with the audience.

*Investment powers and policy*

The directors, having regard to the liquidity requirements of operating the theatre, have kept available funds in instant access deposit accounts. Although trustees seek to achieve a rate on deposit that either matches or exceeds the rate of inflation, due to wider economic circumstances deposit rates have been depressed and so this aim was not achieved in the year. Cash reserves surplus to day-to-day operating requirements are held by Yvonne Arnaud Theatre Trust and placed on longer term deposits. The invested funds held on deposit achieved an average rate of 3.63% (2022: 0.88%).

*Reserves policy and going concern*

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned emergency repairs and other expenditure. The trustees consider that the ideal level of reserves would enable the theatre to cover a three month dark period. As at 31 March 2023 this would be £460,000.

As at 31 March 2023 the charitable group has free reserves of £1,729,031. The theatre has included unrestricted and two designated reserves in this calculation as the trustees are able to undesignated and return these funds to general reserves as required.

**Plans for future periods**

Our focus for the 2023/24 programme will be to continue to rebuild our audience numbers whilst developing new audiences for our programme. A new Customer Relationship Management System was adopted at the end of the previous financial year, and we will be maximizing the efficiencies and benefits of this system throughout the year to track audience trends, booking patterns and responses to programme choice.

An additional role of Community Engagement Producer will be recruited to the Creative Learning team early in the year. This will provide further resources for this critical element of our work and support the expansion of the programme.

It is anticipated that, following the outcome of our revised application to Your Fund Surrey, detailed design work on the capital programme will commence in the second half of the year. In tandem with this we will announce the public launch of our Fundraising Campaign at the end of June, announcing our fundraising target of 1.6 million.

With the focus on other aspects of the company's growth during 2023/24, other than Cinderella, no YAT production is planned to open in 23/24. Two scripts are in development for 2024 and 2025.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

**Structure, Governance and Management**

*Governing document*

The Yvonne Arnaud Theatre Trust ("The Trust") is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. The theatre eventually opened in 1965 and lays claim today to be one of the country's leading regional theatres.

*Appointment of trustees*

The Board of Trustees consists of Ordinary and Representative Trustees. At any one time, there should not be less than five and not more than 10 Ordinary Trustees. Representative Trustees shall not number more than 7. The Trustees may appoint any person to be an Ordinary Trustee at any time provided the maximum number of Trustees is not exceeded.

Representative Trustees may be appointed at a meeting convened and held according to the policy of the appointing body. All trustees are also directors of Yvonne Arnaud Theatre Management Ltd, and both bodies meet quarterly. Representative Trustees may be appointed by Guildford Borough Council, the University of Surrey and Equity.

*Trustee induction and training*

New trustees are recruited with the aim of ensuring that the balance of skills and experience held by board members is maintained and relevant to the objectives of the charity. New trustees are invited to participate in an induction process, which includes meeting with the theatre staff and a one-to-one with the Chief Executive and the Finance Director. An understanding of theatre operations is provided through meetings with heads of department and senior personnel. Background papers, including business plans, key reports from funding bodies, and financial information are provided. Trustees are also sent updates from the Charity Commission and a copy of the Good Trustee Guide.

*Organisation*

The Trust has delegated the running of the theatre to the board of Yvonne Arnaud Theatre Management Limited ("Management"), a company that also has charitable status. The boards of both organisations meet quarterly and there are sub-committees covering building projects, finance and audit, which meet more frequently.

Responsibility for the day-to-day operations is vested in the Director and Chief Executive who is appointed by the board of Management. To facilitate effective operations, the Director and Chief Executive has delegated authority, within terms of delegation approved by the directors, for operational matters including finance, employment and artistic performance related activity.

The bars and restaurant areas within the theatre are operated through a subsidiary of Management, Yvonne Arnaud Theatre (Catering) Limited ("Catering"). Catering is not a registered charity, but provided it has distributable reserves, covenants an amount equivalent to any annual taxable profits direct to Yvonne Arnaud Theatre Trust.

There is one further subsidiary of Management: Yvonne Arnaud Theatre (Productions) Limited is commissioned by Management to take responsibility for the pre-production, rehearsal and running of all in-house productions.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the period ending 31 March 2023**

*Fundraising*

The momentum of the capital fundraising was somewhat disrupted by the changeover in staff in the department. David Beal joined in January 2023, replacing Liberty Oberlander, who had resigned in June 2022. Natasha Acharekar also moved to a new position in the NHS in January 2023. Lyndel Harrison joined in August 2022 as Development Associate to provide experienced support to the department through a period of transition and to progress major donor and event fundraising. Two new members were recruited to the Fundraising committee, Lizzie Geffen and Nikki Gibbon and donor cultivation events were held around the pantomime and Steel Magnolias in March introducing new individuals to our work.

Legacy fundraising was successfully relaunched at the start of 2023 with new assets and a number of patrons were kind enough to inform the theatre of future bequests that have been made to the theatre. The department successfully raised £21,600 from small trusts and foundations in support of the Creative Learning Programme.

The Yvonne Arnaud theatre operates an internal fundraising team and does not engage commercial fundraising participants to carry out fundraising activity. As part of our compliance with the General Data Protection Regulations the theatre has reviewed and updated its privacy policy. The policy is available at www.yvonne-arnaud.co.uk/privacy-policy the policy clearly states what personal data we will hold in relation to supporters and how this information will be used. The theatre has received no complaints about its fundraising activities either during the financial year or subsequently.

*Related parties and co-operation with other organisations*

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection between a director or senior manager of the charity with either a production company or production company must be disclosed to the full board of directors in the same way as any other contractual relationship with a third party.

Guildford Borough Council provides essential core funding in support of the artistic programme as an amenity for Guildford Borough residents and the public. The funding agreement was formalised in March 2022 for a three-year period. The theatre reports back against a number of agreed measures and deliveries. A summary of transactions is set out in note 17 to the financial statements.

*Pay policy for senior staff*

The trustees consider that the Board of Directors are responsible for reviewing policy according to the Memorandum and Articles of Association. The senior management team comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the company on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Related party transactions are disclosed in note 18 to the financial statements.

The pay for senior staff is reviewed annually. Where an increase is made, it will be no greater than the percentage increase made to the legally set national minimum wage rates. Given that financial sustainability is one of the major risks for both the charity and its subsidiaries, an increase in pay rates will not always be made.

YVONNE ARNAUD THEATRE TRUST GROUP

Report of the Trustees for the period ending 31 March 2023

*Risk management*
The major risks to which the charity is exposed have been identified by the trustees and procedures are in place to mitigate them. A formal risk analysis review is presented annually, and the risk register is reviewed and updated as a live document with the top risks being presented at each board meeting. In critical areas, particularly those involving emergency procedures, fire and health and safety, management teams conduct regular meetings on a more frequent basis and regular awareness training for staff working in these operational areas.

**Trustees' responsibilities in relation to the financial statements**

The trustees are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Statement as to disclosure to our auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware, and

- the trustees, having made such enquiries of fellow directors and the charitable company's auditor that they ought to have made, have each taken all steps that they are obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the board of trustees

Mr Stephen Bampfylde
1 August 2023

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the period ended 31 March 2023

### Opinion

We have audited the financial statements of Yvonne Arnaud Theatre Trust Group (the 'parent charity') for the period ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2023, and of the its incoming resources and application of resources for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the period ended 31 March 2023

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

### Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the period ended 31 March 2023

### Extent to which the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations;
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the group and parent charity's operations, the control environment and business performance;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the group and parent charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the period ended 31 March 2023

### Use of our report

This report is made solely to the group and parent charity's members, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the group and parent charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and parent charity and the group and parent charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

Mark Cummins FCCA (Senior Statutory Auditor)
for and on behalf of TC Group
Statutory Auditors
Office: Sussex
Dated: 1 August 2023

## YVONNE ARNAUD THEATRE TRUST GROUP

### Consolidated Statement of Financial Activities for the Period Ended 31 March 2023

| | Note | 2023 Unrestricted Funds £ | 2023 Restricted Funds £ | 2023 Total Funds £ | 2022 Total Funds £ |
|---|---|---|---|---|---|
| **Income and endowments from:** | | | | | |
| *Donations and legacies* | 4 | 93,477 | 160,440 | 253,917 | 330,653 |
| *Charitable activities* | | | | | |
| - Operation of Main House | 5 | 3,193,393 | 2,000 | 3,195,393 | 3,256,062 |
| - Youth & Education Programme | 5 | 7,473 | 21,600 | 29,073 | 5,038 |
| | | 3,200,866 | 23,600 | 3,224,466 | 3,261,100 |
| *Other trading activities* | | | | | |
| - Rental income | | 23,191 | - | 23,191 | 23,190 |
| - External set building | | 36,147 | - | 36,147 | 17,241 |
| - Vanbrugh Club subscriptions | | 56,972 | - | 56,972 | 47,411 |
| - Catering operations | | 435,646 | - | 435,646 | 273,924 |
| | | 551,956 | - | 551,956 | 361,766 |
| *Investment income - bank interest* | 6 | 50,107 | - | 50,107 | 17,962 |
| *Other income* | 6 | - | - | - | 168,533 |
| **Total income** | | 3,896,406 | 184,040 | 4,080,446 | 4,140,014 |
| **Expenditure on:** | | | | | |
| *Raising funds* | | | | | |
| - Donations and legacies | | (5,371) | - | (5,371) | (4,057) |
| - External set building | | - | - | - | (926) |
| - Vanbrugh Club subscriptions | | - | - | - | - |
| - Catering operations | | (389,266) | - | (389,266) | (262,203) |
| | 9 | (394,637) | - | (394,637) | (267,186) |
| *Charitable activities* | | | | | |
| - Operation of Main House | 10 | (3,854,061) | (92,614) | (3,946,675) | (3,164,741) |
| - Youth & Education Programme | 10 | (71,345) | (29,399) | (100,744) | (77,698) |
| | | (3,925,406) | (122,013) | (4,047,419) | (3,242,439) |
| **Total expenditure** | | (4,320,043) | (122,013) | (4,442,056) | (3,509,625) |
| Net income/(expenditure) | | (423,637) | 62,027 | (361,610) | 630,389 |
| Taxation | | 170,210 | - | 170,210 | 154,118 |
| Transfers between funds | | - | - | - | - |
| Net movement in funds | 13 | (253,427) | 62,027 | (191,400) | 784,507 |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward at 6 April 2022 | | 4,092,630 | 284,575 | 4,377,205 | 3,592,698 |
| Total funds carried forward at 31 March 2023 | 27-29 | 3,839,203 | 346,602 | 4,185,805 | 4,377,205 |

The statement of financial activities includes all gains and losses recognised in the period.
All income and expenditure derive from continuing activities.

## YVONNE ARNAUD THEATRE TRUST GROUP

### Balance Sheet as at 31 March 2023

| | Note | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible fixed assets | 20/21 | 586,271 | 712,122 | 91,685 | 93,857 |
| **Current Assets** | | | | | |
| Stock | 22 | 10,939 | 11,967 | - | - |
| Debtors | 23 | 332,734 | 579,124 | 50,166 | 60,741 |
| Cash at bank and in hand | 24 | 4,265,159 | 4,636,849 | 3,710,658 | 3,544,410 |
| | | 4,608,832 | 5,227,940 | 3,760,824 | 3,605,151 |
| **Creditors**: Amounts falling due within one year | 25 | (1,009,298) | (1,562,857) | (40,449) | (34,821) |
| **Net Current Assets/(Liabilities)** | | 3,599,534 | 3,665,083 | 3,720,375 | 3,570,330 |
| **Total assets less current liabilities** | | 4,185,805 | 4,377,205 | 3,812,060 | 3,664,187 |
| **Funds** | | | | | |
| **Restricted Funds** | 29 | | | | |
| Building Restoration Fund | | 136,505 | 73,654 | 136,505 | 73,654 |
| Capital Project | | 142,887 | 127,750 | 142,887 | 127,750 |
| Dimmer Lighting Fund | | 51,000 | 61,200 | 51,000 | 61,200 |
| Young Disadvantaged Fund | | 14,856 | 21,217 | 14,856 | 21,217 |
| Other Restricted Funds | | 1,354 | 754 | 754 | 754 |
| | | 346,602 | 284,575 | 346,002 | 284,575 |
| **Designated Funds** | 28 | | | | |
| Theatre Support Fund | | 1,010,099 | 1,010,099 | 1,010,099 | 1,010,099 |
| Production Fund | | 500,000 | 500,000 | 500,000 | 500,000 |
| Dimmer Lighting System | | 68,513 | 82,215 | 68,513 | 82,215 |
| Tech Replacement & Improvement | | 298,275 | 314,955 | 125,775 | 142,455 |
| Flood Excess | | 100,000 | 100,000 | 100,000 | 100,000 |
| Capital Project | | 1,057,113 | 1,025,082 | 1,057,113 | 1,025,082 |
| | | 3,034,000 | 3,032,351 | 2,861,500 | 2,859,851 |
| **Unrestricted Funds** | 27 | | | | |
| Charitable Funds | | 674,225 | 975,681 | 604,558 | 519,761 |
| Non-Charitable Trading Funds | | 30,983 | (15,397) | - | - |
| Reserve arising on consolidation | | 99,995 | 99,995 | - | - |
| | | 805,203 | 1,060,279 | 604,558 | 519,761 |
| | | 4,185,805 | 4,377,205 | 3,812,060 | 3,664,187 |

The Trustees have prepared group accounts in accordance with section 138 of the Charities Act 2011. The Income and Expenditure account of the parent undertaking is not presented as part of these financial statements. The parent undertaking's total income for the period was £366,840 (2022: £410,221) and its surplus of income over expenditure for the period amounted to £147,874 (2022: surplus of £296,563).

The accounts were approved by the Trustees on 1 August 2023.

Stephen Bamfylde (Chairman)

YVONNE ARNAUD THEATRE TRUST GROUP

## Statement of Cash Flows and Consolidated Statement of Cash Flows for the Period Ended 31 March 2023

| | Note | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|---|---|---|---|---|
| **Cash used in operating activities** | 32 | (173,984) | 1,475,227 | 116,515 | 983,451 |
| **Cash flows from investing activities** | | | | | |
| Interest income | | 50,107 | 17,961 | 49,733 | 16,378 |
| Purchase of tangible fixed assets | | (23,813) | (31,323) | - | - |
| Cash (used in)/provided by investing activities | | 26,294 | (13,362) | 49,733 | 16,378 |
| **Cash flows from financing activities** | | | | | |
| Repayment of borrowing | | (224,000) | (16,000) | - | - |
| Cash used in financing activities | | - | - | - | - |
| | | (224,000) | (16,000) | - | - |
| Increase/(decrease) in cash and cash equivalents in the year | | (371,690) | 1,445,865 | 166,248 | 999,829 |
| Cash and cash equivalents at the beginning of the year | | 4,636,849 | 3,190,984 | 3,544,410 | 2,544,581 |
| Total cash and cash equivalents at the end of the year | | 4,265,159 | 4,636,849 | 3,710,658 | 3,544,410 |

The notes on pages 22 to 38 form part of these financial statements.

## YVONNE ARNAUD THEATRE TRUST GROUP

## Notes to the Accounts for the Period Ended 31 March 2023

1. **General Information**

The Trust is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. In the event of the Trust being wound up, the trustees have no liability. The address of its registered office is Millbrook, Guildford, Surrey GU1 3UX.

2. **Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Yvonne Arnaud Theatre Trust Group 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).

(b) Preparation of the accounts on a going concern basis

The trustees continue to closely monitor the theatre's income and costs, as well as considering other plans to increase income in future years. The uncertain economic outlook and willingness of the public to purchase admission and theatre tickets is a significant area of financial uncertainty. The trustees have mitigated this risk by reviewing the artistic programme and reviewing pricing policies and discounts offered. The trustees remain in regular contact with the grant making local authority (see note 18) to secure their ongoing financial support.

The forecasts predict that the charitable company will be able to continue as a going concern for a period of twelve months from the date on which these accounts are signed. Based on the forecasts, the trustees believe that it is appropriate to prepare these accounts on a going concern basis.

(c) Group financial statements

The financial statements consolidate the results of the charity, of Yvonne Arnaud Theatre Management Limited and its wholly owned subsidiaries, on a line-by-line basis. Consolidated financial statements have been prepared on the grounds that the Trust has control over the appointment of a majority of the members and directors of Yvonne Arnaud Theatre Management Limited, a charitable company (limited by guarantee) incorporated in England.

(d) Income

Income is recognised when:

- The charity has entitlement to the funds,
- Any performance conditions attached to the item(s) have been met
- It is probable that the income will be received, and
- The amount can be measured reliably.

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

2. Accounting Policies (continued)

(d) Income (continued)

Income from commercial trading activities is recognised as the related goods and services are provided. Income is deferred when admission fees or performance grants are received in advance of the performance or event to which they relate. Where a show straddles the year end, box office revenue relating to that show is reflected in the accounts in which the majority of performances fall.

Income from government, local authority and other grants, whether "capital" grants or "revenue" grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(e) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(g) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity at the discretion of the trustees. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for a specific purpose. Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's artistic programmes and activities. These costs have been allocated against charitable activities in proportion to the direct costs incurred for each of the categories of charitable activities.

(i) Expenditure and irrecoverable VAT

Expenditure is recognised when:

- There is a legal or constructive obligation to make a payment to a third party,
- It is probable that settlement will be required, and
- The amount of the obligation can be measured reliably.

The direct expenses of a show straddling the year end are reflected in the financial statements in which the majority of performances fall.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Period Ended 31 March 2023**

2. **Accounting Policies (continued)**

(i) Expenditure and irrecoverable VAT (continued)
Expenditure is classified under the following activity headings:
- Costs of raising funds comprise the costs of commercial trading.
- Expenditure on charitable activities includes expenditure associated with stage productions and educational programmes and include both the direct costs and support costs relating to these activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(j) Redundancy costs
Redundancy costs are recognised at the point where the charity is committed to making the payment in return for employee redundancy.

(k) Operating leases
Rental charges paid under operating leases are charged on a straight line basis over the term of the lease.

(l) Tangible fixed assets
Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

| | |
|---|---|
| Leasehold theatre | 100 years |
| Improvements to leasehold premises | 5 to 20 years |
| Fixtures and fittings, including kitchen equipment | 5 years |
| Computer equipment | 5 years |

(m) Stock
Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

(n) Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(o) Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(p) Pension costs
The pension costs charged in the financial statements represent the amounts payable by the group during the period to defined contribution pension schemes operated by insurance companies.

(q) Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**YVONNE ARNAUD THEATRE TRUST GROUP**
**Notes to the Accounts for the Period Ended 31 March 2023**

3. **Financial performance of the charity**

| The summary financial performance of the charity alone is: | 2023<br>£ | 2022<br>£ |
|---|---|---|
| Income | 366,840 | 410,221 |
| Expenditure on charitable activities | (218,967) | (113,657) |
| Net income/(expenditure) | 147,873 | 296,564 |
| Total funds brought forward | 3,664,187 | 3,367,623 |
| | 3,812,060 | 3,664,187 |
| Represented by: | | |
| Restricted income funds | 346,001 | 284,575 |
| Designated income funds | 2,861,500 | 2,859,851 |
| Unrestristed income funds | 604,559 | 519,761 |
| | 3,812,060 | 3,664,187 |

4. **Income from donations and legacies**

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Un-restricted<br>£ | Restricted<br>£ | Total<br>£ | Un-restricted<br>£ | Restricted<br>£ | Total<br>£ |
| Gifts | 89,257 | 15,137 | 104,394 | 104,769 | 125,750 | 230,519 |
| Legacies | 4,220 | - | 4,220 | 2,000 | 1,000 | 3,000 |
| Restoration levy | - | 145,303 | 145,303 | - | 97,134 | 97,134 |
| | 93,477 | 160,440 | 253,917 | 106,769 | 223,884 | 330,653 |

5. **Income from charitable activities**

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Unrestricted<br>£ | Restricted<br>£ | Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | Total<br>£ |
| Operation of Main House | | | | | | |
| Box office income | 2,882,711 | - | 2,882,711 | 2,094,378 | - | 2,094,378 |
| Corporate support | 5,500 | - | 5,500 | 5,500 | - | 5,500 |
| Friends membership | 25,013 | - | 25,013 | 25,988 | - | 25,988 |
| Sundry income | 7,169 | - | 7,169 | 7,292 | - | 7,292 |
| Performance grants (see note 7) | 273,000 | 2,000 | 275,000 | 1,122,904 | - | 1,122,904 |
| | 3,193,393 | 2,000 | 3,195,393 | 3,256,062 | - | 3,256,062 |
| Creative learning programme | | | | | | |
| Workshop income | 7,473 | - | 7,473 | 400 | - | 400 |
| Performance grants (see note 8) | - | 21,600 | 21,600 | - | 4,638 | 4,638 |
| | 7,473 | 21,600 | 29,073 | 400 | 4,638 | 5,038 |
| | 3,200,866 | 23,600 | 3,224,466 | 3,256,462 | 4,638 | 3,261,100 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

6. **Other trading activities and investment income**

All of the group's investment income of £50,107 (2022: £17,962) arises from money held in interest bearing deposit accounts.

The theatre was told in 2020 that it would be unable to claim compensation under its business interruption insurance policy for loss of income during the covid pandemic. This decision was revisited with our insurers in the 2021-22 year. An insurance claim of £168,533 was settled during the year to cover losses incurred during the March to June 2020 lockdown.

The income arising from other trading activities and investment income for the 2022 comparative year was all unrestricted.

7. **Main house performance grants**

The theatre received a total of £711,065 from rounds two and three of the Arts Council Cultural Recovery Fund in the year ended 5th April 2022. These funds were given to help rebuild the theatre's reserves and to support core costs and overheads during the theatre's re-opening post covid.

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Un-restricted | Restricted | Total | Un-restricted | Restricted | Total |
| | £ | £ | £ | £ | £ | £ |
| Guildford Borough Council | 273,000 | - | 273,000 | 310,220 | - | 310,220 |
| Arts Council Funding | | | | | | |
| Cultural Recovery Fund (CRF) | - | - | - | 206,228 | - | 206,228 |
| CRF Rebuilding Reserves | - | - | - | 504,837 | - | 504,837 |
| CJRS Support Grant | - | - | - | 16,355 | - | 16,355 |
| Local Restrictions Support Grant | - | - | - | 83,764 | - | 83,764 |
| Apprenticeship funding | - | 2,000 | 2,000 | 1,500 | - | 1,500 |
| | 273,000 | 2,000 | 275,000 | 1,122,904 | - | 1,122,904 |

8. **Creative Learning performance grants**

Now in its second year, our Creative Learning programme has continued to grow. The focus of this activity is on engaging groups and individuals who have limited access or opportunities to engage with the arts, providing activities to support schools to engage with the theatre and a chance for young people to take part in practical workshops during the school holidays. Projects delivered in 22-23 include the provision of funded panto tickets to local community groups including Surrey Young Carers, the Hive and Guildford Action for Families; the delivery of the Discover Theatre project with Gosden House SEN school; a pilot Youth Arts Leadership project for two Surrey based secondary schools and a range of holiday workshops and creative activities designed for local families and young people. Restricted grants of £21,600 (2022: £3,380) and a private donation of £nil (2022: £1,250) were received in the year towards these creative learning projects.

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

8. Creative Learning performance grants (continued)

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Un-restricted £ | Restricted £ | Total £ | Un-restricted £ | Restricted £ | Total £ |
| Creative Learning Grant Funding: | | | | | | |
| The Arts Award Access Fund | - | 12,500 | 12,500 | - | 1,388 | 1,388 |
| The Boris Karloff Foundation | - | 2,000 | 2,000 | - | 2,000 | 2,000 |
| The Greycourt Trust | - | 6,500 | 6,500 | - | - | - |
| Surrey County Council | - | 600 | 600 | - | - | - |
| Private Donor to Youth Programme | - | - | - | - | 1,250 | 1,250 |
| | - | 21,600 | 21,600 | - | 4,638 | 4,638 |

9. Raising funds

The expenditure on raising funds for the 2022 comparative year was all from unrestricted funds.

10. Analysis of expenditure on charitable activities

The expenditure on charitable activities was £4,047,419 (2022: £3,242,439) of which £3,925,406 (2022: £3,144,903) was unrestricted and £122,013 (2022: £97,536) was restricted.

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Main House £ | Creative Learning £ | Total £ | Main House £ | Creative Learning £ | Total £ |
| Production costs | 1,736,624 | - | 1,736,624 | 1,373,917 | - | 1,373,917 |
| Irrecoverable VAT | 197,765 | - | 197,765 | 81,711 | - | 81,711 |
| Production commissioning fee | 34 | - | 34 | 901 | - | 901 |
| Staff costs | - | 53,448 | 53,448 | - | 41,250 | 41,250 |
| Other creative learning direct costs | - | 2,322 | 2,322 | - | 875 | 875 |
| Governance & support costs (note 11) | 2,012,252 | 44,974 | 2,057,226 | 1,708,212 | 35,573 | 1,743,785 |
| | 3,946,675 | 100,744 | 4,047,419 | 3,164,741 | 77,698 | 3,242,439 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

## 11. Analysis of governance and support costs

The group allocates its governance and support costs as shown in the table below and then further apportions those costs between the two charitable activities undertaken (see note 10). These costs are allocated on a basis consistent with the use of resources.

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Theatre operation | Governance | Total | Theatre operation | Governance | Total |
| | £ | £ | £ | £ | £ | £ |
| Advertising & publicity | 311,502 | - | 311,502 | 263,658 | - | 263,658 |
| Staff costs | 954,122 | - | 954,122 | 788,994 | - | 788,994 |
| Property costs | 375,291 | - | 375,291 | 329,931 | - | 329,931 |
| Office costs | 138,597 | - | 138,597 | 83,504 | - | 83,504 |
| Professional fees | 17,408 | 21,950 | 39,358 | 44,244 | 18,500 | 62,744 |
| Depreciation & loss on disposal | 126,749 | - | 126,749 | 125,870 | - | 125,870 |
| Travel and subsistence | 5,800 | - | 5,800 | 3,198 | - | 3,198 |
| Bank & credit card charges | 39,720 | - | 39,720 | 28,836 | - | 28,836 |
| Bad Debts | 1,997 | - | 1,997 | 600 | - | 600 |
| Irrecoverable VAT | 64,090 | - | 64,090 | 56,450 | - | 56,450 |
| | 2,035,276 | 21,950 | 2,057,226 | 1,725,285 | 18,500 | 1,743,785 |

## 12. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Yvonne Arnaud Theatre (Productions) Limited is commissioned by Yvonne Arnaud Theatre Management Limited to take full responsibility for the producing, running and closing of all in house theatre productions for the Yvonne Arnaud Group. As a result of this commissioning, Yvonne Arnaud Theatre (Productions) Limited is able to claim theatre production tax relief from HMRC. The corporation tax credit in respect of the theatre production tax relief claim for the year ended 31 March 2023 is £170,210 (2022: £154,118).

## 13. Net income/(expenditure) for the year

| This is stated after charging the following: | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Depreciation of tangible fixed assets | 149,487 | 143,406 |
| Loss on disposal of fixed assets | 177 | - |
| Auditors' remuneration - group | 23,700 | 18,500 |
| Auditors' remuneration - other services | (1,300) | 4,470 |
| Operating leases - rent | 43,751 | 43,751 |
| Staff costs (note 14) | 1,632,424 | 1,396,347 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

14. Staff costs, trustee remuneration and expenses and the cost of key management personnel

| | 2023<br>£ | 2022<br>£ |
|---|---|---|
| Wages and salaries | 1,498,605 | 1,294,651 |
| Social security costs | 96,580 | 74,447 |
| Other pension costs | 37,239 | 27,249 |
| | 1,632,424 | 1,396,347 |

The amount for wages and salaries of cast, musicians, stage management and casual staff included above was £540,993 (2022: £514,553), inclusive of social security costs. Such persons are not employed on a regular basis throughout the year and do not appear in the staff numbers table (note 15).

No compulsory redundancies were made in the year.

One employee received emoluments in the range £70,001 to £80,000 and one employee received emoluments in the range £80,001 to £90,000 during the year (2022: one employee received emoluments in the range £70,001 to £80,000 and one employee received emoluments in the range £80,001 to £90,000). Pension contributions of £16,299 (2022: £14,205) were made on behalf of the higher paid employees.

None of the trustees received any remuneration or expenses during the current or previous years, in their role as trustees.

The key management personnel of the group comprise the trustees, the Theatre Director and Chief Executive, the Director of Finance, the Director of Marketing and Customer Experience and the Head of Development. The total remuneration of the key management personnel of the charity was £271,669 (2022: £248,368).

15. Staff numbers

The average monthly number of persons employed under contracts of service by the group during the year, excluding cast, musicians and stage management was as follows:

| | 2023<br>No | 2022<br>No |
|---|---|---|
| Management and administration | 13 | 12 |
| Box office and front of house | 6 | 5 |
| Production | 6 | 5 |
| Creative learning | 1 | 1 |
| Catering | 4 | 3 |
| | 30 | 26 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

16. **Pension costs**

Since 1st July 2014, employees of the theatre have either received a contribution into a pre-existing personal pension scheme as agreed in their contract of employment or an auto enrolment pension scheme that complies with government legislation. The theatre has incurred total pension contribution costs in the year amounting to £37,239 (2022: £27,249). This cost represented payments to defined contribution pension schemes for forty-two employees (2021: thirty-six). At the year-end a balance of £5,748 (2022: £5,199) was due to the pension provider).

17. **Government Grants**

Income from government grants comprises performance related grants made by the local authority to fund the artistic and theatrical programme of Yvonne Arnaud Theatre Management Limited. See note 18 for more information.

18. **Related party transactions**

The group enjoys a close working relationship with Guildford Borough Council and received funding of £273,000 (2022: £310,220) to enable the group to carry out its objectives. The Council has the right to nominate up to two trustees. All the funding was received to provide services and has been included in the financial statements under incoming resources from charitable activities.

Trustees made unconditional donations to the Theatre Trust totalling £693 (2022: £237) in the year.

In the year ended 2023, one of the Trustees, Mr Peter Gordon, was paid £18,000 for his role in the Yvonne Arnaud Theatre Management Limited pantomime, *Jack and the Beanstalk*. This payment was calculated and made on normal commercial terms.

19. **Investments**

Yvonne Arnaud Theatre Trust has produced consolidated accounts to include the results of Yvonne Arnaud Theatre Management Limited (a company limited by guarantee) and its subsidiaries. Yvonne Arnaud Theatre Trust has effective control over Yvonne Arnaud Theatre Management Limited. Yvonne Arnaud Theatre Management Limited holds 100% of the ordinary share capital of its subsidiaries listed below, all of which are registered in England and Wales.

| | Charity number | Company number |
|---|---|---|
| Yvonne Arnaud Theatre Management Limited | 238436 | 814453 |
| Yvonne Arnaud Theatre (Catering) Limited | - | 847430 |
| Yvonne Arnaud Theatre (Productions) Limited | - | 1925822 |

YVONNE ARNAUD THEATRE TRUST GROUP

**Notes to the Accounts for the Period Ended 31 March 2023**

19. **Investments (continued)**

The summary financial performance of the individual subsidiaries is shown below.

| | Yvonne Arnaud Theatre Management Limited £ | Yvonne Arnaud Theatre (Catering) Limited £ | Yvonne Arnaud Theatre (Productions) Limited £ |
|---|---|---|---|
| Total income | 4,283,318 | 435,646 | 550,011 |
| Total expenditure | (4,628,229) | (430,007) | (720,021) |
| Corporation Tax | - | - | 170,210 |
| Results for the year | (344,911) | 5,639 | - |
| The assets and liabilities of the subsidiary were: | | | |
| Fixed assets | 444,488 | 50,101 | - |
| Current assets | 806,398 | 121,500 | 199,171 |
| Current liabilities | (963,878) | (110,541) | (173,490) |
| Total net assets | 287,008 | 61,060 | 25,681 |
| Aggregate share capital and reserves | 287,008 | 61,060 | 25,681 |

20. **Tangible fixed assets – Group**

| | Improvements to leasehold premises £ | Fixtures, fittings & equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost:** | | | | |
| At 6 April 2022 | 2,114,163 | 602,205 | 140,294 | 2,856,662 |
| Additions | - | 20,612 | 3,201 | 23,813 |
| Disposals | (647,109) | (203,701) | (91,250) | (942,060) |
| At 31 March 2023 | 1,467,054 | 419,116 | 52,245 | 1,938,415 |
| **Depreciation:** | | | | |
| At 6 April 2022 | 1,439,635 | 586,158 | 118,747 | 2,144,540 |
| Charge for the year | 128,757 | 11,928 | 8,802 | 149,487 |
| Depreciation on disposals | (646,932) | (203,701) | (91,250) | (941,883) |
| At 31 March 2023 | 921,460 | 394,385 | 36,299 | 1,352,144 |
| **Net book value:** | | | | |
| At 31 March 2023 | 545,594 | 24,731 | 15,946 | 586,271 |
| At 5 April 2022 | 674,528 | 16,047 | 21,547 | 712,122 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

21. Tangible fixed assets – Charity

| | Long term leasehold properties (theatre) £ | Theatre equipment £ | Total £ |
|---|---|---|---|
| **Cost:** | | | |
| At 6 April 2022 | 217,217 | 60,014 | 277,231 |
| Additions | - | - | - |
| Disposals | - | (1,066) | (1,066) |
| At 31 March 2023 | 217,217 | 58,948 | 276,165 |
| **Depreciation:** | | | |
| At 6 April 2022 | 123,361 | 60,013 | 183,374 |
| Charge for the year | 2,172 | - | 2,172 |
| Depreciation on disposals | - | (1,066) | (1,066) |
| At 31 March 2023 | 125,533 | 58,947 | 184,480 |
| **Net book value:** | | | |
| At 31 March 2023 | 91,684 | 1 | 91,685 |
| At 5 April 2022 | 93,856 | 1 | 93,857 |

22. Stock

| | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|---|---|---|---|
| Food and drink | 9,878 | 10,976 | - | - |
| Dry goods/Disposables | 1,061 | 991 | - | - |
| | 10,939 | 11,967 | - | - |

The amount of stock recognised as an expense during the year was £ 119,052 (2022: £70,489).

23. Debtors

| | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|---|---|---|---|
| Trade debtors | 11,317 | 14,018 | - | - |
| Taxation recoverable | 172,645 | 158,097 | 2,435 | 3,979 |
| Yvonne Arnaud Theatre Management Limited | - | - | 21,425 | 50,214 |
| Other debtors | 967 | 9,803 | - | - |
| Prepayments and accrued income | 147,805 | 397,206 | 26,306 | 6,548 |
| | 332,734 | 579,124 | 50,166 | 60,741 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

24. Cash

Of the cash balances held at 31st March, £463,716 (2022: £356,437) is for advance ticket sales in relation to future shows. These amounts are held on behalf of third parties.

25. Creditors: amounts falling due within one year

| | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|---|---|---|---|
| Trade creditors | 81,082 | 221,344 | - | - |
| CBILS bank loan | - | 224,000 | - | - |
| Advanced bookings | 463,716 | 356,437 | - | - |
| Other taxes and social security | 42,704 | 42,541 | - | - |
| Other creditors | 105,214 | 118,576 | - | - |
| Accruals and deferred income | 316,582 | 599,959 | 40,449 | 34,821 |
| | 1,009,298 | 1,562,857 | 40,449 | 34,821 |

The CBILS bank loan was secured by the way of a fixed and floating charge over the assets of the charity. The loan was repaid on 10th June 2022.

26. Deferred income

| | 2023 £ | 2022 £ |
|---|---|---|
| Opening balance at 6 April 2022 | 378,490 | 147,104 |
| Amounts deferred in the year | 476,260 | 378,490 |
| Amount released to incoming resources | (378,490) | (147,104) |
| Closing balance at 31 March 2023 | 476,260 | 378,490 |

Deferred income includes box office income in advance, and grants which the donor has specified must be used in future accounting periods.

27. Reconciliation of Movement in total funds – Unrestricted funds

Unrestricted Funds - Group

| | Charitable funds £ | Non-charitable trading funds £ | Reserve arising on consolidation £ | Total £ |
|---|---|---|---|---|
| Brought forward at 6 April 2022 | 975,681 | (15,397) | 99,995 | 1,060,279 |
| Incoming Resources | 3,624,813 | 435,646 | - | 4,060,459 |
| Outgoing Resources | (3,900,395) | (389,266) | - | (4,289,661) |
| Transfers | (25,874) | - | - | (25,874) |
| Carried forward at 31 March 2023 | 674,225 | 30,983 | 99,995 | 805,203 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

27. Reconciliation of Movement in total funds – Unrestricted funds (continued)

Unrestricted Funds - Charity

| | 2023 Charitable funds £ | 2022 Charitable funds £ |
|---|---|---|
| Brought forward at 6 April | 519,761 | 742,481 |
| Incoming Resources | 200,243 | 184,337 |
| Outgoing Resources | (89,572) | (7,057) |
| Transfers | (25,874) | (400,000) |
| Carried forward at 31 March | 604,558 | 519,761 |

A transfer of £25,874 (2022: £400,000) was made in the year to the designated capital project fund. This amount is making a further contribution towards the theatre's fundraising targets, to allow essential capital improvements to the building to help with the repairs and improvements to accessibility.

Total unrestricted funds reflected in the consolidated accounts include a reserve arising on consolidation of £99,995.

28. Reconciliation of Movement in total funds – Designated funds

Designated Funds - Group

| | Theatre support Fund £ | Dimmer lighting system £ | Flood Excess Fund £ | Production Fund £ | Stage Tech & IT fund £ | Capital Project £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 6 April 2022 | 1,010,099 | 82,215 | 100,000 | 500,000 | 314,955 | 1,025,082 | 3,032,351 |
| Incoming Resources | - | - | - | - | - | 6,157 | 6,157 |
| Outgoing Resources | - | (13,702) | - | - | (16,680) | - | (30,382) |
| Transfers | - | - | - | - | - | 25,874 | 25,874 |
| Carried forward at 31 March 2023 | 1,010,099 | 68,513 | 100,000 | 500,000 | 298,275 | 1,057,113 | 3,034,000 |

Designated Funds - Charity

| | Theatre support Fund £ | Dimmer lighting system £ | Flood Excess Fund £ | Production Fund £ | Stage Tech & IT fund £ | Capital Project £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 6 April 2022 | 1,010,099 | 82,215 | 100,000 | 500,000 | 142,455 | 1,025,082 | 2,859,851 |
| Incoming Resources | - | - | - | - | - | 6,157 | 6,157 |
| Outgoing Resources | - | (13,702) | - | - | (16,680) | - | (30,382) |
| Transfers | - | - | - | - | - | 25,874 | 25,874 |
| Carried forward at 31 March 2023 | 1,010,099 | 68,513 | 100,000 | 500,000 | 125,775 | 1,057,113 | 2,861,500 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

28. **Reconciliation of Movement in total funds – Designated funds (continued)**

The Theatre support fund was created using the net proceeds from the VAT refunds in the year to April 2009. Funds will be transferred to Yvonne Arnaud Theatre Management Limited, as necessary, to fulfil the business plan in accordance with the organisations' charitable purposes.

The dimmer lighting system fund was created in the year ended 5 April 2018 from several unrestricted legacies received in that and the following year to help fund the replacement cost of the dimmer lighting system. The project was undertaken in summer 2018 and costs incurred have been capitalised and will be depreciated over a ten year period. Funds from this designated reserve will be amortised over the same ten year period.

The flood excess fund was approved and created by the trustees to ensure that refurbishment costs in the event of a flood, not covered by the theatre's insurance policy, could be met. The theatre's insurance policy no longer provides cover for any flood damage costs.

A designated production fund of £500k was created in the year to 5 April 2019 to enable the new Theatre Director and Chief Executive the ability to start producing and touring the theatre's own productions. There is a significant demand for good quality drama on the national touring circuit and a lack of product. Producing our own work will enable the theatre to develop its audience by providing high quality drama and maximise the investment in the work through touring the work to other venues. Although a strong production can improve financial performance, there is a greater level of risk and need for initial investment. This fund will allow production opportunities to be explored.

The tech and IT designation has put funds aside for replacement of the computer servers and general upgrade of the IT equipment held. During the year funds were used towards the replacement of the theatre's box office software and finance software. This fund also includes a provision for the costs associated with the replacement of the theatre's counterweight flying system.

The trustees have undertaken preliminary reviews of the building, repairs required and access issues. Plans have been drawn up for the necessary capital works and planning permission for phase one of the project has been received. A further transfer of £25,874 was made from unrestricted reserves in the year, to continue to build the reserves needed to undertake these improvements.

29. **Reconciliation of Movement in total funds – Restricted funds**

| Restricted Funds - Group | Building Restoration fund £ | Dimmer Stage lighting fund £ | Young dis-advantaged fund £ | Capital Project fund £ | Creative Learning fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 6 April 2022 | 73,654 | 61,200 | 21,217 | 127,750 | - | 754 | 284,575 |
| Incoming Resources | 145,303 | - | - | 15,137 | 21,600 | 2,000 | 184,040 |
| Outgoing Resources | (82,452) | (10,200) | (6,361) | - | (21,000) | (2,000) | (122,013) |
| Transfers | - | - | - | - | - | - | - |
| Carried forward at 31 March 2023 | 136,505 | 51,000 | 14,856 | 142,887 | 600 | 754 | 346,602 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

29. Reconciliation of Movement in total funds – Restricted funds (continued)

| Restricted Funds - Charity | Building Restoration fund £ | Dimmer Stage lighting fund £ | Capital Project Fund £ | Young disadvantaged fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|---|
| Brought forward at 6 April 2022 | 73,654 | 61,200 | 127,750 | 21,217 | 754 | 284,575 |
| Incoming Resources | 145,303 | - | 15,137 | - | - | 160,440 |
| Outgoing Resources | (82,452) | (10,200) | - | (6,361) | - | (99,013) |
| Transfers | - | - | - | - | - | - |
| Carried forward at 31 March 2023 | 136,505 | 51,000 | 142,887 | 14,856 | 754 | 346,002 |

The theatre started a building restoration fund in September 2007. All proceeds are being used directly for the increasing number of renovation projects required to keep the building in a good state of repair. The sum of £145,303 (2022: £97,134) has been raised during the year with £82,452 (2022: £82,452) being used to cover the depreciation charge on capitalised costs of maintenance projects and maintenance works written off during the year.

Three restricted donations were received from Charitable Trusts to be used towards the renewal of the Theatre's dimmer stage lighting system. The project was completed in summer 2018 with costs capitalised and being depreciated over a ten year period. Restricted funds received towards this project are being amortised over the same ten year period.

A £25,000 donation was received in the year to 5 April 2019 from the Alchemy Foundation. These funds are to be used for future work with young disadvantaged people who would not otherwise be able to participate in such opportunities. A transfer of £6,361 (2022: £nil) was made in the year to cover the costs of tickets provided for young carers in the Guildford area to attend the opening night of the Christmas production of *Jack and the Beanstalk*.

Funds of £15,137 were donated in the year towards Play Your Part - the capital project campaign. Identified as Pioneer Donors these are early gifts from close supporters to kick start the capital fundraising campaign.

Funds of £21,600 (2022: £4,638) were received in the year to contribute towards the costs of the Creative Learning programme. Further details of the funders and activity undertaken is provided in note 8 to the accounts.

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

30. **Analysis of group net assets between funds**

| | 2023 | | | |
|---|---|---|---|---|
| | General funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Tangible fixed assets | 586,271 | - | - | 586,271 |
| Current assets | 343,673 | - | - | 343,673 |
| Cash at bank and in hand | 884,557 | 3,034,000 | 346,602 | 4,265,159 |
| Current liabilities | (1,009,298) | - | - | (1,009,298) |
| | 805,203 | 3,034,000 | 346,602 | 4,185,805 |

| | 2022 | | | |
|---|---|---|---|---|
| | General funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Tangible fixed assets | 712,122 | - | - | 712,122 |
| Current assets | 591,091 | - | - | 591,091 |
| Cash at bank and in hand | 1,319,923 | 3,032,351 | 284,575 | 4,636,849 |
| Current liabilities | (1,562,857) | - | - | (1,562,857) |
| | 1,060,279 | 3,032,351 | 284,575 | 4,377,205 |

31. **Commitments under operating leases**

At 31 March 2023, the group had commitments under non-cancellable operating leases as set out below:

| Operating leases which expire: | | 2023 £ | 2022 £ |
|---|---|---|---|
| Within one year | land and buildings | - | 17,063 |
| Two to five years | land and buildings | - | - |

The amount of non-cancellable operating lease payments made by the group and recognised as an expense in the year was £43,751 (2022: £43,751).

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Period Ended 31 March 2023

32. Reconciliation of net movement in funds to net cash flow from operating activities

| | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|---|---|---|---|
| Net movement in funds | (191,400) | 784,506 | 147,874 | 296,563 |
| Add back depreciation | 149,487 | 143,406 | 2,172 | 2,172 |
| Add back loss on disposal of fixed assets | 177 | - | - | - |
| Add back repayment of CBILS loan | 224,000 | 16,000 | - | - |
| Deduct interest income shown in investing activities | (50,107) | (17,961) | (49,733) | (16,378) |
| (Increase)/Decrease in stock | 1,028 | (7,133) | - | - |
| (Increase)/Decrease in debtors | 259,488 | (250,730) | 9,030 | 679,906 |
| Decrease/(Increase) in gift aid | 2,994 | 2,202 | 1,544 | 4,570 |
| (Increase)/Decrease in corporation tax | (16,092) | (133,296) | - | - |
| Increase/(Decrease) in creditors | (553,559) | 938,233 | 5,628 | 16,618 |
| | (173,984) | 1,475,227 | 116,515 | 983,451 |

**YVONNE ARNAUD THEATRE TRUST**

England & Wales - Charity number 200500

# Accounts

# YVONNE ARNAUD THEATRE TRUST GROUP

## Consolidated Accounts for the Year Ended

## 5 April 2022

**Registered Charity No. 200500**

# YVONNE ARNAUD THEATRE TRUST GROUP

## Consolidated Accounts for the Year Ended 5 April 2022

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## YVONNE ARNAUD THEATRE TRUST GROUP

### Reference and administrative details

| | |
|---|---|
| Charity name: | Yvonne Arnaud Theatre Trust |
| Charity number: | 200500 |
| Registered office: | Yvonne Arnaud Theatre, Millbrook, Guildford, Surrey GU1 3UX |

### Key management personnel Yvonne Arnaud Theatre Trust: Trustees

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

| | |
|---|---|
| Mr Stephen Bampfylde | Chairman |
| Mr Nicholas Acomb | (resigned 23 May 2022) |
| Mr Julian Bird | (resigned 30 July 2021) |
| Mr Roger Black MBE | |
| Mrs Emma Brunjes | (appointed 8 April 2021) |
| Mr Andrew French | |
| Mr Charles Geffen | (appointed 1 June 2021) |
| Mr Peter Gordon | |
| Mr Steven Lee | GBC Representative |
| Mr Michael More-Molyneux | |
| Mr Julian Porter | (resigned 1 June 2021) |

### Key management personnel of Yvonne Arnaud Theatre Trust: Senior Staff

| | |
|---|---|
| Director and Chief Executive | Mrs Joanna Read |
| Director of Finance | Mrs Sarah Gatward |
| Director of Marketing and Customer Experience | Mrs Sally-Anne Lowe |

### Our advisors

**Bankers:**

Barclays Bank plc
Woking Corporate Management Suite
PO Box 673
Town Gate House
Church Street East
Woking GU21 1XW

**Auditors:**

TC Group
The Courtyard, Shoreham Road,
Upper Beeding
Steyning
West Sussex BN44 3TN

**Solicitors:**

Stevens & Bolton LLP
Wey House
Farnham Road
Guildford
Surrey GU1 4Y

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

The trustees present their annual report together with the consolidated financial statements for the year ended 5 April 2022.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Trust Deed and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

**Theatre Chairman's Report**

2022 continued to be an extremely challenging year for the theatre as the country dealt with the on going impact of the Covid 19 pandemic. The process of slowly rebuilding the organisation after numerous lockdowns and closure periods during 2020 has been achieved against an uncertain twelve months, with the effects of the pandemic continuing to impact on all areas of our work and programme. Across the country audiences have been slow to return to live events and the Arnuad has been no exception. Whilst head line and marquee shows such as *Six* have performed well, the drama audience has still to return to venues in the numbers experienced pre pandemic.

As ever the Arnaud led the way in the covid fight back, being one of the first in the country to re open when restrictions were lifted. I'm proud to say that the theatre has offered a full and diverse programme when ever it was possible to do so throughout the year, including welcoming back the many groups, individuals and families who use the theatre for their meetings, activities and socailising. From being closed during the first quarter of the year, the Arnaud reopened in June with our own production of *Siobhan's Bassetts Hound of The Baskerville,* with a reconfigured socially distanced auditorium and playing to a reduced capacity. This was a positive start to the season; the production was well received, attracting positive national and local reviews and laid down a marker for our production ambitions later in the year.

Our financial situation was greatly aided by two more successful applications to the Arts Council / DCMS Cultural Recovery Funds in April and November, receiving £458k and £253k respectively. These grants have been essential in allowing the theatre to function and rebuild following the pandemic with the third grant, underwriting panto expenditure and contributing to rebuilding management reserves. We remain grateful to the Arts Council and the Department of Culture, Media and Sport, for their support during this time.

Rebuilding our catering operation remained a struggle through the year. Despite opening in August with a new team and the best endeavours to provide a full food and beverage offer throughout the day and evening, the operation has been hampered by continued staffing shortages in the industry and rising wholesale prices. Recuitment of a permanent chef has not been possible and at the end of the year we recruited a new Catering Manager who is remodeling the team and changing up the food offer to a simple menu with a focus on light food, locally sourced.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

Despite the difficult climate there were still many positive achivements during the year ensuring the theatre continues to fullfill it's role as an artistic leader and provider and a resource for the commmunities of Surrey. Foremost of these was the launch in August 2021 of our Creative Learning Programme. The Creative Learning Programme uses the theatre's expertise and resources to inspire and engage people across Guildford and Surrey, with a focus on those from a low socio-economic background, the elderly and vulnerable across the county, enabling their engagement in theatre and arts activities. Targeted programmes and activities focus specifically on working with those people who have limited access or opportunities to engage with the arts. As part of the programme the theare is now registered as an Artsmark partner to support Artsmark registered schools and other educational settings across Surrey on their journey to embed arts and culture across the curriculum. We were thrilled to be able to work with the pupils of Guildford Grove's Lighthouse Centre on their Discover Drama project making them the theatre's first recipeints of the Arts Award.

In June, planning permission was granted on our capital programme to renovate and upgrade the theatre building, to substantially improve accessibility front of house and backstage. Following this, a quiet fundraising campaign began which, thanks to a legacy gift and a number of generous individual donations, has already raised £1.15 million towards the project costs of £11 million. Following the expression of interest submitted last year, discussions began with Surrey County Council - Your Fund Surrey Scheme to progress the theatre's application for support.

Our production of *Dick Whittington* in December received excellent reviews and was nominated for three National Panto awards, winning Best Ensemble. In February and March we fulfilled our ambitions to produce our own work beyond panto. *Sheila's Island,* a new comedy by Tim Firth, opened at the Arnaud to good notices, playing for two weeks before embarking upon a twelve week national tour. New audience developement intiatives in the year increased our number of new bookers to 10,382. Overall, not including hires, private events and café bar users, over 70,000 people came to see a show, take part in a workshop or arts activities at the theartre between June 2021 and March 2022.

The board continues its plans to broaden and diversify trustee membership. New Trustees Emma Brunjes and Charlies Geffen were appointed during the year. At the end of the year Nick Acomb retired from the Board. On behalf of my fellow Trustees, I would like to thank Nick for his long and supportive service to the theatre.

In January we were informed that Guildford Brough Council intended to reduce our funding by 35% over three years, imposing a cut of £35k in the coming year, rising to £120k in 2024. Whilst the Board recognises the pressures on local authority budgets, the sudden reduction in grant funding was not only severely demoralising for the Board and staff, but will impact the organisation's ability to rebuild after Covid, coming just as the theatre needed to invest in its recovery.

Despite these challenges, the theatre finished the year in a positive financial position. This was due in the main to the one-off support received from the Culture Recovery Fund together with careful control of expenditure by the Senior Team and the restructures to staffing made during 2021. A new business and strategic plan was created in the last quarter of the year to align the theatre's plans and capital ambitions with the new climate post Covid. This places us in a robust position to tackle what will only be two much harder years to come, as the lasting effect of the pandemic continues to have a detrimental effect on audience confidence and sales patterns. The biggest challenge for the theatre remains rebuilding its audience.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

I would like to thank the staff team, whose energy and enthusiam has contributed so much to our resillence this year, also our Chief Executive and Director Joanna Read and Finance Director Sarah Gatward, for the dedication and commitment they have shown the theatre during this time. Finally a huge thank you to our ever growing team of volunteers, now measuring more than one hundred, who give their time, love, and enthusiasm to the Arnaud, in so many ways.

Stephen Bampfylde
Chairman

**Our Object and Activities**

*Our Mission*

A regional theatre with a national reach - our mission is to produce and present vibrant, outstanding, entertaining drama for the many communities of Surrey and the South East. With a thriving studio space and creative learning programme, we are an artistic resource and a cultural hub; a safe space for our many communities. We enable people of all ages across the South to participate in the thrill and delight of live theatre benefitting their health and well-being and realising stronger, more meaningful, social relationships and building prosperous and cohesive communities.

The Yvonne Arnaud Theatre believes that art changes lives; that engagement in arts activity as a participant or an audience member is central to the wellbeing of an individual, to promoting good mental health and emotional engagement and that theatre is a cohesive and socialising force for good. The Yvonne Arnaud Theatre enriches the lives of the communities it serves by offering and encouraging opportunities for learning, for creativity and personal and social development through its broad programme of theatre and arts activity.

*Vision*
The Yvonne Arnaud Theatre will be a power house in regional theatre, with a national profile, and a reputation for producing and presenting entertaining, thrilling and inspiring theatre. We will have an established production and touring arm, with a lively, thriving and diverse large audience for our work. Our Creative Learning Programme will work with disenfranchised young people, those from a low socio-economic background, the elderly and vulnerable across the county, enabling their engagement in theatre and arts activities. Our revitalised and refurbished estate will be a destination venue for audiences and others across the South, a welcoming refuge for the community and provide a safe and inspiring home for our creative learning and programme.

*Public Benefit*
In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)". The theatre relies on grants and the income from fees and charges to cover its operating costs. Affordability and access to our programme is important to us and is reflected in our diversity and community report and our pricing policy set out later in this report. The work we programme and produce is intended to appeal to a diverse and broad range of communities and to promote, by engagement with the work, an understanding and appreciation of the world and others around them.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

Our major areas of activity are listed below. The theatre remains a major arts provider in the South East, enabling people from across the community to enjoy and engage with theatre and the performing arts on many levels. The theatre is committed to arts participation as a tool to explore the world, raise awareness, educate, empower, and inspire real and lasting change. Through our Creative Learning Programme, established in 2021, we run a number of discrete projects designed to foster appreciation and engagement in theatre and arts activities for particular underserved sections of our community. These include schools' workshops, post show discussions, tours and talks for groups and funded tickets for Young Carers. A programme of drama activity for those with special needs is offered. Captioned and signed performances for deaf people and the deaf and hard of hearing community as well as a relaxed performance for our annual Christmas show are part of our core offering. The theatre is also a regular meeting venue for many arts and activities groups in Guildford.

**Achievements and Performance**

*The Main House Programme*

The main house activity was significantly impacted by the pandemic with the theatre open for only nine months of the year and social distancing reducing capacity in the auditorium until the middle of August 2021. The programme focused on popular and entertaining choices, with comedies and known casting dominating the repertoire. Whilst one night events often proved sucessful, the core drama audience were slow to return; mask wearing, social distancing, Covid Passports, and various variant waves all combining to make audiences reluctuant to book live events. This pattern was mirrored in venues across the country. The theatre took a robust approach with its programme, opening sooner than most venues and putting in stringent Covid Safety measures to encourage attendance.

The main house re-opened again on the 5th of June 2021 with socially distanced performances. We began with our own production of *Siobhan Bassetts' Hound of the Baskervilles* in the main house; part of our scratch theatre, live and local programme continuing from autumn/winter 2020. The show was written by and starred local actor Sara Crowe and directed by the theatre's Director Joanna Read. Technical and creative support was provided by the Arnaud's technical team and designer Neil Irish. This was followed by short mixed programme of presented popular drama including *The Woman In Black*, *Seasons Greetings* and *A Splinter of Ice* along with one night spoken word events, comedy and music in the garden and the hosting of two events from Guildford Fringe whose own programme was disrupted by Covid. Taking advatange of the restrictions on capacity, we gave Guidlford a rare chance to see the work of The Donmar Theatre, outside London. Their production of *Blindness* was an installation audio drama that seated audiences of 35 on the stage in darkness, listening to the narration of Juliet Stephenson via headsets.

The autumn season, attempted a return to pre pandemic programming with popular offers such as *Poirot and More* with David Suchet and Mischief Theatre's *Groan Ups* playing alongside *Tell Me on A Sunday* with Jodie Prenger and *The Lemon Tree* with Ian McDiarmid directed by Michal Grandage, both strong offers. Unfortunately the season was disrupted by a number of late show cancellations; a combination of productions cancelling due to poor national sales or through illness across the company. The cancellation of work dented audience confidence in the theatre's operations and hampered our attempt to return to a typical autumn season. Audience attendance in the autumn was down by 30% against pre Covid years, despite one night events such as *Andrew Cotter* and *Miriam Margolyes* selling out.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

In the spring, the opportunity to present Mischief's *Magic Goes Wrong* and the internationally renowned musical *Six*, both for two weeks gave stability to the season and an offer for a younger and broader demographic. Both pieces brought a younger audience and large numbers of new bookers to the theatre. Towards the end of the year *Private Lives* with Patricia Hodge and Nigel Havers and Barry Humphries *The Man Behind the Mask*, all performed very well at box office giving a lift to the last quarter of the year. Overall attendance for the year was 49% of capacity across 38 weeks of programme a total of 65,750 attendences in the main house. The number of new bookers increased to 10,382, the highest number to date, an encouraging response to our initial efforts to rebuild audiences.

As part of our drive to develop new audiences for the theatre we increased our family programme this year. *Sara and Duck* and the *Snail And The Whale* were presented in the main house during the summer holidays and proved popular, giving a firm foundation to build on for further years, with work for the under fives offered in the Mill Studio during half term breaks. Other iniatitives included the introduction of more stand up comedy into the programme with Stewart Lee and Barry Humphries both selling out, and the broadening of the spoken word progamme to include a wider subject range of speakers such as Andrew Cotter.

After producing a smaller family show last December, it was decided to return to our annual family pantomime this year with a new production of *Dick Whittington* to encourage attendance and to promote a return to usual habits of theatre going. The show was rehearsed and performed with strict Covid protocols in place for audience, staff and company. A new creative team was engaged for writing, costume design and musical direction with Guildford favourites Peter Gordon and Kit Hesketh-Harvey returning as Dame and Villian respectively. Sales for pantomime began well in the first half of the year, but were impacted by the Omincron variant in November and December, with illness causing many cancellations and bringing sales to a standstill in early December. A large number of school groups cancelled at the last minute due to outbreaks in schools. The theatre's rigorous planning and protocols meant that no shows were cancelled, enabling many audience members to transfer tickets to later performances. Despite excellent reviews and audience responses, *Dick Whittington* played to 53% of capacity, in comparision to the pre-covid figures of 84% for *Sleeping Beauty*. Again an indication of the challenges of producing live work during this period of such uncertainy, nevertheless the production still made a vital contribution to income and sent out the very positive message that the theatre remained open for business and the show would continue to go on.

The end of the year saw our first national tour solely produced by the Yvonne Arnaud. Tim Firth's *Sheila's Island* starring Abigail Thaw, Rina Fantia, Judy Flynn and Sara Crowe played for two weeks at the theatre before touring to twelve venues across the UK including Bath Theatre Royal, the Lowry, Kings Theatre Edinburgh, Brighton and Richmond. The show was directed by Joanna Read and designed by Liz Cooke, with lighting by Paul Anderson and composition and sound by Jon Nicols. The production recieved good critival responses though audiences and venues across the tour were very variable, again reflecting the struggles of the industry to recover from the pandemic.

*The Mill Studio*

With only 80 seats the Mill Studio was not viable as a studio theatre until restrictions were fully lifted. During the early summer the Mill hosted workshops by Shakespeare and You, rehearsals and workshops from Stop Gap Dance Company and Halows' IT club. Public events included the return of the popular arts exhibition by Guildford Arts in July; like all events in the summer this was held socially distanced and was attended by 479 people across the week.

The closure period was an opportunity for the Mill Programme to be revised in line with our artistic policy - the Mills' remit being to widen the overall programme offer and promote a more radical and diverse agenda, distinct from the main house programme. The Mill will often be a point of entry for more diverse and discrete audiences, who may then find some Main House work of interest. We relaunched the Mill Studio in Autumn 2021, with October's sell-out performance of Dibby Theatre's acclaimed production, *First Time* with other work in the year including Paines Plough's *Sessions,* Lung Theatre's *Who Cares* as well as music from Rowan Rheingans, poetry from Luke Wright and new writing from emerging artists such as Emma Hemingford and Piers Black.

Additionally, we introduced a strand of new work for families to complement the growth of the family offer in the Main House. This included sold out productions such as *Dig, Robin's Winter Tale and The Gingerbread Man.* Increasingly the Mill was used through the year for Creative Learning activities and workshops as well as a resource for local companies culminating in hosting the Man In Moon Youth Theatre's Christmas production. A total of 2,731 people attended performances in the Mill Studio during the year.

*Creative Learning*

One of our most significant achievements of 2021-22 was the launch of our new Creative Learning programme. Led by Head of Creative Learning Rhiannon Fisher, who joined the company in May 2021, the Creative Learning programme uses the theatre's expertise and resources to inspire and engage those people across Guildford and Surrey who are keen to get involved with the theatre, as well as those who have yet to discover the powerful benefits of the arts. The programme works with people across a range of age groups and backgrounds. Targeted programmes and activities focus specifically on engaging those people who have limited access or opportunities to engage with the arts. This includes families, children and young people who have a low household income or low socio-economic status; young carers; care experienced children and young people and those who are not in employment, education or training (NEET); adults and older members of the community who may be at risk of harm of social isolation.

Projects in the year included a Discover Theatre Project with Guildford Grove Primary School. The Theatre worked with Guildford Grove Primary School to address the gap in provision for deaf children to participate in quality drama activities. From November to January, key stage 2 pupils from the school's Lighthouse Centre took part in a series of nine workshops and activities at the theatre. The Lighthouse provides specialised educational provision for deaf children and their families from across Surrey. Focussing on the theatre's Christmas panto, Dick Whittington, the pupils explored the world of backstage, created their own 'slosh' scenes, met the panto cast and creatives and practised directing each other in devised scenes.

Through its Creative Learning Department the theatre has become an Arts Mark Partner and is now able to deliver Arts Award at the theatre. The Guildford Grove Project was the first project to be structured in this way and enabled us to engage with young people who struggle to access high quality arts programmes which support their specific need.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

We strengthened our partnership with Surrey Young Carers, offering young people and those they cared for funded tickets to attend the first night of Dick Whittington. Funded tickets were also offered to NHS staff at Royal Surrey County Hospital. *"It gives these young people a chance to spend time with their families in a light-hearted way which is a far cry from the day-to-day lives they have most of the time. A lot of our families are financially struggling, and this provides the family with an opportunity to go to the theatre and do something together they would not normally be able to afford. For a lot of the students, this is the only time they will have even been inside a theatre and Pantomime is a great intro to the wonderful world of Drama and could trigger a passion in any one of them."* Tina Male, Student Support Lead, Weydon School . The young carers who attended from seven different schools were from Guildford, Haslemere, Liphook, Bordon, Farnham, Aldershot and Redhill. 41% of the young carers who attended were in receipt of pupil premium.

We established relationships with several partner agencies in the county including the YMCA Guildford Downslink Group who were offered 18 tickets for residents and a work experience placement linked with arts award delivery for a Young Asylum Seeker; Surrey Childrens Services, who were offered tickets for their Independent Visitors and the Looked After Children that they support; and Surrey Choices, giving backstage tours for young adults supported by Surrey Choices. As a result of this link we currently employ one young adult referred by Surrey Choices in a part time position in the café.

A number of discrete projects took place across the year including a *Jack and the Beanstalk* drama workshop day for 28 children from service families aged 4-10 years attending the Summer Holiday Club based at the Army Training Centre in Pirbright in August; Contributing to the summer enrichment programme with Wey Valley College (Pupil Referal Unit) and workshops and back stage tours for Woking College Level 2 and Level 3 BTEC students.

*Other Activities and Engagment*

Our plans to boost the day time use of our front of house spaces ramped up in 2021 as we increased the number of groups and users who meet in our spaces. Day time users of the front of house spaces included the Knit and Knatter Club, local and Surrey wide businesses through the monthly Surrey Chamber of Commerce lunches; our regular Adult learner and drama classes; Halow IT club and Emmaus Road Church.

We have delivered weekly free Pop-Up Play sessions for pre-schoolers and their parent/carers in our back café area since November 2021. The activity has been a resounding success with a regular weekly attendance of between 25-30 people (including toddlers and babies). Throughout the year a wide range of local groups and organisations make use of our reduced hire rates.

As usual we took part in Heritage Open Day in September, with over 100 people taking part in tours and talks across the building. During the summer over 582 people took part in the family activities, arts and scavenger hunts centred around *The Snail and The Whale*.

In September we hosted a Breakfast meeting for the Archbishop of Canterbury during his visit to the Diocese of Guildford.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

*Staffing and Operations*

The operation of the the theatre's staff team has been party to the same pressures from Covid and recovery as the rest of country. Through a combination of many factors, with the exception of the senior team, the majority of the staff team has changed during the course of the year. Whilst bringing fresh energy and new skills to the organisation, this has placed burdens on the organisation in recruiting and training the new team and in recognising the necessary adjustment period as new staff get up to speed in their roles. We continue to operate a smaller staff team than pre covid, following a restructure in 2020. Key new members of the team joined in Fundraising and Creative Learning, Finance, Front of House and Catering.

Our use of volunteers increased rapidly over the year following a call out for support as we reopened in the summer. Initially recruited for front of house duties, our volunteer community now exceeds 100 and works across front of house as ushers, has restored the riverside garden, supports with Pop Up and Play, the archives and administrative tasks.

*Vanbrugh and Friends*

With the theatre only open for part of the year, understandably the number of Friends remained low when compared to pre Covid figures. Numbers at the end of the year were 723 Friends however this was an improvement on the previous years figure of 538. Vanburgh scheme members also grew in number in the year from 166 to 176. During the last quarter of the year, we recruited 8 new Vanbrugh supporters and 15 supporters who lapsed during 2020/21 re-joined the Vanbrugh scheme. We also had one Gold supporter increase their giving to Platinum level. This has balanced out the loss from non-renewing non-standard supporters.

The team plans to develop long term strategy for Vanbrugh growth and retention in the next financial year with a focus on improving systems and communications. Retention remains strong; as a benchmark, average retention rates for supporter schemes similar to Vanbrugh are roughly 60-75%.

*Partnerships*

The theatre continues to work in partnership with many organisations across the county and borough. Through the Chief Executive, the theatre continues to play a role shaping the Surrey Cultural Strategy, working with the Guildford Borough Council and Experience Guildford in development of the riverside areas and our island site. We continue to work with other Guildford Arts organisations, hosting events for Guildford Book Festival, concerts from Guildford Jazz, and the Summer Exhibition from Guilford Arts. Our Creative Learning Programme works with Surrey Choices, Surrey Children's Services, YMCA Downs Link, Culture Box, Surrey Primary and Secondary Schools.

**Financial review**

The theatre reported a surplus in the year of £784,506 (2021: surplus of £103,939). The principal funding sources of income were grant funding from Guildford Borough Council of £310,220 (2021: £310,220), from the Arts Council England of £711,065 (2021: £277,540) and government funding through the Coronavirus Job Retention Scheme of £16,355 (2021: £265,201).

The trading subsidiaries' results have all been consolidated into the group results. All profits generated by trading subsidiaries are used to assist the theatre charities to meet their objectives.

*Our pricing policy*

Our pricing policy reflects our strategy of enabling all within our community, whatever their means, to take part in our activities and to attend our theatre. We offer discounted rates to schools, under 25's, senior citizens and low-income groups as well as funded tickets to partners in our Creative Learning Programme. Discounts are also available for large group bookings. Concessions are intended to foster and encourage an appreciation of and engagement with theatre and drama. Concessions were reviewed at the end of the financial year in preparation for the theatre's reopening. Improvements were made to student and young person's discounts and an early bird offer introduced to enable regular bookers, and in particular senior citizens, to book earlier whilst still gaining a reduced ticket price. Panto prices were held at last year's prices to encourage attendance during a period of uncertainty.

*Investment powers and policy*

The directors, having regard to the liquidity requirements of operating the theatre, have kept available funds in instant access deposit accounts. Although trustees seek to achieve a rate on deposit that either matches or exceeds the rate of inflation, due to wider economic circumstances deposit rates have been depressed and so this aim was not achieved in the year. Cash reserves surplus to day-to-day operating requirements are held by Yvonne Arnaud Theatre Trust and placed on longer term deposits. The invested funds held on deposit achieved an average rate of 0.88% (2021: 0.79%).

*Reserves policy and going concern*

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned emergency repairs and other expenditure. The building will be fifty-seven years old in 2022 and it is prudent to plan for expenditure in infrastructure and Mechanical and Engineering services as well as the access needs of the audience. The trustees are aware of the pressures on current reserves to fund many of the on-going building repairs and repairs and replacements necessary to the antiquated equipment needed for running the performances in the main auditorium. This will continue to provide a challenging environment in which to operate in the next few years. As a grade two listed building and a unique and much loved example of modernist architecture, the trustees will be considering how best to invest in and maintain the building, to preserve it for future generations.

The trustees consider that the ideal minimum level of unrestricted group reserves to cover ongoing operations as at 5 April 2022 would be £800k. With Arts Council Funding received in the year including an amount of £504,837 to help build reserves, unrestricted group reserves at the year-end totalled £960k.

**Plans for future periods**

Our focus for 2022/23 will be to rebuild our audience and customer base and to restore box office income and attendance. We expect the recovery of the industry and by association the recovery of the Arnaud to take at least two years according to latest data. As well as concentrating on those closest to us, including rebuilding the numbers of Friends and Vanbrugh members, we will also focus on developing new audiences for our work as it becomes clearer that some older or core audience members may not return to live arts. A number of specific marketing and audience development tasks are underway to support this, including a review of pricing and yield with consultants Baker Richards, work to increase our digital retargeting and boost internet sales and deeper research into audience profiles to increase the number of repeat bookers, building on the successful initatives such as Early Bird discounts.

The Creative Learning programme will develop our Arts Mark partner offer for schools and educational settings. A Discover Drama project is planned with Gosden House School. The funded ticket programme will be widened to include more looked after children, working in partnership with Surrey Children's Services. We plan to introduce a programme of workshops for children/ young people across the Spring/ Easter 2022 holiday and the longer summer break. We will be piloting our front of house Theatre Ambassador programme for adults with learning difficulties and /or disabilities, beginning in May 2022.

Key for 2022 will be the delivery of the Your Fund Surrey application and fundraising for the Play Your Part campaign including increasing the number of Pioneer Donors. If fundraising is successful, detailed design work on the capital project would begin in October 2022 with the project going to tender in January 2023. Additionally, a legacy strategy will be developed and a leaflet and new web page for the scheme will be launched in the first quarter of 2022/23 to promote legacy giving.

Our production plans will continue with a summer tour of *Ladies of Letters* adapted by Jonathan Harvey from the book by Lou Wakefied and Carol Highman and our annual pantomime in December will be *Jack and The Beanstalk.*

**Structure, Governance and Management**

*Governing document*

The Yvonne Arnaud Theatre Trust ("The Trust") is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. The theatre eventually opened in 1965 and lays claim today to be one of the country's leading regional theatres.

*Appointment of trustees*

The Board of Trustees consists of Ordinary and Representative Trustees. At any one time there should not be less than 5 and not more than 10 Ordinary Trustees. Representative Trustees shall not number more than 7. The Trustees may appoint any person to be an Ordinary Trustee at any time provided the maximum number of Trustees is not exceeded.

Representative Trustees may be appointed at a meeting convened and held according to the policy of the appointing body. All trustees are also directors of Yvonne Arnaud Theatre Management Ltd, and both bodies meet quarterly. Representative Trustees may be appointed by Guildford Borough Council, the University of Surrey and Equity.

*Trustee induction and training*

New trustees are recruited with the aim of ensuring that the balance of skills and experience held by board members is maintained and relevant to the objectives of the charity. New trustees are invited to participate in an induction process, which includes meeting with the theatre staff and a one to one with the Chief Executive and the Finance Director. An understanding of theatre operations is provided through meetings with heads of department and senior personnel. Background papers, including business plans, key reports from funding bodies, and financial information are provided. Trustees are also sent updates from the Charity Commission and a copy of the Good Trustee Guide.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2022**

*Organisation*

The Trust has delegated the running of the theatre to the board of Yvonne Arnaud Theatre Management Limited ("Management"), a company that also has charitable status. The boards of both organisations meet quarterly and there are sub-committees covering building projects, finance and audit, which meet more frequently.

Responsibility for the day-to-day operations is vested in the Director and Chief Executive who is appointed by the board of Management. To facilitate effective operations, the Director and Chief Executive has delegated authority, within terms of delegation approved by the directors, for operational matters including finance, employment and artistic performance related activity.

The bars and restaurant areas within the theatre are operated through a subsidiary of Management, Yvonne Arnaud Theatre (Catering) Limited ("Catering"). Catering is not a registered charity, but provided it has distributable reserves, covenants an amount equivalent to any annual taxable profits direct to Yvonne Arnaud Theatre Trust.

There is one further subsidiary of Management. Yvonne Arnaud Theatre (Productions) Limited is commissioned by Management to take responsibility for the pre-production, rehearsal and running of all in-house productions.

*Fundraising*

There were some changes in the fundraising team during the year; following the resignation of the Head of Developement Jenny Hunt mid year, Liberty Oberlander joined in January 2022 to restructure the organisation's fundraising operation and lead the capital campaign Play Your Part. Natasha Acharekar joined earlier in the year as Individual Giving Manager, focusing on individual donors and small trusts and foundations.

Core fundraising has remained steady through the year with significant successes in trust and foundation applications to support the Creative Learning Programme. The re-launch of Vanbrugh stewardship activities by the Individual Giving Manager has seen a strong retention rate at the higher levels of support, with one significant upgrade in the last quarter of the year. A Christmas stewardship event was held for Bronze and higher level members, with Kit Hesketh-Harvey invited to speak about his long relationship with the Arnaud regaling guests with tales from panto and cabaret.

A number of pioneer donations were received into the capital campaign during the year and having submitted an expression of interest to Your Fund Surrey, we were invited at the end of the year to progress to making a full application.

The work by the Individual Giving Manager resulted in grant from the Boris Karloff Foundation of £2,000 and further funds of £2,638 to support the Creative Learning Programme.

A legacy strategy has been developed and a leaflet and new web page for the scheme will be launched in the first quarter of 2022/23 to promote legacy giving.

The Yvonne Arnaud theatre operates an internal fundraising team and does not engage commercial fundraising participators to carry out fundraising activity. As part of our compliance with the General Data Protection Regulations the theatre has reviewed and updated its privacy policy. The policy is available at www.yvonne-arnaud.co.uk/privacy-policy The policy clearly states what personal data we will hold in relation to supporters and how this information will be used. The theatre has received no complaints about its fundraising activities either during the financial year or subsequently.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Directors for the year ending 5 April 2022**

*Related parties and co-operation with other organisations*
None of our directors receive remuneration or other benefit from their work with the charity. Any connection between a director or senior manager of the charity with either a production or production company must be disclosed to the full board of directors in the same way as any other contractual relationship with a third party.

Guildford Borough Council provide essential core funding in support of the artistic programme as an amenity for Guildford Borough residents and the public. The funding agreement was formalised in March 2022 for a three year period. The theatre reports back against a number of agreed measures and deliveries. A summary of transactions is set out in note 17 to the financial statements.

*Pay policy for senior staff*
The directors consider that the board of directors are responsible for reviewing policy according to the Memorandum and Articles of Association. The senior management team comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the company on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Related party transactions are disclosed in note 17 to the financial statements.

The pay for senior staff is reviewed annually. Where an increase is made it will be no greater than the percentage increase made to the legally set national minimum wage rates. Given that financial sustainability is one of the major risks for both the charity and its subsidiaries, an increase in pay rates will not always be made. No salary increases were awarded to staff in 2021/22.

*Risk management*
The major risks to which the charity is exposed have been identified by the directors and procedures are in place to mitigate them. A formal risk analysis review is presented annually and the risk register is reviewed and updated as a live document with the top risks being presented at each board meeting. In critical areas, particularly those involving emergency procedures, fire and health and safety, management teams conduct regular meetings on a more frequent basis and regular awareness training for staff working in these operational areas.

**Directors' responsibilities in relation to the financial statements**

The directors are responsible for preparing a directors' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Directors for the year ending 5 April 2022**

The directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Statement as to disclosure to our auditors**

In so far as the directors are aware at the time of approving our directors' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware, and
- the directors, having made such enquiries of fellow directors and the charitable company's auditor that they ought to have made, have each taken all steps that they are obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the board of directors



Mr Stephen Bampfylde
2 August 2022

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 5 April 2022

### Opinion

We have audited the financial statements of Yvonne Arnaud Theatre Trust Group (the 'parent charity') for the year ended 05 April 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 5 April 2022, and of the its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 5 April 2022

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

### Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 5 April 2022**

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations;
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the group and parent charity's operations, the control environment and business performance;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the group and parent charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 5 April 2022

### Use of our report

This report is made solely to the group and parent charity's members, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the group and parent charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and parent charity and the group and parent charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

Mark Cummins FCCA (Senior Statutory Auditor)
for and on behalf of TC Group
Statutory Auditors
Office: Sussex
Dated: 2 August 2022

## YVONNE ARNAUD THEATRE TRUST GROUP

### Consolidated Statement of Financial Activities for the Year Ended 5 April 2022

| | Note | 2022 Unrestricted Funds £ | 2022 Restricted Funds £ | 2022 Total Funds £ | 2021 Total Funds £ |
|---|---|---|---|---|---|
| **Income and endowments from:** | | | | | |
| *Donations and legacies* | 4 | 106,769 | 223,884 | 330,653 | 253,478 |
| *Charitable activities* | | | | | |
| - Operation of Main House | 5 | 3,256,062 | | 3,256,062 | 1,048,162 |
| - Youth & Education Programme | 5 | 400 | 4,638 | 5,038 | 16,854 |
| | | 3,256,462 | 4,638 | 3,261,100 | 1,065,016 |
| *Other trading activities* | | | | | |
| - Rental income | | 23,190 | - | 23,190 | 23,190 |
| - External set building | | 17,241 | - | 17,241 | - |
| - Vanbrugh Club subscriptions | | 47,411 | - | 47,411 | 48,027 |
| - Catering operations | | 273,924 | - | 273,924 | 7,469 |
| | | 361,766 | - | 361,766 | 78,686 |
| *Investment income - bank interest* | 6 | 17,961 | - | 17,961 | 16,011 |
| *Other income* | 6 | 168,533 | - | 168,533 | - |
| **Total income** | | 3,911,491 | 228,522 | 4,140,013 | 1,413,191 |
| **Expenditure on:** | | | | | |
| *Raising funds* | | | | | |
| - Donations and legacies | | (4,057) | - | (4,057) | (4,104) |
| - External set building | | (926) | - | (926) | - |
| - Vanbrugh Club subscriptions | | - | - | - | - |
| - Catering operations | | (262,203) | - | (262,203) | (89,273) |
| | 9 | (267,186) | - | (267,186) | (93,377) |
| *Charitable activities* | | | | | |
| - Operation of Main House | 10 | (3,073,747) | (90,994) | (3,164,741) | (1,209,655) |
| - Youth & Education Programme | 10 | (71,156) | (6,542) | (77,698) | (27,042) |
| | | (3,144,903) | (97,536) | (3,242,439) | (1,236,697) |
| **Total expenditure** | | (3,412,089) | (97,536) | (3,509,625) | (1,330,074) |
| Net income/(expenditure) | | 499,402 | 130,986 | 630,388 | 83,117 |
| Taxation | | 154,118 | - | 154,118 | 20,822 |
| Transfers between funds | | - | - | - | - |
| Net movement in funds | 13 | 653,520 | 130,986 | 784,506 | 103,939 |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward at 6 April 2021 | | 3,439,109 | 153,589 | 3,592,698 | 3,488,759 |
| Total funds carried forward at 5 April 2022 | 27-29 | 4,092,629 | 284,575 | 4,377,204 | 3,592,698 |

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

## YVONNE ARNAUD THEATRE TRUST GROUP

### Balance Sheet as at 5 April 2022

| | Note | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible fixed assets | 20/21 | 712,122 | 824,205 | 93,857 | 96,029 |
| **Current Assets** | | | | | |
| Stock | 22 | 11,967 | 4,834 | - | - |
| Debtors | 23 | 579,124 | 197,299 | 60,741 | 745,215 |
| Cash at bank and in hand | 24 | 4,636,849 | 3,190,984 | 3,544,410 | 2,544,581 |
| | | 5,227,940 | 3,393,117 | 3,605,151 | 3,289,796 |
| **Creditors**: Amounts falling due within one year | 25 | (1,562,857) | (624,624) | (34,821) | (18,202) |
| **Net Current Assets** | | 3,665,083 | 2,768,493 | 3,570,330 | 3,271,594 |
| **Total assets less current liabilities** | | 4,377,205 | 3,592,698 | 3,664,187 | 3,367,623 |
| **Funds** | | | | | |
| **Restricted Funds** | 29 | | | | |
| Building Restoration Fund | | 73,654 | 58,972 | 73,654 | 58,972 |
| Capital Project | | 127,750 | - | 127,750 | - |
| Dimmer Lighting Fund | | 61,200 | 71,400 | 61,200 | 71,400 |
| Young Disadvantaged Fund | | 21,217 | 21,217 | 21,217 | 21,217 |
| Other Restricted Funds | | 754 | 2,000 | 754 | 2,000 |
| | | 284,575 | 153,589 | 284,575 | 153,589 |
| **Designated Funds** | 28 | | | | |
| Theatre Support Fund | | 1,010,099 | 1,010,099 | 1,010,099 | 1,010,099 |
| Production Fund | | 500,000 | 500,000 | 500,000 | 500,000 |
| Dimmer Lighting System | | 82,215 | 95,917 | 82,215 | 95,917 |
| Tech Replacement & Improvement | | 314,955 | 142,455 | 142,455 | 142,455 |
| Flood Excess | | 100,000 | 100,000 | 100,000 | 100,000 |
| Capital Project | | 1,025,082 | 623,082 | 1,025,082 | 623,082 |
| | | 3,032,351 | 2,471,553 | 2,859,851 | 2,471,553 |
| **Unrestricted Funds** | 27 | | | | |
| Charitable Funds | | 975,681 | 885,571 | 519,761 | 742,481 |
| Non-Charitable Trading Funds | | (15,397) | (18,010) | - | - |
| Reserve arising on consolidation | | 99,995 | 99,995 | - | - |
| | | 1,060,279 | 967,556 | 519,761 | 742,481 |
| | | 4,377,205 | 3,592,698 | 3,664,187 | 3,367,623 |

The Trustees have prepared group accounts in accordance with section 138 of the Charities Act 2011. The Income and Expenditure account of the parent undertaking is not presented as part of these financial statements. The parent undertaking's total income for the year was £410,221 (2021: £301,167) and its surplus of income over expenditure for the year amounted to £296,563 (2021: surplus of £126,433).

The accounts were approved by the Trustees on 2 August 2022.

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Stephen Bampfylde (Chairman)

YVONNE ARNAUD THEATRE TRUST GROUP

## Statement of Cash Flows and Consolidated Statement of Cash Flows for the Year Ended 5 April 2022

| | Note | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|---|
| **Cash used in operating activities** | 32 | 1,475,227 | 343,666 | 983,451 | 142,034 |
| **Cash flows from investing activities** | | | | | |
| Interest income | | 17,961 | 16,011 | 16,378 | 15,089 |
| Purchase of tangible fixed assets | | (31,323) | (1,861) | - | - |
| Cash (used in)/provided by investing activities | | (13,362) | 14,150 | 16,378 | 15,089 |
| **Cash flows from financing activities** | | | | | |
| Repayment of borrowing | | (16,000) | - | - | - |
| Cash used in financing activities | | - | - | - | - |
| | | (16,000) | - | - | - |
| Increase/(decrease) in cash and cash equivalents in the year | | 1,445,865 | 357,816 | 999,829 | 157,123 |
| Cash and cash equivalents at the beginning of the year | | 3,190,984 | 2,833,168 | 2,544,581 | 2,387,458 |
| Total cash and cash equivalents at the end of the year | | 4,636,849 | 3,190,984 | 3,544,410 | 2,544,581 |

The notes on pages 23 to 39 form part of these financial statements.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2022**

1. **General Information**

The Trust is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. In the event of the Trust being wound up, the trustees have no liability. The address of its registered office is Millbrook, Guildford, Surrey GU1 3UX.

2. **Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Yvonne Arnaud Theatre Trust Group 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).

(b) Preparation of the accounts on a going concern basis

The trustees continue to closely monitor the theatre's income and costs, as well as considering other plans to increase income in future years. The uncertain economic outlook and willingness of the public to purchase admission and theatre tickets is a significant area of financial uncertainty. The trustees have mitigated this risk by reviewing the artistic programme and reviewing pricing policies and discounts offered. The trustees remain in regular contact with the grant making local authority (see note 18) to secure their ongoing financial support.

The forecasts predict that the charitable company will be able to continue as a going concern for a period of twelve months from the date on which these accounts are signed. Based on the forecasts, the trustees believe that it is appropriate to prepare these accounts on a going concern basis.

(c) Group financial statements

The financial statements consolidate the results of the charity, of Yvonne Arnaud Theatre Management Limited and its wholly owned subsidiaries, on a line-by-line basis. Consolidated financial statements have been prepared on the grounds that the Trust has control over the appointment of a majority of the members and directors of Yvonne Arnaud Theatre Management Limited, a charitable company (limited by guarantee) incorporated in England.

(d) Income

Income is recognised when:

- The charity has entitlement to the funds,
- Any performance conditions attached to the item(s) have been met
- It is probable that the income will be received, and
- The amount can be measured reliably.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2022**

2. **Accounting Policies (continued)**

(d) Income (continued)
Income from commercial trading activities is recognised as the related goods and services are provided. Income is deferred when admission fees or performance grants are received in advance of the performance or event to which they relate. Where a show straddles the year end, box office revenue relating to that show is reflected in the accounts in which the majority of performances fall.

Income from government, local authority and other grants, whether "capital" grants or "revenue" grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(e) Donated services and facilities
Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(f) Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(g) Fund accounting
Unrestricted funds are available to spend on activities that further any of the purposes of the charity at the discretion of the trustees. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for a specific purpose. Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work.

(h) Allocation of support costs
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's artistic programmes and activities. These costs have been allocated against charitable activities in proportion to the direct costs incurred for each of the categories of charitable activities.

(i) Expenditure and irrecoverable VAT
Expenditure is recognised when:
- There is a legal or constructive obligation to make a payment to a third party,
- It is probable that settlement will be required, and
- The amount of the obligation can be measured reliably.

The direct expenses of a show straddling the year end are reflected in the financial statements in which the majority of performances fall.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2022**

2. **Accounting Policies (continued)**

(i) Expenditure and irrecoverable VAT (continued)
Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of commercial trading.
- Expenditure on charitable activities includes expenditure associated with stage productions and educational programmes and include both the direct costs and support costs relating to these activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(j) Redundancy costs
Redundancy costs are recognised at the point where the charity is committed to making the payment in return for employee redundancy.

(k) Operating leases
Rental charges paid under operating leases are charged on a straight line basis over the term of the lease.

(l) Tangible fixed assets
Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

| | |
|---|---|
| Leasehold theatre | 100 years |
| Improvements to leasehold premises | 10 to 20 years |
| Theatre, workshop, office and catering equipment | 5 years |
| Computer equipment | 4 to 5 years |

(m) Stock
Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

(n) Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(o) Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(p) Pension costs
The pension costs charged in the financial statements represent the amounts payable by the group during the period to defined contribution pension schemes operated by insurance companies.

(q) Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**YVONNE ARNAUD THEATRE TRUST GROUP**
**Notes to the Accounts for the Year Ended 5 April 2022**

## 3. Financial performance of the charity

| The summary financial performance of the charity alone is: | 2022 £ | 2021 £ |
|---|---|---|
| Income | 410,221 | 301,167 |
| Expenditure on charitable activities | (113,657) | (174,734) |
| Net income/(expenditure) | 296,564 | 126,433 |
| Total funds brought forward | 3,367,623 | 3,241,190 |
| | 3,664,187 | 3,367,623 |
| Represented by: | | |
| Restricted income funds | 284,575 | 153,589 |
| Designated income funds | 2,859,851 | 2,471,553 |
| Unrestristed income funds | 519,761 | 742,481 |
| | 3,664,187 | 3,367,623 |

## 4. Income from donations and legacies

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | Un-restricted £ | Restricted £ | Total £ | Un-restricted £ | Restricted £ | Total £ |
| Gifts | 104,769 | 125,750 | 230,519 | 142,395 | - | 142,395 |
| Legacies | 2,000 | 1,000 | 3,000 | 105,300 | - | 105,300 |
| Restoration levy | - | 97,134 | 97,134 | - | 5,783 | 5,783 |
| | 106,769 | 223,884 | 330,653 | 247,695 | 5,783 | 253,478 |

## 5. Income from charitable activities

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | Unrestricted £ | Restricted £ | Total £ | Unrestricted £ | Restricted £ | Total £ |
| Operation of Main House | | | | | | |
| Box office income | 2,094,378 | - | 2,094,378 | 90,635 | - | 90,635 |
| Production commissioning | - | - | - | - | - | - |
| Business consortium | 5,500 | - | 5,500 | - | - | - |
| Friends membership | 25,988 | - | 25,988 | 18,123 | - | 18,123 |
| Sundry income | 7,292 | - | 7,292 | 1,146 | - | 1,146 |
| Performance grants (see note 7) | 1,122,904 | - | 1,122,904 | 930,808 | 7,450 | 938,258 |
| | 3,256,062 | - | 3,256,062 | 1,040,712 | 7,450 | 1,048,162 |
| Youth & education programme | | | | | | |
| Education related income | 400 | - | 400 | - | - | - |
| Performance grants (see note 8) | - | 4,638 | 4,638 | 16,854 | - | 16,854 |
| | 400 | 4,638 | 5,038 | 16,854 | - | 16,854 |
| | 3,256,462 | 4,638 | 3,261,100 | 1,057,566 | 7,450 | 1,065,016 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

6. Other trading activities and investment income

All of the group's investment income of £17,961 (2021: £16,011) arises from money held in interest bearing deposit accounts.

The theatre was told in 2020 that it would be unable to claim compensation under its business interruption insurance policy for loss of income during the covid pandemic. This decision was revisited with our insurers in the 2021-22 year. An insurance claim of £168,533 was settled during the year to cover losses incurred during the March to June 2020 lockdown.

The income arising from other trading activities and investment income for the 2021 comparative year was all unrestricted.

7. Main house performance grants

The theatre received a total of £711,065 from the Arts Council Cultural Recovery Fund – Rounds two and three. These funds were given to help rebuild the theatre's reserves and to support core costs and overheads during the theatre's re-opening post covid.

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | Un-restricted £ | Restricted £ | Total £ | Un-restricted £ | Restricted £ | Total £ |
| Guildford Borough Council | 310,220 | - | 310,220 | 310,220 | - | 310,220 |
| Arts Council Funding | | | | | | |
| Emergency Response Funds | - | - | - | 35,000 | - | 35,000 |
| Cultural Recovery Fund (CRF) | 206,228 | - | 206,228 | 242,540 | - | 242,540 |
| CRF Rebuilding Reserves | 504,837 | - | 504,837 | - | - | - |
| CJRS Support Grant | 16,355 | - | 16,355 | 320,120 | - | 320,120 |
| Local Restrictions Support Grant | 83,764 | - | 83,764 | 22,928 | - | 22,928 |
| The Theatres Trust | - | - | - | - | 6,400 | 6,400 |
| Apprenticeship funding | 1,500 | - | 1,500 | - | - | - |
| Surrey University | - | - | - | - | 1,050 | 1,050 |
| | 1,122,904 | - | 1,122,904 | 930,808 | 7,450 | 938,258 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

8. Creative Learning performance grants

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | Un-restricted £ | Restricted £ | Total £ | Un-restricted £ | Restricted £ | Total £ |
| Creative Learning Grant Funding: | | | | | | |
| The Arts Award Access Fund | - | 1,388 | 1,388 | - | - | - |
| The Boris Karloff Foundation | - | 2,000 | 2,000 | - | - | - |
| Private Donor to Youth Programme | - | 1,250 | 1,250 | - | - | - |
| CJRS Support Grant | | - | - | 16,854 | - | 16,854 |
| | - | 4,638 | 4,638 | 16,854 | - | 16,854 |

A Creative Learning programme has been started this year to replace the youth and education production work undertaken pre-pandemic. The focus of this activity is on engaging groups and individuals who have limited access or opportunities to engage with the arts. Projects to date include work with Surrey Young Carers, Wey Valley Community College and the deaf unit at Guildford Grove Primary School, as well as family activities such as Pop Up and Play. Restricted grants of £3,380 and a private donation of £1,250 were received in the year towards these creative learning projects.

9. Raising funds

The expenditure on raising funds for the 2021 comparative year was all from unrestricted funds.

10. Analysis of expenditure on charitable activities

The expenditure on charitable activities was £3,242,439 (2021: £1,236,697) of which £3,144,903 (2021: £1,135,920) was unrestricted and £97,536 (2021: £100,777) was restricted.

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | Main House £ | Youth & Education £ | Total £ | Main House £ | Youth & Education £ | Total £ |
| Production costs | 1,373,917 | - | 1,373,917 | 88,388 | - | 88,388 |
| Irrecoverable VAT | 81,711 | - | 81,711 | 3,072 | - | 3,072 |
| Production commissioning fee | 901 | - | 901 | 752 | - | 752 |
| Staff costs | - | 41,250 | 41,250 | - | 26,798 | 26,798 |
| Other youth & ed direct costs | - | 875 | 875 | - | 244 | 244 |
| Governance & support costs (note 11) | 1,708,212 | 35,573 | 1,743,785 | 1,117,443 | - | 1,117,443 |
| | 3,164,741 | 77,698 | 3,242,439 | 1,209,655 | 27,042 | 1,236,697 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

11. Analysis of governance and support costs

The group allocates its governance and support costs as shown in the table below and then further apportions those costs between the two charitable activities undertaken (see note 10). These costs are allocated on a basis consistent with the use of resources.

| | 2022 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | Theatre operation £ | Governance £ | Total £ | Theatre operation £ | Governance £ | Total £ |
| Advertising & publicity | 263,658 | - | 263,658 | 17,861 | - | 17,861 |
| Staff costs | 788,994 | - | 788,994 | 654,022 | - | 654,022 |
| Property costs | 329,931 | - | 329,931 | 190,578 | - | 190,578 |
| Office costs | 83,504 | - | 83,504 | 57,861 | - | 57,861 |
| Professional fees | 44,244 | 18,500 | 62,744 | 32,861 | 15,100 | 47,961 |
| Depreciation & loss on disposal | 125,870 | - | 125,870 | 124,526 | - | 124,526 |
| Travel and subsistence | 3,198 | - | 3,198 | 1,261 | - | 1,261 |
| Bank & credit card charges | 28,836 | - | 28,836 | 6,064 | - | 6,064 |
| Bad Debts | 600 | - | 600 | (1,200) | - | (1,200) |
| Irrecoverable VAT | 56,450 | - | 56,450 | 18,509 | - | 18,509 |
| | 1,725,285 | 18,500 | 1,743,785 | 1,102,343 | 15,100 | 1,117,443 |

12. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Yvonne Arnaud Theatre (Productions) Limited is commissioned by Yvonne Arnaud Theatre Management Limited to take full responsibility for the producing, running and closing of all in house theatre productions for the Yvonne Arnaud Group. As a result of this commissioning, Yvonne Arnaud Theatre (Productions) Limited is able to claim theatre production tax relief from HMRC. The corporation tax credit in respect of the theatre production tax relief claim for the year ended 5 April 2022 is £154,118 (2021: £20,822).

13. Net income/(expenditure) for the year

| This is stated after charging the following: | 2022 £ | 2021 £ |
|---|---|---|
| Depreciation of tangible fixed assets | 143,406 | 144,474 |
| Auditors' remuneration - group | 18,500 | 15,100 |
| Auditors' remuneration - other services | 4,470 | 1,480 |
| Operating leases - rent | 43,751 | 43,751 |
| Staff costs (note 14) | 1,396,347 | 771,408 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

14. Staff costs, trustee remuneration and expenses and the cost of key management personnel

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 1,294,651 | 694,874 |
| Social security costs | 74,447 | 52,789 |
| Other pension costs | 27,249 | 23,745 |
| | 1,396,347 | 771,408 |

The amount for wages and salaries of cast, musicians, stage management and casual staff included above was £514,553 (2021: £101,810), inclusive of social security costs. Such persons are not employed on a regular basis throughout the year and do not appear in the staff numbers table (note 15).

No compulsory redundancies were made in the year (2021: eighteen). Redundancy payments of £nil (2021: £11,006) are included in the amount for wages and salaries for the year ended 5 April 2022.

One employee received emoluments in the range £70,001 to £80,000 and one employee received emoluments in the range £80,001 to £90,000 during the year (2021: one employee received emoluments in the range £60,001 to £70,000 and one employee received emoluments in the range £70,001 to £80,000). Pension contributions of £14,205 (2021: £14,205) were made on behalf of the higher paid employee.

None of the trustees received any remuneration or expenses during the current or previous years, in their role as trustees.

The key management personnel of the group comprise the trustees, the Theatre Director and Chief Executive, the Director of Finance and the Director of Marketing and Customer Experience. The total employee benefits of the key management personnel of the charity were £248,368 (2021: £223,594).

15. Staff numbers

The average monthly number of persons employed under contracts of service by the group during the year, excluding cast, musicians and stage management was as follows:

| | 2022 | 2021 |
|---|---|---|
| | No | No |
| Management and administration | 12 | 12 |
| Box office and front of house | 5 | 3 |
| Production | 5 | 5 |
| Creative learning | 1 | 2 |
| Catering | 3 | 1 |
| | 26 | 23 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2022**

16. **Pension costs**

Since 1st July 2014, employees of the theatre have either received a contribution into a pre-existing personal pension scheme as agreed in their contract of employment or an auto enrolment pension scheme that complies with government legislation. The theatre has incurred total pension contribution costs in the year amounting to £27,249 (2021: £23,745). This cost represented payments to defined contribution pension schemes for thirty-six employees (2021: thirty-eight). At the year-end a balance of £5,199 was due to the pension provider (2021: £963 due to the pension provider).

17. **Government Grants**

Income from government grants comprises performance related grants made by the local authority to fund the artistic and theatrical programme of Yvonne Arnaud Theatre Management Limited. See note 18 for more information.

18. **Related party transactions**

The group enjoys a close working relationship with Guildford Borough Council and received funding of £310,220 (2021: £310,220) to enable the group to carry out its objectives. The Council has the right to nominate up to two trustees. All the funding was received to provide services and has been included in the financial statements under incoming resources from charitable activities.

Trustees made unconditional donations to the Theatre Trust totalling £237 (2021: £2,760) in the year. A further £10,000 was donated by one trustee towards the capital project.

In the year ended 2022, one of the Trustees, Mr Peter Gordon, was paid £18,000 for his role in the Yvonne Arnaud Theatre Management Limited pantomime, *Dick Whittington*. This payment was calculated and made on normal commercial terms.

19. **Investments**

Yvonne Arnaud Theatre Trust has produced consolidated accounts to include the results of Yvonne Arnaud Theatre Management Limited (a company limited by guarantee) and its subsidiaries. Yvonne Arnaud Theatre Trust has effective control over Yvonne Arnaud Theatre Management Limited. Yvonne Arnaud Theatre Management Limited holds 100% of the ordinary share capital of its subsidiaries listed below, all of which are registered in England and Wales.

| | Charity number | Company number |
|---|---|---|
| Yvonne Arnaud Theatre Management Limited | 238436 | 814453 |
| Yvonne Arnaud Theatre (Catering) Limited | - | 847430 |
| Yvonne Arnaud Theatre (Productions) Limited | - | 1925822 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

19. Investments (continued)

The summary financial performance of the individual subsidiaries is shown below.

| | Yvonne Arnaud Theatre Management Limited £ | Yvonne Arnaud Theatre (Catering) Limited £ | Yvonne Arnaud Theatre (Productions) Limited £ |
|---|---|---|---|
| Total income | 4,318,652 | 273,924 | 559,358 |
| Total expenditure | (3,833,322) | (271,311) | (713,476) |
| Corporation Tax | - | - | 154,118 |
| Results for the year | 485,330 | 2,613 | - |
| The assets and liabilities of the subsidiary were: | | | |
| Fixed assets | 568,036 | 50,231 | - |
| Current assets | 1,619,563 | 124,839 | 179,913 |
| Current liabilities | (1,555,680) | (119,649) | (154,232) |
| Total net assets | 631,919 | 55,421 | 25,681 |
| Aggregate share capital and reserves | 631,919 | 55,421 | 25,681 |

20. Tangible fixed assets – Group

| | Improvements to leasehold premises £ | Fixtures, fittings & equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost:** | | | | |
| At 6 April 2021 | 2,115,583 | 636,215 | 117,557 | 2,869,355 |
| Additions | - | 8,586 | 22,737 | 31,323 |
| Disposals | (1,420) | (42,596) | - | (44,016) |
| At 5 April 2022 | 2,114,163 | 602,205 | 140,294 | 2,856,662 |
| **Depreciation:** | | | | |
| At 6 April 2021 | 1,313,902 | 619,786 | 111,462 | 2,045,150 |
| Charge for the year | 127,153 | 8,968 | 7,285 | 143,406 |
| Depreciation on disposals | (1,420) | (42,596) | - | (44,016) |
| At 5 April 2022 | 1,439,635 | 586,158 | 118,747 | 2,144,540 |
| **Net book value:** | | | | |
| At 5 April 2022 | 674,528 | 16,047 | 21,547 | 712,122 |
| At 5 April 2021 | 801,681 | 16,429 | 6,095 | 824,205 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

21. Tangible fixed assets – Charity

| | Long term leasehold properties (theatre) £ | Theatre equipment £ | Total £ |
|---|---|---|---|
| **Cost:** | | | |
| At 6 April 2021 | 217,217 | 60,014 | 277,231 |
| Additions | - | - | - |
| Disposals | - | - | - |
| At 5 April 2022 | 217,217 | 60,014 | 277,231 |
| **Depreciation:** | | | |
| At 6 April 2021 | 121,189 | 60,013 | 181,202 |
| Charge for the year | 2,172 | - | 2,172 |
| Depreciation on disposals | - | - | - |
| At 5 April 2022 | 123,361 | 60,013 | 183,374 |
| **Net book value:** | | | |
| At 5 April 2022 | 93,856 | 1 | 93,857 |
| At 5 April 2021 | 96,028 | 1 | 96,029 |

22. Stock

| | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|
| Food and drink | 10,976 | 4,760 | - | - |
| Dry goods/Disposables | 991 | 74 | - | - |
| | 11,967 | 4,834 | - | - |

The amount of stock recognised as an expense during the year was £94,423 (2021: £14,812).

23. Debtors

| | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|
| Trade debtors | 14,018 | 3,751 | - | - |
| Taxation recoverable | 158,097 | 35,712 | 3,979 | 8,549 |
| Yvonne Arnaud Theatre Management Limited | - | - | 50,214 | 732,245 |
| Other debtors | 9,803 | - | - | - |
| Prepayments and accrued income | 397,206 | 157,836 | 6,548 | 4,421 |
| | 579,124 | 197,299 | 60,741 | 745,215 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

24. Cash

Of the cash balances held at 5th April, £356,437 (2021: £136,850) is for advance ticket sales in relation to future shows. These amounts are held on behalf of third parties.

25. Creditors: amounts falling due within one year

| | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|
| Trade creditors | 221,344 | 31,972 | - | - |
| CBILS bank loan | 224,000 | 240,000 | - | - |
| Advanced bookings | 356,437 | 136,850 | - | - |
| Other taxes and social security | 42,541 | 11,316 | - | - |
| Other creditors | 118,576 | 104,804 | - | - |
| Accruals and deferred income | 599,959 | 99,682 | 34,821 | 18,202 |
| | 1,562,857 | 624,624 | 34,821 | 18,202 |

The CBILS bank loan is secured by the way of a fixed and floating charge over the assets of the charity.

26. Deferred income

| | 2022 £ | 2021 £ |
|---|---|---|
| Opening balance at 6 April 2021 | 147,104 | 366,488 |
| Amounts deferred in the year | 378,490 | 147,104 |
| Amount released to incoming resources | (147,104) | (366,488) |
| Closing balance at 5 April 2022 | 378,490 | 147,104 |

Deferred income includes box office income in advance, and grants which the donor has specified must be used in future accounting periods.

27. Reconciliation of Movement in total funds – Unrestricted funds

Unrestricted Funds - Group

| | Charitable funds £ | Non-charitable trading funds £ | Reserve arising on consolidation £ | Total £ |
|---|---|---|---|---|
| Brought forward at 6 April 2021 | 885,571 | (18,010) | 99,995 | 967,556 |
| Incoming Resources | 3,789,685 | 273,924 | - | 4,063,609 |
| Outgoing Resources | (3,127,075) | (271,311) | - | (3,398,386) |
| Transfers | (572,500) | - | - | (572,500) |
| Carried forward at 5 April 2022 | 975,681 | (15,397) | 99,995 | 1,060,279 |

YVONNE ARNAUD THEATRE TRUST GROUP

## Notes to the Accounts for the Year Ended 5 April 2022

27. **Reconciliation of Movement in total funds – Unrestricted funds (continued)**

**Unrestricted Funds - Charity**

| | 2022 Charitable funds £ | 2021 Charitable funds £ |
|---|---|---|
| Brought forward at 6 April | 742,481 | 1,114,801 |
| Incoming Resources | 184,337 | 295,384 |
| Outgoing Resources | (7,057) | (67,704) |
| Transfers | (400,000) | (600,000) |
| Carried forward at 5 April | 519,761 | 742,481 |

A transfer of £400,000 was made in the year to the designated capital project fund. This amount is making a further contribution towards the theatre's fundraising targets, to allow essential capital improvements to the building to help with the repairs and improvements to accessibility.

Total unrestricted funds reflected in the consolidated accounts include a reserve arising on consolidation of £99,995.

28. **Reconciliation of Movement in total funds – Designated funds**

**Designated Funds - Group**

| | Theatre support Fund £ | Dimmer lighting system £ | Flood Excess Fund £ | Production Fund £ | Stage Tech & IT fund £ | Capital Project £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 6 April 2021 | 1,010,099 | 95,917 | 100,000 | 500,000 | 142,455 | 623,082 | 2,471,553 |
| Incoming Resources | - | - | - | - | - | 2,000 | 2,000 |
| Outgoing Resources | - | (13,702) | - | - | - | - | (13,702) |
| Transfers | - | | - | - | 172,500 | 400,000 | 572,500 |
| Carried forward at 5 April 2022 | 1,010,099 | 82,215 | 100,000 | 500,000 | 314,955 | 1,025,082 | 3,032,351 |

**Designated Funds - Charity**

| | Theatre support Fund £ | Dimmer lighting system £ | Flood Excess Fund £ | Production Fund £ | Stage Tech & IT fund £ | Capital Project £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 6 April 2021 | 1,010,099 | 95,917 | 100,000 | 500,000 | 142,455 | 623,082 | 2,471,553 |
| Incoming Resources | - | - | - | - | - | 2,000 | 2,000 |
| Outgoing Resources | - | (13,702) | - | - | - | - | (13,702) |
| Transfers | - | - | | | | 400,000 | 400,000 |
| Carried forward at 5 April 2022 | 1,010,099 | 82,215 | 100,000 | 500,000 | 142,455 | 1,025,082 | 2,859,851 |

YVONNE ARNAUD THEATRE TRUST GROUP

## Notes to the Accounts for the Year Ended 5 April 2022

28. **Reconciliation of Movement in total funds – Designated funds (continued)**

The Theatre support fund was created using the net proceeds from the VAT refunds in the year to April 2009. Funds will be transferred to Yvonne Arnaud Theatre Management Limited, as necessary, to fulfil the business plan in accordance with the organisations' charitable purposes.

The dimmer lighting system fund was created in the year ended 5 April 2018 from several unrestricted legacies received in that and the following year to help fund the replacement cost of the dimmer lighting system. The project was undertaken in summer 2018 and costs incurred have been capitalised and will be depreciated over a ten year period. Funds from this designated reserve will be amortised over the same ten year period.

The flood excess fund was approved and created by the trustees to ensure that refurbishment costs in the event of a flood, not covered by the theatre's insurance policy, could be met. The theatre's insurance policy no longer provides cover for any flood damage costs.

A designated production fund of £500k was created in the year to 5 April 2019 to enable the new Theatre Director and Chief Executive the ability to start producing and touring the theatre's own productions. There is a significant demand for good quality drama on the national touring circuit and a lack of product. Producing our own work will enable the theatre to develop its audience by providing high quality drama and maximise the investment in the work through touring the work to other venues. Although a strong production can improve financial performance, there is a greater level of risk and need for initial investment. This fund will allow production opportunities to be explored.

The tech and IT designation has put funds aside for replacement of the computer servers and general upgrade of the IT equipment held. The computer servers are fully depreciated and reaching the end of their useful lives so funds are designated to undertake the necessary improvements as needed. During the year, a transfer of funds totalling £172,500 was made into this reserve from unrestricted funds. This is a provision for the costs associated with the replacement of the theatre's counterweight flying system.

The trustees have undertaken preliminary reviews of the building, repairs required and access issues. Plans have been drawn up for the necessary capital works and planning permission for phase one of the project has been received. A further transfer of £400,000 was made from unrestricted reserves in the year, to start to build the reserves needed to undertake these improvements.

29. **Reconciliation of Movement in total funds – Restricted funds**

| Restricted Funds - Group | Building Restoration fund £ | Dimmer Stage lighting fund £ | Young dis-advantaged fund £ | Capital Project fund £ | Creative Learning fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 6 April 2021 | 58,972 | 71,400 | 21,217 | - | - | 2,000 | 153,589 |
| Incoming Resources | 97,134 | - | - | 125,750 | 4,638 | 1,000 | 228,522 |
| Outgoing Resources | (82,452) | (10,200) | - | - | (4,638) | (246) | (97,536) |
| Transfers | - | - | - | 2,000 | - | (2,000) | - |
| Carried forward at 5 April 2022 | 73,654 | 61,200 | 21,217 | 127,750 | - | 754 | 284,575 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

29. Reconciliation of Movement in total funds – Restricted funds (continued)

| Restricted Funds - Charity | Building Restoration fund £ | Dimmer Stage lighting fund £ | Capital Project Fund £ | Young disadvantaged fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|---|
| Brought forward at 6 April 2021 | 58,972 | 71,400 | - | 21,217 | 2,000 | 153,589 |
| Incoming Resources | 97,134 | - | 125,750 | - | 1,000 | 223,884 |
| Outgoing Resources | (82,452) | (10,200) | - | - | (246) | (92,898) |
| Transfers | - | - | 2,000 | | (2,000) | - |
| Carried forward at 5 April 2022 | 73,654 | 61,200 | 127,750 | 21,217 | 754 | 284,575 |

The theatre started a building restoration fund in September 2007. The £1 levy charge on tickets was increased to £1.50 with effect from 1st September 2019. All proceeds are being used directly for the increasing number of renovation projects required to keep the building in a good state of repair. The sum of £97,134 (2021: £5,783) has been raised during the year with £82,452 (2021: £82,452) being used to cover the depreciation charge on capitalised costs of maintenance projects and maintenance works written off during the year.

Three restricted donations were received from Charitable Trusts to be used towards the renewal of the Theatre's dimmer stage lighting system. The project was completed in summer 2018 with costs capitalised and being depreciated over a ten year period. Restricted funds received towards this project are being amortised over the same ten year period.

A £25,000 donation was received in the year to 5 April 2019 from the Alchemy Foundation. These funds are to be used for future work with young disadvantaged people who would not otherwise be able to participate in such opportunities. A transfer of £675 was made in the year ended 2021 to cover the costs of tickets provided for young carers in the Guildford area to attend the opening night of the Christmas production of *The Snow Queen*.

Funds of £125,750 were donated in the year towards Play Your Part - the capital project campaign. Identified as Pioneer Donors these are early gifts from close supporters to kick start the capital fundraising campaign.

Funds of £4,638 were received in the year to contribute towards the costs of the Creative Learning programme started. Further details of the funders and activity undertaken is provided in note 8 to the accounts.

Two donations were received in the year to 5 April 2019 towards a donation box. This project was put on hold whilst the wider capital refurbishment and access considerations were investigated. The donors have given permission for their donations to be moved to the capital project fund.

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

30. **Analysis of group net assets between funds**

| | 2022 | | | |
|---|---|---|---|---|
| | General funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Tangible fixed assets | 712,122 | - | - | 712,122 |
| Current assets | 591,091 | | | 591,091 |
| Cash at bank and in hand | 1,319,923 | 3,032,351 | 284,575 | 4,636,849 |
| Current liabilities | (1,562,857) | - | - | (1,562,857) |
| | 1,060,279 | 3,032,351 | 284,575 | 4,377,205 |

| | 2021 | | | |
|---|---|---|---|---|
| | General funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Tangible fixed assets | 824,205 | - | - | 824,205 |
| Current assets | 202,133 | - | - | 202,133 |
| Cash at bank and in hand | 565,842 | 2,471,553 | 153,589 | 3,190,984 |
| Current liabilities | (624,624) | - | - | (624,624) |
| | 967,556 | 2,471,553 | 153,589 | 3,592,698 |

31. **Commitments under operating leases**

At 5 April 2022, the group had commitments under non-cancellable operating leases as set out below:

| Operating leases which expire: | | 2022 £ | 2021 £ |
|---|---|---|---|
| Within one year | land and buildings | 17,063 | 29,750 |
| Two to five years | land and buildings | - | 17,063 |

The amount of non-cancellable operating lease payments made by the group and recognised as an expense in the year was £43,751 (2021: £43,751).

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2022

32. **Reconciliation of net movement in funds to net cash flow from operating activities**

| | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|---|---|---|---|
| Net movement in funds | 784,506 | 103,939 | 296,563 | 126,433 |
| Add back depreciation | 143,406 | 144,474 | 2,172 | 2,172 |
| Add back loss on disposal of fixed assets | - | - | - | - |
| Add back repayment of CBILS loan | 16,000 | - | - | - |
| Deduct interest income shown in investing activities | (17,961) | (16,011) | (16,378) | (15,089) |
| (Increase)/Decrease in stock | (7,133) | 7,849 | - | - |
| (Increase)/Decrease in debtors | (250,730) | 215,640 | 679,906 | 39,417 |
| Decrease/(Increase) in gift aid | 2,202 | (1,549) | 4,570 | (1,549) |
| (Increase)/Decrease in corporation tax | (133,296) | 29,400 | - | - |
| Increase/(Decrease) in creditors | 938,233 | (140,076) | 16,618 | (9,350) |
| | 1,475,227 | 343,666 | 983,451 | 142,034 |

**YVONNE ARNAUD THEATRE TRUST**

England & Wales - Charity number 200500

# Accounts

# YVONNE ARNAUD THEATRE TRUST GROUP

## Consolidated Accounts for the Year Ended

## 5 April 2021

**Registered Charity No. 200500**

YVONNE ARNAUD THEATRE TRUST GROUP

Consolidated Accounts for the Year Ended 5 April 2021

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YVONNE ARNAUD THEATRE TRUST GROUP

Reference and administrative details

| | |
|---|---|
| Charity name: | Yvonne Arnaud Theatre Trust |
| Charity number: | 200500 |
| Registered office: | Yvonne Arnaud Theatre, Millbrook, Guildford, Surrey GU1 3UX |

Key management personnel Yvonne Arnaud Theatre Trust: Trustees

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

| | |
|---|---|
| Mr Stephen Bampfylde | Chairman |
| Mr Nicholas Acomb | |
| Mr Julian Bird | |
| Mr Roger Black MBE | |
| Mrs Emma Brunjes | (appointed 8 April 2021) |
| Mr Andrew French | |
| Mr Charles Geffen | (appointed 1 June 2021) |
| Mr Peter Gordon | |
| Mrs Patricia Grayburn MBE DL | University of Surrey Representative (retired 13 July 2020) |
| Mr Steven Lee | GBC Representative |
| Mr Michael More-Molyneux | |
| Mr Julian Porter | (retired 2 March 2021) |
| Mr Peter Wilkins | (retired 26 May 2020) |

Key management personnel of Yvonne Arnaud Theatre Trust: Senior Staff

| | |
|---|---|
| Director and Chief Executive | Mrs Joanna Read |
| Director of Finance | Mrs Sarah Gatward |
| Director of Marketing and Customer Experience | Mrs Sally-Anne Lowe |

Our advisors

| | |
|---|---|
| Bankers: | Barclays Bank plc<br>Woking Corporate Management Suite<br>PO Box 673<br>Town Gate House<br>Church Street East<br>Woking GU21 1XW |
| Auditors: | Azets Audit Services Limited<br>Statutory Auditors & Chartered Accountants<br>Ashcombe Court<br>Godalming<br>Surrey GU7 1LQ |
| Solicitors: | Stevens & Bolton LLP<br>Wey House<br>Farnham Road<br>Guildford<br>Surrey GU1 4Y |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2021**

The trustees present their annual report together with the consolidated financial statements for the year ended 5 April 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Trust Deed and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

**Theatre Chairman's Report**

This year has been an extremely challenging period for the theatre and the arts in general. The theatre was forced to close for the majority of 2020 and the first five months of 2021 due to the Covid 19 pandemic, opening only when government regulations permitted and it was possible to do so. The senior management team, with the support of the trustees, acted swiftly at the start of the year to safeguard the financial viability of the organisation until the theatre was able to reopen and resume its full programme of work. Sadly, this proved not possible for the majority of the year, with the theatre entering its third closure period on the 19th December and remaining dark then for the remainder of the year. All areas of the theatre's operation, including theatre programme, outreach work, café and restaurant have been impacted by the closure periods.

Emergency funding from the DCMS and the Arts Council England has helped mitigate the effect on the theatre's financial position. The theatre was the recipient of an award from the Cultural Recovery Fund, receiving £244k in October 2020 to support core costs and overheads usually met by box office income. This combined with initial emergency funding of £35k in July 2020 and generous support from local friends and donors, meant the theatre was able to retain a small core staff through 2020/21 and plan for future activities once the pandemic restrictions are eased.

The Arnaud team has always been innovative in the face of adversity and despite the extreme difficulties that the pandemic brought to both our daily operation and the pursuance of our long-term goals, the theatre has been able to deliver on some of its plans for the year albeit in different formats. With indoor work not permitted, in July the garden was repurposed as an outdoor venue for music and storytelling. Relationships with other arts and community organisations in the borough and county have strengthened during the year and as one of the only venues open in Guildford in the late summer and autumn, we were pleased to give a home to Guildford Jazz, The Guildford Book Festival and other artists.

We were gratified in July to receive a visit to the theatre from HRH Prince Edward Earl of Wessex. The Earl chose to visit the theatre during summer to draw attention to the challenges faced by regional theatres such as the Yvonne Arnaud. He met a group of staff and local actors including Patron Dame Penelope Keith and friends Patricia Hodge OBE and Jenny Seagrove.

December saw the first filming and streaming of an Arnaud theatre show. Our production of The Snow Queen adapted by Nick Stafford replaced the annual pantomime and played to a socially distanced audience for one week in December before it too became a casualty of the pandemic when Guildford was moved into tier four on the 19th of December forcing its early closure. However, the production was filmed and streamed to those members of our audience who were not able to come to the theatre or whose performances had been interrupted by the closure.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2021**

In January we published our Report on the Social and Economic Impact of the Arts in Surrey. This analysis, commissioned and led by the theatre during the pandemic, was undertaken by the School of Hospitality and Tourism at the University of Surrey for the theatre, Watts Gallery and the Lightbox in Woking. It has provided empirical data on the economic and social benefits the three institutions bring to Surrey and their immediate locale and makes a strong and unequivocal case for the value and need for arts funding.

During the summer and autumn, we were able to formalise our long-term plans to refurbish and rejuvenate the theatre's buildings and estate. The theatre is now 56 years old and in places in need of urgent repair and upgrading. Consultation with neighbours and stakeholders was on going throughout the year resulting in the creation of a Masterplan for the capital project at the end of the autumn. A Conservation Management Plan was also created to ensure the heritage of our grade two listed building was front and centre to our plans. The expediated deterioration caused by the closure periods have made the refurbishment programme critical to the theatre's future. A planning application for phase one of the Master plan was submitted in December and awaits a decision from the planners.

To support our capital ambitions, alongside other fundraising, the theatre has submitted an Expression of Interest to the Your Fund Surrey to support phase one of our capital plans.

During 2021 the Trustees committed to increasing the diversity of board membership over the coming period. There were a few changes to the composition of the board during the year. Long serving trustees Peter Wilkins, Jules Porter and Pat Grayburn MBE DL, all resigned during the year. London and West End Producer Emma Brunjes was appointed to the board. Julian Bird stepped down as Chair mid-way through the year, though he remains a Trustee. I would like to thank him for his stalwart chairmanship of the Board of Directors and Trustees for the last seven years and for his wise counsel. I would also like to thank Peter, Jules and Pat for their service and dedication to the theatre's prosperity.

Finally, on behalf of the board I would also like to record my thanks to the staff of the theatre who have worked tirelessly and flexibly to maintain and then rebuild the theatre during this period. Despite the stresses wrought by the pandemic and the uncertainty of the coming year, the theatre has weathered the worst of the situation and faces the future with renewed vigour and determination.

Stephen Bampfylde
Chairman

**Our Object and Activities**

A regional theatre with a national reach - our mission is to produce and present vibrant, outstanding, entertaining drama for the many communities of Surrey and the South East. With a thriving studio space, youth theatre, creative learning and engagement programme, the theatre is an artistic resource and a cultural hub, enabling people across the South to experience the thrill and delight of live theatre.

The Yvonne Arnaud Theatre believes that art changes lives; that engagement in arts activity as a participant or an audience member is central to the wellbeing of an individual, to promoting good mental health and emotional engagement and that theatre is a cohesive and socialising force for good. The Yvonne Arnaud Theatre enriches the lives of the communities it serves by offering and encouraging opportunities for learning, for creativity and personal and social development through its broad programme of theatre and arts activity.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2021**

*Vision*

The Yvonne Arnaud Theatre will be a powerhouse in regional theatre, with a national profile and a reputation for producing and presenting entertaining, thrilling and inspiring theatre. Over the next five years, we will develop a thriving, diverse large audience for our work and establish our production and touring offer. Our Creative Learning and Participation Programme will work with disenfranchised and disadvantaged communities and young people across the county, making theatre and drama accessible to them. Our revitalised and refurbished estate will be a destination venue for audiences and others across the South and a home for local groups and communities.

*Public Benefit*

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)". The theatre relies on grants and the income from fees and charges to cover its operating costs. Affordability and access to our programme is important to us and is reflected in our diversity and community report and our pricing policy set out later in this report. The work we programme and produce is intended to appeal to a diverse and broad range of communities and to promote, by engagement with the work, an understanding and appreciation of the world and others around them.

Our major areas of activity are listed below. The theatre remains a major arts provider in the South East, enabling people from across the community to enjoy and engage with theatre and the performing arts on many levels. The theatre is committed to arts participation as a tool to explore the world, raise awareness, educate, empower, and inspire real and lasting change We run a number of discrete projects designed to foster appreciation and engagement in theatre and arts activities for particular underserved sections of our community. These include schools' workshops, post show discussions, tours and talks for groups and funded tickets for Young Carers. A programme of drama activity for those with special needs is offered. Captioned and signed performances for deaf people and the deaf and hard of hearing community as well as a relaxed performance for our annual Christmas show are part of our core offering. The theatre is also a regular meeting venue for many arts and activities groups in Guildford.

**Operations During the Pandemic**

The theatre was closed on the 16th March 2020 at 6pm following a government directive due to the Covid 19 pandemic and remained dark initially until the 8th of August. The café/bar was closed on Friday the 20th March in response to social distancing measures and the lock down imposed on the 23rd March. The majority of permanent staff were furloughed on the Covid Job Retention Scheme (CJRS) until the end of June and then beyond. A small group of key staff in box office, marketing, IT and administration remained working remotely supporting the Finance Director and the Chief Executive, who remained in post.

**Achievements and Performance**

At the start of the first lock down the theatre was facing a critical reduction in earned income, necessitating some difficult decisions for the organisation. Sustainability of the core operation was managed by drastic cost cutting and restructuring of resources. Staffing was reduced in all areas, from 34 at the start of the year to 14 at January 2021. The salaries of senior staff were temporarily reduced by consent and remaining staff agreed to a temporary change in terms and conditions, to work flexibly to cover roles. The company utilised government support including maximising the Covid Job Retention Scheme and using flexible furlough to enable us to retain experienced staff to undertake necessary work whilst controlling expenditure. Where possible all other expenditure was paused or reduced.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2021**

Throughout the year, at those times when the theatre was permitted to open, the lack of certainty, combined with no lead in time, made putting any programme of work together extremely difficult. The requirement for reduced numbers in the auditorium meant the usual theatre programme of weekly touring drama was not cost effective. When possible, the theatre offered an agile programme of one-night events, aimed at a younger demographic who were less risk averse and responsive to low-cost on-line marketing, quick to programme. Box Office splits meant artist and venue shared the risk and core salary costs were already committed.

Despite being closed for the majority of the year and reducing to a minimal staffing from the summer, the theatre has been able to deliver on some of its plans for the year albeit in different formats. During the year a number of initiatives were put in place to make the theatre more resilient and efficient upon reopening. These included making changes to box office, front of house and stage door to save cost, improve customer experience and making better use of technology. More marketing was moved on line and on-line ticket sales were heavily promoted via digital and social media. Covid-secure working required us not to provide paper tickets, so the theatre moved to e-tickets. All bookings are now online, where you can select your socially distanced seating and add donations to purchases.

The theatre has recruited a large number of volunteer ushers to replace paid casual staff front of house making this part of our operation more cost efficient. The response to the call out for help was extremely encouraging and the volunteers have enriched the theatre's community with their engagement. In the summer a team of volunteers from Volunteer Surrey undertook some remedial work on the garden and later in the year a separate group of garden volunteers were recruited who have taken on the up keep of the riverside space. We are grateful to all our many volunteers for their support and commitment to the theatre.

We were able to use the closure periods to carry out improvements and repairs to the Hearing Loop System in the main house with funds from the Theatre's Trust. The front of house tannoy system and the auditorium sprinkler system were both casualties of closure and failed in the autumn, requiring immediate rectification.

*The Main House Programme*

The closure of the theatre by government directive on the 16th of March 2020 and the subsequent following lockdowns in November 2020 and then January 2021 decimated both the main house and studio programme for the year. Although July and August 2020 saw a brief relaxing of regulations, the social distance restrictions of 1 metre plus resulted in a reduced capacity in the main house of 220-257 seats. This was a 57% reduction of our usual capacity which made the majority of touring work unviable for producers.

In order to offer some produce to the audience the usual main house programme was replaced with Live and Local, scratch theatre and a series of socially distanced one-night events, aimed at a younger demographic who are less risk averse. We combined this with our own work with local artists and companies. Due to the pandemic and the heavily restricted programme, attendance at the theatre was exceptionally low. 4,123 people attended a performance during the year of which 1,267 were new bookers who created an account in this period. However, it is likely that a large number of these "new" bookers were regular attenders creating an on-line account for the first time.

In the late summer when outdoor entertainment was permitted, we revitalised the garden as a discrete performance space. Socially distanced jazz and comedy events outside on warm summer days were hugely welcomed by audiences missing the shared pleasure of performance. Guildford Jazz, Jacob and Drinkwater

comedians Sara Keyworth and Catherine Bowheart all appeared as well as a one person show for children *Bottoms' Dream.*

This was followed in the autumn with a programme of one-night events of cabaret and spoken word in the main house at a reduced capacity and with strict social distancing measures in place. Events included sell out performances from *Mischief Movie Nights* and *Theatrical Digs* produced by the theatre and staring Dame Penelope Keith CBE, Michael Cochrane, Esh Alladi and Rosalie Craig. We also hosted the Guildford Book Festival for a week in October as their usual programme of activities had been affected by Covid venue closures.

November's planned performances were disrupted by a second lock down, causing the cancellation of Jeremy Vine, Lady Glenconner and Guildford Jazz.

The decision was taken to cancel our much loved pantomime in July as the commitment to significant expenditure at that time was considered too high a risk. Instead, when regulations relaxed again in autumn we produced our own small cast Christmas production of *The Snow Queen* in December 2020. Three thousand people booked to see the show which received excellent reviews and audience approval. Unfortunately, halfway through the run we were closed once again by Covid restrictions. We were still able to film and then stream the performance online – a first for the Arnaud - to viewers all around the country.

*The Mill Studio*
The programme in the Mill Studio is usually supported from income from the main house programme. Following the first lock down in March 2020 the decision was taken not to open the Mill Studio to public activities until the Mill could be programmed at full capacity.

*Youth, education and outreach*
The restructure of the Youth and Education Department begun last year was disrupted by the pandemic and subsequent necessary staffing reductions. In September, the departure of a retained longstanding member of the department, combined with the deficit position of the activities, resulted in the decision being taken to suspend the programme for the rest of the year. Recruitment of new staff was then delayed until a definite end to lock down was in sight. In the interim period Outreach activities became the responsibility of the whole organisation and a number of smaller projects and events were offered. With students and others not able to meet in person a number of the offers were digital and on line.

In response to a request from a number of schools and sixth forms, we have curated a series of short videos in which staff describe their roles in the theatre and their career paths. These are available on video and our YouTube channel for virtual careers days and fairs. The videos have been viewed a combined 67 times on YouTube (an average of 13.5 times per video across the 5 videos) by schools.

We are now able to offer our popular free tours of the theatre virtually. A number of community groups have enjoyed a backstage glimpse, and some excellent stories about the theatre's history, in the virtual company of our Head of Production and Technical Manager, Liza Cheal.

Continuing the digital theme, Marketing Officer Sam Read, created a series of short videos about the history of the theatre as a means of engaging with our audience whilst the theatre remained dark. Three have been made so far, with contributions in later episodes from David Suchet and Patricia Hodge. These were also shared on social media and received over 18,000 views.

We continued our partnership with Surrey Young Carers, offering young people and those they cared for, funded tickets to attend the first night of the Snow Queen. Funded complimentary tickets were also offered to NHS staff at Royal Surrey County Hospital.

The short respite in closure periods enabled the adult drama group to briefly return in the summer. However as the café and bar remained closed unless there was a performance, we were unable to host our usual community groups who meet regularly in our foyer and café.

With the majority of staff furloughed for large parts of the year activity and operations were greatly reduced. With no shows to market, the Marketing and Audience Development team turned their focus to communication and social media engagement. There were a number of engagement points with Friends and Members throughout the year, including regular newsletters and the launch of the history of the Arnaud films shared by email and on social media.

As expected, a substantial decline in the number of Friends Memberships was recorded throughout the year. Numbers at the end of the year reduced to 435 in comparison with 1,144 at the same point in the previous year. This was also the case with Vanbrugh supporters, with numbers falling from 202 to 154 at the end of April 21.

*Partnerships*
Despite the challenges the theatre was able to strengthen local partnerships further this year. Collaborations with Watts Gallery, the Light Box Woking and the University of Surrey led to the creation of A Report on the Economic and Social Impact of the Arts in Surrey. The theatre played an enhanced role in supporting our local Business Improvement District (BID) Experience Guildford, advising on town reopening plans. In the autumn the Arnaud was pleased to host the Guildford Book Festival at the theatre where our foyer and bar areas facilitated socially distanced readings, interviews and book signings.

Other support for local companies included partnering with Guildford Shakespeare Company on their production of *The Wind in the Willows*, re-imagined for a Zoom audience, which played online to over 500 people and has been awarded an Oncom award from Off West End Theatre Awards. We developed a new relationship with Guildford Jazz, relocating their musicians to our garden and main stage when they lost their venues due to the pandemic.

**Financial review**

The Trust Group showed steady performance in the year reporting a surplus of £103,939 (2020: surplus of £34,229). The principal funding sources of income were grant funding from Guildford Borough Council of £310,220 (2019: £310,220), from the Arts Council England of £277,540 (2020: £nil) and government funding through the Coronavirus Job Retention Scheme of £320,120 (2020: £6,053). The trustees are grateful for the support of Guildford Borough Council in offering a rolling three-year funding agreement to the theatre allowing the ability to plan ahead with greater certainty.

The trading subsidiaries' results have all been consolidated into the group results. All profits generated by trading subsidiaries are used to assist the theatre charities to meet their objectives.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2021**

*Our pricing policy*
Our pricing policy reflects our strategy of enabling all within our community, whatever their means, to take part in our activities and to attend our theatre. We offer discounted rates to schools, students, senior citizens and low-income groups. Discounts are also available for large group bookings. Concessions are intended to foster and encourage an appreciation of and engagement with theatre and drama. Concessions were reviewed at the end of the financial year in preparation for the theatre's reopening. Improvements were made to student and young person's discounts and an early bird offer introduced to enable regular bookers, and in particular senior citizens, to book earlier whilst still gaining a reduced ticket price.

*Investment powers and policy*
The trustees, having regard to the liquidity requirements of operating the theatre, have kept available funds in a mixture of interest-bearing fixed term deposits and instant access deposit accounts. Although trustees seek to achieve a rate on deposit that either matches or exceeds the rate of inflation, due to wider economic circumstances deposit rates have been depressed and so this aim was not achieved in the year. The invested funds held on deposit achieved an average rate of 0.79% (2020: 0.97%).

*Reserves policy and going concern*
Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned emergency repairs and other expenditure. The building will be fifty-six years old in 2021 and it is prudent to plan for expenditure in infrastructure and Mechanical and Engineering services as well as the access needs of the audience. The trustees are aware of the pressures on current reserves to fund many of the on-going building repairs as well as repairs and replacements necessary to the antiquated equipment needed for running the performances in the main auditorium. During the summer and autumn, we were able to formalise our long-term plans to refurbish and rejuvenate the theatre's buildings and estate, resulting in the creation of a masterplan for a phased capital project that address the theatre's capital needs. The delivery of the masterplan will be determined in the main by fundraising success.

Under normal operating circumstances, the trustees consider that the ideal minimum level of unrestricted group reserves to cover ongoing operations as at 5 April 2021 would be £800k. With the temporary theatre closure because of the Covid-19 pandemic, the unrestricted funds are the only funds available to support overhead costs that it has not been possible to pause. Unrestricted group reserves at the year-end totalled £904k (2020: £1,262k) which should provide a reasonable buffer to help weather this storm.

**Plans for future periods**

It is clear that 2021/22 will be much tougher for the theatre as box office revenue, donations and other income will be severely impaired in the first two quarters of the year. We will need to invest in rebuilding the operation before we see steady box office income, which will make cash flow management critical. The full effect of the pandemic on audience confidence and appetite is unknown. However, we have managed to retain a motivated and increasingly skilled team and the changes we have made to our operating model should support us well through the year.

For the immediate future the senior team will be focusing on rebuilding the theatre's day to day activities, resourcing the operation and recruiting staff. A new Head of Creative Learning has been appointed and a Creative Learning Strategy will be launched in August 2021. The catering operation has relaunched firstly to serve audiences attending events and also daytime opening of the café service. We intend to be able to offer a full service by September, also implementing the changes to service and offer that were planned pre pandemic.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2021**

A recruitment drive for Friends and Vanbrugh Members is planned for late summer in tandem with the launch of the autumn season and what we hope will be a full programme of work. Pantomime is on sale and already attracting good tickets sales from groups and individuals.

The threat of closure has not gone away. Box office and attendance assumptions will remain cautious for the majority of the year as research and current sales patterns indicate it will take time for audience confidence to return.

Our plan to produce our own work will be reignited, with the new production Siobhan Basset's *Hound of The Baskervilles* being the first show to open the theatre in June 2021 and our touring production of *Sheila's Island* (cancelled from May 2020) being revived for production at the theatre in February 2022 and then subsequent national tour.

**Structure, Governance and Management**

*Governing document*
The Yvonne Arnaud Theatre Trust ("The Trust") is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. The theatre eventually opened in 1965 and lays claim today to be one of the country's leading regional theatres.

*Appointment of trustees*
The Board of Trustees consists of Ordinary and Representative Trustees. At any one time there should not be less than 5 and not more than 10 Ordinary Trustees. Representative Trustees shall not number more than 7. The Trustees may appoint any person to be an Ordinary Trustee at any time provided the maximum number of Trustees is not exceeded.

Representative Trustees may be appointed at a meeting convened and held according to the policy of the appointing body. All trustees are also directors of Yvonne Arnaud Theatre Management Ltd, and both bodies meet quarterly. Representative Trustees may be appointed by Guildford Borough Council, the University of Surrey and Equity.

*Trustee induction and training*
New trustees are recruited with the aim of ensuring that the balance of skills and experience held by board members is maintained and relevant to the objectives of the charity. New trustees are invited to participate in an induction process, which includes meeting with the theatre staff and a one to one with the Chief Executive and the Finance Director. An understanding of theatre operations is provided through meetings with heads of department and senior personnel. Background papers, including business plans, key reports from funding bodies, and financial information are provided. Trustees are also sent updates from the Charity Commission and a copy of the Good Trustee Guide.

*Organisation*
The Trust has delegated the running of the theatre to the board of Yvonne Arnaud Theatre Management Limited ("Management"), a company that also has charitable status. The boards of both organisations meet quarterly and there are sub-committees covering building projects, finance and audit, which meet more frequently.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Report of the Trustees for the year ending 5 April 2021**

Responsibility for the day-to-day operations is vested in the Director and Chief Executive who is appointed by the board of Management. To facilitate effective operations, the Director and Chief Executive has delegated authority, within terms of delegation approved by the directors, for operational matters including finance, employment and artistic performance related activity.

The bars and restaurant areas within the theatre are operated through a subsidiary of Management, Yvonne Arnaud Theatre (Catering) Limited ("Catering"). Catering is not a registered charity, but provided it has distributable reserves, covenants an amount equivalent to any annual taxable profits direct to Yvonne Arnaud Theatre Trust.

There is one further subsidiary of Management. Yvonne Arnaud Theatre (Productions) Limited is commissioned by Management to take responsibility for the pre-production, rehearsal and running of all in-house productions.

*Fundraising*

The year has been a challenging climate in which to raise funds for the arts with a large number of regular funders redirecting resources towards pandemic support. Necessary reductions in costs and overheads during the first lock down led to the planned recruitment of a third fundraising post being halted and for personal and career reasons the team reducing to one part time manager during the course of the year. Administration support for the department was provided by box office and finance staff with the Theatre Director providing additional fundraising resource.

Nevertheless, we were successful in achieving a small number of grants for Covid pandemic support from the Theatre's Trust and the University of Surrey. A number of applications to larger Trusts offering support for arts charities affected by the pandemic were unsuccessful due to the funds being heavily oversubscribed. Donations due to ticket cancellations made a useful contribution of £31k towards revenue costs, with many patrons choosing to donate some or part of the ticket price of their cancelled shows.

The fundraising committee established last year met several times during the year to plan the quiet fundraising phase. Charlie Geffen and Paul Lomas joined the committee to support capital plans and increase the organisations networks across the county.

As anticipated in the current financial climate and the refocusing of corporate sponsors towards social and local support, we also saw a reduction in the number of corporate sponsors this year. We expect this trend to continue and in restructuring the fundraising strategy for the future have focused on individual giving and trusts and foundation income as more likely sources of support.

To thank some of our most long-standing supporters and generous Covid-19 crisis donors, Dame Penelope Keith entertained a small audience in conversation with Joanna Read. Reminiscences of an exceptional stage and TV career were much enjoyed in the foyer despite a downpour outside.

The Yvonne Arnaud theatre operates an internal fundraising team and does not engage commercial fundraising participators to carry out fundraising activity. As part of our compliance with the General Data Protection Regulations the theatre has reviewed and updated its privacy policy. The policy is available at www.yvonne-arnaud.co.uk/privacy-policy The policy clearly states what personal data we will hold in relation to supporters and how this information will be used. The theatre has received no complaints about its fundraising activities either during the financial year or subsequently.

*Related parties and co-operation with other organisations*
None of our trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with either a production or production company must be disclosed to the full board of trustees in the same way as any other contractual relationship with a third party.

Guildford Borough Council provide essential core funding in support of the artistic programme as an amenity for local residents and the public. The Council actively promote the work of the charity in their tourist information facilities and take an active interest in the educational and community liaison programme, by facilitating contact with local schools. A summary of transactions is set out in note 18 to the financial statements.

*Pay policy for senior staff*
The trustees consider that the board of trustees are responsible for reviewing policy according to the Memorandum and Articles of Association. The senior management team comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the company on a day-to-day basis. All trustees give of their time freely and no trustee received remuneration in the year. Related party transactions are disclosed in note 18 to the financial statements.

The pay for senior staff is reviewed annually. Where an increase is made it will be no greater than the percentage increase made to the legally set national minimum wage rates. Given that financial sustainability is one of the major risks for both the charity and its subsidiaries, an increase in pay rates will not always be made. No salary increases were awarded to staff in 2020/21. In the 2019/20 year, a 2% pay increase was awarded to staff earning below £25,000.

*Risk management*
The major risks to which the charity is exposed have been identified by the directors and procedures are in place to mitigate them. A formal risk analysis review is presented annually and the risk register is reviewed and updated as a live document with the top risks being presented at each board meeting. In critical areas, particularly those involving emergency procedures, fire and health and safety, management teams conduct regular meetings on a more frequent basis and regular awareness training for staff working in these operational areas.

**Trustees' responsibilities in relation to the financial statements**

The charity trustees are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- 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 that 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 Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Statement as to disclosure to our auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made such enquiries of fellow directors and the group's auditor that they ought to have made, have each taken all steps that they are obliged to take as a trustee in order to make themselves aware of any relevant audit information and to establish that the group's auditor is aware of that information.

By order of the board of trustees

Mr Stephen Bampfylde
20 July 2021

## Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 5 April 2021

### Opinion

We have audited the financial statements of Yvonne Arnaud Theatre Trust Group (the 'parent charity') and its subsidiaries (collectively the 'group') for the year ended 5 April 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *'The Financial Reporting Standard applicable in the UK and Republic of Ireland'* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 5 April 2021, and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine

whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out on pages 12 and 13), the trustees are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

**Independent Auditor's Report to the Trustees of Yvonne Arnaud Theatre Trust for the year ended 5 April 2021**

Based on our understanding of the charity and industry, we identified the principal risks of non-compliance with laws and regulations. We also obtained an understanding of the legal and regulatory frameworks that the charity operates in, focusing on those that had a direct effect on material figures and disclosures in the financial statements. The main regulations considered in this context included the Charities Act 2011, FRS 102 and Charity SORP.

We evaluated the incentives and opportunities for fraud in the financial statements, including, but not limited to, the risk of override of controls, and designed procedures in response to these risks as follows:

- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- testing the appropriateness of journal entries and other adjustments;
- assessing whether the judgements made in making accounting estimates were indicative of a potential bias, and;
- evaluating the business rationale of any significant transactions that were unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

**Use of our Report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services Limited

Alex Temlett CA ACA CTA (Statutory Auditor)
For and on behalf of Azets Audit Services Limited, Statutory Auditor
20 July 2021

Ashcombe Court
Woolsack Way
Godalming
Surrey GU7 1LQ

Azets Audit Services Limited is eligible to act as an auditor in
Terms of section 1212 of the Companies Act 2006

## YVONNE ARNAUD THEATRE TRUST GROUP

### Consolidated Statement of Financial Activities for the Year Ended 5 April 2021

| | Note | 2021 Unrestricted Funds £ | 2021 Restricted Funds £ | 2021 Total Funds £ | 2020 Total Funds £ |
|---|---|---|---|---|---|
| **Income and endowments from:** | | | | | |
| *Donations and legacies* | 4 | 247,695 | 5,783 | 253,478 | 449,413 |
| *Charitable activities* | | | | | |
| - Operation of Main House | 5 | 1,040,712 | 7,450 | 1,048,162 | 2,983,503 |
| - Youth & Education Programme | 5 | 16,854 | - | 16,854 | 155,752 |
| | | 1,057,566 | 7,450 | 1,065,016 | 3,139,255 |
| *Other trading activities* | | | | | |
| - Rental income | | 23,190 | - | 23,190 | 23,190 |
| - External set building | | - | - | - | 66,824 |
| - Vanbrugh Club subscriptions | | 48,027 | - | 48,027 | 61,736 |
| - Catering operations | | 7,469 | - | 7,469 | 546,967 |
| | | 78,686 | - | 78,686 | 698,717 |
| *Investment income - bank interest* | 6 | 16,011 | - | 16,011 | 24,642 |
| **Total income** | | 1,399,958 | 13,233 | 1,413,191 | 4,312,027 |
| **Expenditure on:** | | | | | |
| *Raising funds* | | | | | |
| - Donations and legacies | | (4,104) | - | (4,104) | (3,472) |
| - External set building | | - | - | - | (28,730) |
| - Vanbrugh Club subscriptions | | - | - | - | (672) |
| - Catering operations | | (89,273) | - | (89,273) | (519,534) |
| | 9 | (93,377) | - | (93,377) | (552,408) |
| *Charitable activities* | | | | | |
| - Operation of Main House | 10 | (1,108,878) | (100,777) | (1,209,655) | (3,407,527) |
| - Youth & Education Programme | 10 | (27,042) | - | (27,042) | (368,085) |
| | | (1,135,920) | (100,777) | (1,236,697) | (3,775,612) |
| **Total expenditure** | | (1,229,297) | (100,777) | (1,330,074) | (4,328,020) |
| Net income/(expenditure) | | 170,661 | (87,544) | 83,117 | (15,993) |
| Taxation | | 20,822 | - | 20,822 | 50,222 |
| Transfers between funds | | - | - | - | - |
| Net movement in funds | 13 | 191,483 | (87,544) | 103,939 | 34,229 |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward at 6 April 2020 | | 3,247,626 | 241,133 | 3,488,759 | 3,454,530 |
| Total funds carried forward at 5 April 2021 | 27-29 | 3,439,109 | 153,589 | 3,592,698 | 3,488,759 |

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

## YVONNE ARNAUD THEATRE TRUST GROUP

### Balance Sheet as at 5 April 2021

| | Note | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible fixed assets | 20/21 | 824,205 | 966,818 | 96,029 | 98,201 |
| **Current Assets** | | | | | |
| Stock | 22 | 4,834 | 12,683 | - | - |
| Debtors | 23 | 197,299 | 440,790 | 745,215 | 783,083 |
| Cash at bank and in hand | 24 | 3,190,984 | 2,833,168 | 2,544,581 | 2,387,459 |
| | | 3,393,117 | 3,286,641 | 3,289,796 | 3,170,542 |
| **Creditors:** Amounts falling due within one year | 25 | (624,624) | (764,700) | (18,202) | (27,553) |
| **Net Current Assets** | | 2,768,493 | 2,521,941 | 3,271,594 | 3,142,989 |
| **Total assets less current liabilities** | | 3,592,698 | 3,488,759 | 3,367,623 | 3,241,190 |
| **Funds** | | | | | |
| **Restricted Funds** | 29 | | | | |
| Building Restoration Fund | | 58,972 | 135,641 | 58,972 | 135,641 |
| Dimmer Lighting Fund | | 71,400 | 81,600 | 71,400 | 81,600 |
| Young Disadvantaged Fund | | 21,217 | 21,892 | 21,217 | 21,892 |
| Other Restricted Funds | | 2,000 | 2,000 | 2,000 | 2,000 |
| | | 153,589 | 241,133 | 153,589 | 241,133 |
| **Designated Funds** | 28 | | | | |
| Theatre Support Fund | | 1,010,099 | 1,010,099 | 1,010,099 | 1,010,099 |
| Production Fund | | 500,000 | 500,000 | 500,000 | 500,000 |
| Dimmer Lighting System | | 95,917 | 109,620 | 95,917 | 109,620 |
| Tech Replacement & Improvement | | 142,455 | 142,455 | 142,455 | 142,455 |
| Flood Excess | | 100,000 | 100,000 | 100,000 | 100,000 |
| Capital Project | | 623,082 | 23,082 | 623,082 | 23,082 |
| | | 2,471,553 | 1,885,256 | 2,471,553 | 1,885,256 |
| **Unrestricted Funds** | 27 | | | | |
| Charitable Funds | | 885,571 | 1,253,500 | 742,481 | 1,114,801 |
| Non-Charitable Trading Funds | | (18,010) | 8,875 | - | - |
| Reserve arising on consolidation | | 99,995 | 99,995 | - | - |
| | | 967,556 | 1,362,370 | 742,481 | 1,114,801 |
| | | 3,592,698 | 3,488,759 | 3,367,623 | 3,241,190 |

The Trustees have prepared group accounts in accordance with section 138 of the Charities Act 2011. The Income and Expenditure account of the parent undertaking is not presented as part of these financial statements. The parent undertaking's total income for the year was £301,167 (2020: £533,497) and its surplus of income over expenditure for the year amounted to £126,433 (2020: surplus of £36,069).

The accounts were approved by the Trustees on 20 July 2021.

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Stephen Bampfylde (Chairman)

YVONNE ARNAUD THEATRE TRUST GROUP

## Statement of Cash Flows and Consolidated Statement of Cash Flows for the Year Ended 5 April 2021

| | Note | Group 2021 £ | Group 2020 £ | Charity 2020 £ | Charity 2020 £ |
|---|---|---|---|---|---|
| **Cash used in operating activities** | 32 | 343,666 | 31,905 | 142,034 | 36,301 |
| **Cash flows from investing activities** | | | | | |
| Interest income | | 16,011 | 24,642 | 15,089 | 23,894 |
| Purchase of tangible fixed assets | | (1,861) | (19,834) | - | - |
| Cash provided by/(used in) investing activities | | 14,150 | 4,808 | 15,089 | 23,894 |
| **Cash flows from financing activities** | | | | | |
| Repayment of borrowing | | - | - | - | - |
| Cash used in financing activities | | - | - | - | - |
| | | - | - | - | - |
| Increase/(decrease) in cash and cash equivalents in the year | | 357,816 | 36,713 | 157,123 | 60,195 |
| Cash and cash equivalents at the beginning of the year | | 2,833,168 | 2,796,455 | 2,387,458 | 2,327,263 |
| Total cash and cash equivalents at the end of the year | | 3,190,984 | 2,833,168 | 2,544,581 | 2,387,458 |

The notes on pages 20 to 36 form part of these financial statements.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

1. **General Information**

The Trust is an unincorporated charity, having been established under a Trust Deed dated 1 May 1961, as amended 30 July 1975, which launched the appeal which led to the building of the Yvonne Arnaud Theatre on the Millbrook site. In the event of the Trust being wound up, the trustees have no liability. The address of its registered office is Millbrook, Guildford, Surrey GU1 3UX.

2. **Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Yvonne Arnaud Theatre Trust Group 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).

(b) Preparation of the accounts on a going concern basis

The trustees continue to closely monitor the theatre's income and costs, as well as considering other plans to increase income in future years. The uncertain economic outlook and willingness of the public to purchase admission and theatre tickets is a significant area of financial uncertainty. The trustees have mitigated this risk by reviewing the artistic programme and reviewing pricing policies and discounts offered. The trustees remain in regular contact with the grant making local authority (see note 18) to secure their ongoing financial support.

The forecasts predict that the charitable company will be able to continue as a going concern for a period of twelve months from the date on which these accounts are signed. Based on the forecasts, the trustees believe that it is appropriate to prepare these accounts on a going concern basis.

(c) Group financial statements

The financial statements consolidate the results of the charity, of Yvonne Arnaud Theatre Management Limited and its wholly owned subsidiaries, on a line-by-line basis. Consolidated financial statements have been prepared on the grounds that the Trust has control over the appointment of a majority of the members and directors of Yvonne Arnaud Theatre Management Limited, a charitable company (limited by guarantee) incorporated in England.

(d) Income

Income is recognised when:

- The charity has entitlement to the funds,
- Any performance conditions attached to the item(s) have been met
- It is probable that the income will be received, and
- The amount can be measured reliably.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

2. **Accounting Policies (continued)**

(d) Income (continued)
Income from commercial trading activities is recognised as the related goods and services are provided. Income is deferred when admission fees or performance grants are received in advance of the performance or event to which they relate. Where a show straddles the year end, box office revenue relating to that show is reflected in the accounts in which the majority of performances fall.

Income from government, local authority and other grants, whether "capital" grants or "revenue" grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(e) Donated services and facilities
Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(f) Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(g) Fund accounting
Unrestricted funds are available to spend on activities that further any of the purposes of the charity at the discretion of the trustees. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for a specific purpose. Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work.

(h) Allocation of support costs
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's artistic programmes and activities. These costs have been allocated against charitable activities in proportion to the direct costs incurred for each of the categories of charitable activities.

(i) Expenditure and irrecoverable VAT
Expenditure is recognised when:
- There is a legal or constructive obligation to make a payment to a third party,
- It is probable that settlement will be required, and
- The amount of the obligation can be measured reliably.

The direct expenses of a show straddling the year end are reflected in the financial statements in which the majority of performances fall.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

2. **Accounting Policies (continued)**

(i) Expenditure and irrecoverable VAT (continued)
Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of commercial trading.
- Expenditure on charitable activities includes expenditure associated with stage productions and educational programmes and include both the direct costs and support costs relating to these activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(j) Redundancy costs
Redundancy costs are recognised at the point where the charity is committed to making the payment in return for employee redundancy.

(k) Operating leases
Rental charges paid under operating leases are charged on a straight line basis over the term of the lease.

(l) Tangible fixed assets
Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

| | |
|---|---|
| Leasehold theatre | 100 years |
| Improvements to leasehold premises | 10 to 20 years |
| Theatre, workshop, office and catering equipment | 5 years |
| Computer equipment | 4 to 5 years |

(m) Stock
Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

(n) Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(o) Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(p) Pension costs
The pension costs charged in the financial statements represent the amounts payable by the group during the period to defined contribution pension schemes operated by insurance companies.

(q) Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

2. **Accounting Policies (continued)**

(r) Comparative period reclassifications

The Statement of Financial Activities and related notes for the comparative period include reclassifications which have been made to bring the comparatives in line with the current year presentation. The principal changes to the current year presentation, which the directors consider provide clearer information that is more in line with internal financial reporting and monitoring are:

- Grossing up of marketing costs and income for friends membership,
- Moving all permanent staff costs, including permanent crew, from production to overhead costs and
- Presenting income from the Coronavirus Job Retention Scheme as grant income rather than offsetting against wages as was the case last year due to the small amount of income in that year.

3. **Financial performance of the charity**

| The summary financial performance of the charity alone is: | 2021<br>£ | 2020<br>£ |
|---|---|---|
| Income | 301,167 | 533,497 |
| Expenditure on charitable activities | (174,734) | (497,428) |
| Net income/(expenditure) | 126,433 | 36,069 |
| Total funds brought forward | 3,241,190 | 3,205,121 |
| | 3,367,623 | 3,241,190 |
| Represented by: | | |
| Restricted income funds | 153,589 | 241,133 |
| Designated income funds | 2,471,553 | 1,885,256 |
| Unrestristed income funds | 742,481 | 1,114,801 |
| | 3,367,623 | 3,241,190 |

4. **Income from donations and legacies**

| | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|
| | Un-restricted<br>£ | Restricted<br>£ | Total<br>£ | Un-restricted<br>£ | Restricted<br>£ | Total<br>£ |
| Gifts | 142,395 | - | 142,395 | 118,473 | - | 118,473 |
| Legacies | 105,300 | - | 105,300 | 204,000 | - | 204,000 |
| Restoration levy | - | 5,783 | 5,783 | - | 123,940 | 123,940 |
| Donated services | - | - | - | 3,000 | - | 3,000 |
| | 247,695 | 5,783 | 253,478 | 325,473 | 123,940 | 449,413 |

The charity is grateful to a number of local businesses who have supported the theatre through the donation of their services. The estimated value of these services is recognised within incoming resources as a donation and equivalent charges included within production costs, advertising and publicity and cleaning, repairs and maintenance.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

5. **Income from charitable activities**

| | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|
| | Un-restricted £ | Restricted £ | Total £ | Un-restricted £ | Restricted £ | Total £ |
| Operation of Main House | | | | | | |
| Box office income | 90,635 | - | 90,635 | 2,574,205 | - | 2,574,205 |
| Production commissioning | - | - | - | 12,402 | - | 12,402 |
| Business consortium | - | - | - | 25,533 | - | 25,533 |
| Friends membership | 18,123 | - | 18,123 | 40,614 | - | 40,614 |
| Sundry income | 1,146 | - | 1,146 | 14,476 | - | 14,476 |
| Performance grants (see note 7) | 930,808 | 7,450 | 938,258 | 316,273 | - | 316,273 |
| | 1,040,712 | 7,450 | 1,048,162 | 2,983,503 | - | 2,983,503 |
| Youth & education programme | | | | | | |
| Education related income | - | - | - | 114,736 | - | 114,736 |
| Performance grants (see note 8) | 16,854 | - | 16,854 | 29,031 | 11,985 | 41,016 |
| | 16,854 | - | 16,854 | 143,767 | 11,985 | 155,752 |
| | 1,057,566 | 7,450 | 1,065,016 | 3,127,270 | 11,985 | 3,139,255 |

6. **Other trading activities and investment income**

All of the group's investment income of £16,011 (2020: £24,642) arises from money held in interest bearing deposit accounts. The income arising from other trading activities and investment income for the 2020 comparative year was all unrestricted.

7. **Main house performance grants**

| | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|
| | Un-restricted £ | Restricted £ | Total £ | Un-restricted £ | Restricted £ | Total £ |
| Guildford Borough Council | 310,220 | - | 310,220 | 310,220 | - | 310,220 |
| Arts Council Funding | | | | | | |
| Emergency Response Funds | 35,000 | - | 35,000 | - | - | - |
| Cultural Recovery Fund | 242,540 | - | 242,540 | - | - | - |
| CJRS Support Grant | 320,120 | - | 320,120 | 6,053 | - | 6,053 |
| Local Restrictions Support Grant | 22,928 | - | 22,928 | - | - | - |
| The Theatres Trust | - | 6,400 | 6,400 | - | - | - |
| Surrey University | - | 1,050 | 1,050 | - | - | - |
| | 930,808 | 7,450 | 938,258 | 316,273 | - | 316,273 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

7. **Main house performance grants (continued)**

The theatre received £35k from the Covid Emergency fund distributed by the Arts Council of England for the government department of Digital, Culture, Media and Sport (DCMS). The theatre further received a grant £244k from the Arts Council Cultural Recovery Round One Fund to support core costs and overheads during the closure period. Two grants were awarded from the Theatre's Trust for improvement to the theatre's hearing loop and for Covid safe working. A grant of £1,050 was received from the Univeristy of Surrey's Covid 19 SME grant scheme towards digital working.

8. **Youth and education performance grants**

| | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|
| | Un-restricted £ | Restricted £ | Total £ | Un-restricted £ | Restricted £ | Total £ |
| Youth & Education Grant Funding: | | | | | | |
| The Bernard Coleman Charitable Trust | - | - | - | - | 1,000 | 1,000 |
| The Boris Karloff Foundation | - | - | - | - | 2,000 | 2,000 |
| The Coleman Charitable Trust | - | - | - | - | 1,000 | 1,000 |
| Community Foundation for Surrey | - | - | - | - | 3,000 | 3,000 |
| The D'Oyly Carte Charitable Trust | - | - | - | - | 3,000 | 3,000 |
| The Grey Court Trust | - | - | - | - | 1,000 | 1,000 |
| The Shanly Foundation | - | - | - | - | 600 | 600 |
| Other Donations of less than £500 | - | - | - | - | 385 | 385 |
| Private Donor to Youth Programme | - | - | - | 28,000 | - | 28,000 |
| CJRS Support Grant | 16,854 | - | 16,854 | 1,031 | - | 1,031 |
| | 16,854 | - | 16,854 | 29,031 | 11,985 | 41,016 |

No grants were received towards youth theatre activity in 2021. The youth theatre did not operate during the year. The £11,985 received towards the Youth & Education programme in 2020 has helped to fund:

- The Discover Drama project, providing drama workshops for young people with moderate learning difficulties,
- Equipment to provide a toolkit to support the Discover Drama classes,
- The assisted place scheme for children from low income families to attend classes, and
- The targeted placements scheme, working with the family support service at Guildford Borough Council to provide new opportunities for youngsters to get involved in classes or community activities, where it is felt to be beneficial.

9. **Raising funds**

The expenditure on raising funds for the 2020 comparative year was all from unrestricted funds.

10. **Analysis of expenditure on charitable activities**

The expenditure on charitable activities was £1,236,697 (2020: £3,775,612) of which £1,135,920 (2020: £3,667,867) was unrestricted and £100,777 (2020: £107,745) was restricted.

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2021

10. Analysis of expenditure on charitable activities (continued)

| | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|
| | Main House | Youth & Education | Total | Main House | Youth & Education | Total |
| | £ | £ | £ | £ | £ | £ |
| Production costs | 88,388 | - | 88,388 | 1,383,754 | - | 1,383,754 |
| Irrecoverable VAT | 3,072 | - | 3,072 | 191,736 | - | 191,736 |
| Production commissioning fee | 752 | - | 752 | 853 | - | 853 |
| Staff costs | - | 26,798 | 26,798 | - | 122,341 | 122,341 |
| Other youth & ed direct costs | - | 244 | 244 | - | 5,239 | 5,239 |
| Governance & support costs (note 11) | 1,117,443 | - | 1,117,443 | 1,831,184 | 240,505 | 2,071,689 |
| | 1,209,655 | 27,042 | 1,236,697 | 3,407,527 | 368,085 | 3,775,612 |

11. Analysis of governance and support costs

The group allocates its governance and support costs as shown in the table below and then further apportions those costs between the two charitable activities undertaken (see note 10). These costs are allocated on a basis consistent with the use of resources.

| | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|
| | Theatre operation | Governance | Total | Theatre operation | Governance | Total |
| | £ | £ | £ | £ | £ | £ |
| Advertising & publicity | 17,861 | - | 17,861 | 242,334 | - | 242,334 |
| Staff costs | 654,022 | - | 654,022 | 1,085,590 | - | 1,085,590 |
| Property costs | 190,578 | - | 190,578 | 307,718 | - | 307,718 |
| Office costs | 57,861 | - | 57,861 | 117,849 | - | 117,849 |
| Professional fees | 32,861 | 15,100 | 47,961 | 46,519 | 24,600 | 71,119 |
| Depreciation & loss on disposal | 124,526 | - | 124,526 | 148,200 | - | 148,200 |
| Travel and subsistence | 1,261 | - | 1,261 | 12,070 | - | 12,070 |
| Bank & credit card charges | 6,064 | - | 6,064 | 35,937 | - | 35,937 |
| Bad Debts | (1,200) | - | (1,200) | 1,200 | - | 1,200 |
| Irrecoverable VAT | 18,509 | - | 18,509 | 49,672 | - | 49,672 |
| | 1,102,343 | 15,100 | 1,117,443 | 2,047,089 | 24,600 | 2,071,689 |

12. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

12. **Taxation (continued)**

Yvonne Arnaud Theatre (Productions) Limited is commissioned by Yvonne Arnaud Theatre Management Limited to take full responsibility for the producing, running and closing of all in house theatre productions for the Yvonne Arnaud Group. As a result of this commissioning, Yvonne Arnaud Theatre (Productions) Limited is able to claim theatre production tax relief from HMRC. The corporation tax credit in respect of the theatre production tax relief claim for the year ended 5 April 2021 is £20,822 (2020: £50,222).

13. **Net income/(expenditure) for the year**

| This is stated after charging the following: | 2021<br>£ | 2020<br>£ |
|---|---|---|
| Depreciation of tangible fixed assets | 144,474 | 169,213 |
| Loss on disposal of fixed assets | - | 3,138 |
| Auditors' remuneration - group | 15,100 | 24,600 |
| Auditors' remuneration - other services | 1,480 | 2,265 |
| Operating leases - rent | 43,751 | 43,751 |
| Staff costs (note 14) | 771,408 | 1,656,093 |

14. **Staff costs, trustee remuneration and expenses and the cost of key management personnel**

| | 2021<br>£ | 2020<br>£ |
|---|---|---|
| Wages and salaries | 694,874 | 1,526,805 |
| Social security costs | 52,789 | 97,403 |
| Other pension costs | 23,745 | 31,885 |
| | 771,408 | 1,656,093 |

The amount for wages and salaries of cast, musicians, stage management and casual staff included above was £101,810 (2020: £630,345), inclusive of social security costs. Such persons are not employed on a regular basis throughout the year and do not appear in the staff numbers table (note 15).

Eighteen (2020: three) compulsory redundancies were made in the year. Redundancy payments of £11,006 (2020: £17,540) are included in the amount for wages and salaries for the year ended 5 April 2020.

One employee received emoluments in the range £60,001 to £70,000 and one employee received emoluments in the range £70,001 to £80,000 during the year (2020: one employee received emoluments in the range £70,001 to £80,000 and one employee received emoluments in the range £80,001 to £90,000). Pension contributions of £8,500 (2020: £9,862) were made on behalf of the higher paid employee.

None of the trustees received any remuneration or expenses during the current or previous years, in their role as trustees.

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2021

14. Staff costs, trustee remuneration and expenses and the cost of key management personnel (continued)

The key management personnel of the group comprise the trustees, the Theatre Director and Chief Executive, the Director of Finance and the Director of Marketing and Customer Experience. The total employee benefits of the key management personnel of the charity were £201,540 (2020: £219,158).

15. Staff numbers

The average monthly number of persons employed under contracts of service by the group during the year, excluding cast, musicians and stage management was as follows:

| | 2021<br>No | 2020<br>No |
|---|---|---|
| Management and administration | 12 | 15 |
| Box office and front of house | 3 | 6 |
| Production | 5 | 6 |
| Youth and education | 2 | 6 |
| Catering | 1 | 4 |
| | 23 | 37 |

16. Pension costs

Since 1st July 2014, employees of the theatre have either received a contribution into a pre-existing personal pension scheme as agreed in their contract of employment or an auto enrolment pension scheme that complies with government legislation. The theatre has incurred total pension contribution costs in the year amounting to £23,745 (2020: £31,885). This cost represented payments to defined contribution pension schemes for thirty-eight employees (2020: fifty-eight). At the year-end a balance of £963 was due to the pension provider (2020: £3,254 due to the pension provider).

17. Government Grants

Income from government grants comprises performance related grants made by the local authority to fund the artistic and theatrical programme of Yvonne Arnaud Theatre Management Limited. See note 18 for more information.

18. Related party transactions

The group enjoys a close working relationship with Guildford Borough Council and received funding of £310,220 (2020: £310,220) to enable the group to carry out its objectives. The Council has the right to nominate up to two trustees. All the funding was received to provide services and has been included in the financial statements under incoming resources from charitable activities.

Trustees made unconditional donations to the Theatre Trust totalling £2,760 (2020: £98) in the year.

In the year ended 2020, one of the Trustees, Mr Peter Gordon, was paid £17,000 for his role in the Yvonne Arnaud Theatre Management Limited pantomime, *Sleeping Beauty*. This payment was calculated and made on normal commercial terms.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

19. Investments

Yvonne Arnaud Theatre Trust has produced consolidated accounts to include the results of Yvonne Arnaud Theatre Management Limited (a company limited by guarantee) and its subsidiaries. Yvonne Arnaud Theatre Trust has effective control over Yvonne Arnaud Theatre Management Limited. Yvonne Arnaud Theatre Management Limited holds 100% of the ordinary share capital of its subsidiaries listed below, all of which are registered in England and Wales.

| | Charity number | Company number |
|---|---|---|
| Yvonne Arnaud Theatre Management Limited | 238436 | 814453 |
| Yvonne Arnaud Theatre (Catering) Limited | - | 847430 |
| Yvonne Arnaud Theatre (Productions) Limited | - | 1925822 |

The summary financial performance of the individual subsidiaries is shown below.

| | **Yvonne Arnaud Theatre Management Limited** £ | **Yvonne Arnaud Theatre (Catering) Limited** £ | **Yvonne Arnaud Theatre (Productions) Limited** £ |
|---|---|---|---|
| Total income | 1,400,327 | 62,388 | 126,091 |
| Total expenditure | (1,392,436) | (92,773) | (146,913) |
| Corporation Tax | - | - | 20,822 |
| Results for the year | 7,891 | (30,385) | - |
| The assets and liabilities of the subsidiary were: | | | |
| Fixed assets | 667,362 | 60,816 | - |
| Current assets | 836,206 | 40,578 | 46,896 |
| Current liabilities | (1,356,979) | (48,586) | (21,215) |
| Total net assets | 146,589 | 52,808 | 25,681 |
| Aggregate share capital and reserves | 146,589 | 52,808 | 25,681 |

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2021

20. Tangible fixed assets – Group

| | Improvements to leasehold premises | Fixtures, fittings & equipment | Computer equipment | Total |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Cost:** | | | | |
| At 6 April 2020 | 2,115,583 | 636,215 | 115,696 | 2,867,494 |
| Additions | - | - | 1,861 | 1,861 |
| Disposals | - | - | - | - |
| At 5 April 2021 | 2,115,583 | 636,215 | 117,557 | 2,869,355 |
| **Depreciation:** | | | | |
| At 6 April 2020 | 1,186,750 | 606,331 | 107,595 | 1,900,676 |
| Charge for the year | 127,152 | 13,455 | 3,867 | 144,474 |
| Depreciation on disposals | - | - | - | - |
| At 5 April 2021 | 1,313,902 | 619,786 | 111,462 | 2,045,150 |
| **Net book value:** | | | | |
| At 5 April 2021 | 801,681 | 16,429 | 6,095 | 824,205 |
| At 5 April 2020 | 928,833 | 29,884 | 8,101 | 966,818 |

21. Tangible fixed assets – Charity

| | Long term leasehold properties (theatre) | Theatre equipment | Total |
|---|---|---|---|
| | £ | £ | £ |
| **Cost:** | | | |
| At 6 April 2020 | 217,217 | 60,014 | 277,231 |
| Additions | - | - | - |
| Disposals | - | - | - |
| At 5 April 2021 | 217,217 | 60,014 | 277,231 |
| **Depreciation:** | | | |
| At 6 April 2020 | 119,017 | 60,013 | 179,030 |
| Charge for the year | 2,172 | - | 2,172 |
| Depreciation on disposals | - | - | - |
| At 5 April 2021 | 121,189 | 60,013 | 181,202 |
| **Net book value:** | | | |
| At 5 April 2021 | 96,028 | 1 | 96,029 |
| At 5 April 2020 | 98,200 | 1 | 98,201 |

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

22. **Stock**

| | Group 2020 £ | Group 2020 £ | Charity 2020 £ | Charity 2019 £ |
|---|---|---|---|---|
| Food and drink | 4,760 | 10,799 | - | - |
| Dry goods/Disposables | 74 | 1,884 | - | - |
| | 4,834 | 12,683 | - | - |

The amount of stock recognised as an expense during the year was £14,812 (2020: £161,217).

23. **Debtors**

| | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|
| Trade debtors | 3,751 | 39,359 | - | - |
| Taxation recoverable | 35,712 | 57,222 | 8,549 | 7,000 |
| Yvonne Arnaud Theatre Management Limited | - | - | 732,245 | 571,220 |
| Other debtors | - | 1,994 | - | - |
| Prepayments and accrued income | 157,836 | 342,215 | 4,421 | 204,863 |
| | 197,299 | 440,790 | 745,215 | 783,083 |

24. **Cash**

Of the cash balances held at 5th April, £136,850 (2020: £255,326) is for advance ticket sales in relation to future shows. These amounts are held on behalf of third parties.

25. **Creditors: amounts falling due within one year**

| | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|
| Trade creditors | 31,972 | 178,869 | - | - |
| CBILS bank loan | 240,000 | - | - | - |
| Advanced bookings | 136,850 | 255,326 | - | - |
| Other taxes and social security | 11,316 | 31,307 | - | - |
| Other creditors | 104,804 | 81,715 | - | - |
| Accruals and deferred income | 99,682 | 217,483 | 18,202 | 27,553 |
| | 624,624 | 764,700 | 18,202 | 27,553 |

The CBILS bank loan is secured by the way of a fixed and floating charge over the assets of the charity.

YVONNE ARNAUD THEATRE TRUST GROUP

Notes to the Accounts for the Year Ended 5 April 2021

26. Deferred income

| | 2021 £ | 2020 £ |
|---|---|---|
| Opening balance at 6 April 2020 | 366,488 | 296,839 |
| Amounts deferred in the year | 147,104 | 366,488 |
| Amount released to incoming resources | (366,488) | (296,839) |
| Closing balance at 5 April 2021 | 147,104 | 366,488 |

Deferred income includes box office income in advance, and grants which the donor has specified must be used in future accounting periods.

27. Reconciliation of Movement in total funds – Unrestricted funds

Unrestricted Funds - Group

| | Charitable funds £ | Non-charitable trading funds £ | Reserve arising on consolidation £ | Total £ |
|---|---|---|---|---|
| Brought forward at 6 April 2020 | 1,253,500 | 8,875 | 99,995 | 1,362,370 |
| Incoming Resources | 1,358,392 | 62,388 | - | 1,420,780 |
| Outgoing Resources | (1,126,321) | (89,273) | - | (1,215,594) |
| Transfers | (600,000) | - | - | (600,000) |
| Carried forward at 5 April 2021 | 885,571 | (18,010) | 99,995 | 967,556 |

Unrestricted Funds - Charity

| | 2021 Charitable funds £ | 2020 Charitable funds £ |
|---|---|---|
| Brought forward at 6 April | 1,114,801 | 1,058,746 |
| Incoming Resources | 295,384 | 409,557 |
| Outgoing Resources | (67,704) | (303,502) |
| Transfers | (600,000) | (50,000) |
| Carried forward at 5 April | 742,481 | 1,114,801 |

A transfer of £600,000 was made in the year to the designated capital project fund. Funds of £305,300 were received into the bank in the year from a legacy left to the theatre by Mr Raymond Pritchard. We are adding some matched funds from unrestricted reserves to this amount to provide a start to our fundraising targets to allow the theatre to undertake capital improvements to the building to help with the repairs and improvements to accessibility.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

27. **Reconciliation of Movement in total funds – Unrestricted funds (continued)**

In 2020, a transfer of £50,000 was made to the designated flood risk fund. Theatre insurance no longer includes flood risk cover and so funds of £100,000 are now designated to cover the likely costs of making good any future flood damage to the property.

Total unrestricted funds reflected in the consolidated accounts include a reserve arising on consolidation of £99,995.

28. **Reconciliation of Movement in total funds – Designated funds**

**Designated Funds - Group and Charity**

| | Theatre support Fund | Dimmer lighting system | Flood Excess Fund | Production Fund | Tech & IT | Capital Project | Total |
|---|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ | £ |
| Brought forward at 6 April 2020 | 1,010,099 | 109,620 | 100,000 | 500,000 | 142,455 | 23,082 | 1,885,256 |
| Incoming Resources | - | - | - | - | - | - | - |
| Outgoing Resources | - | (13,703) | - | - | - | - | (13,703) |
| Transfers | - | - | - | - | - | 600,000 | 600,000 |
| Carried forward at 5 April 2021 | 1,010,099 | 95,917 | 100,000 | 500,000 | 142,455 | 623,082 | 2,471,553 |

The Theatre support fund was created using the net proceeds from the VAT refunds in the year to April 2009. Funds will be transferred to Yvonne Arnaud Theatre Management Limited, as necessary, to fulfil the business plan in accordance with the organisations' charitable purposes, following the loss of Arts Council funding from April 2009.

The dimmer lighting system fund was created in the year ended 5 April 2018 from several unrestricted legacies received in that and the following year to help fund the replacement cost of the dimmer lighting system. The project was undertaken in summer 2018 and costs incurred have been capitalised and will be depreciated over a ten year period. Funds from this designated reserve will be amortised over the same ten year period.

The flood excess fund was approved and created by the trustees to ensure that excess costs not covered by the theatre's insurance policy in the event of a claim for flooding could be met. The theatre's insurance policy no longer provides cover for any flood damage costs and so a £50,000 transfer was made in the prior year from unrestricted reserves, to increase the funds available to cover the likely costs of making good any future damage.

A designated production fund of £500k was created in the year to 5 April 2019 to enable the new Theatre Director and Chief Executive the ability to start producing and touring the theatre's own productions. There is a significant demand for good quality drama on the national touring circuit and a lack of product. Producing our own work will enable the theatre to develop its audience by providing high quality drama and maximise the investment in the work through touring the work to other venues. Although a strong production can improve financial performance, there is a greater level of risk and need for initial investment. This fund will allow production opportunities to be explored.

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

28. **Reconciliation of Movement in total funds – Designated funds (continued)**

The tech and IT designation has put funds aside for replacement of the computer servers and general upgrade of the IT equipment held. The computer servers are fully depreciated and reaching the end of their useful lives so funds are designated to undertake the necessary improvements as needed.

The trustees have undertaken preliminary reviews of the building, repairs required and access issues. Funds of £36,918 were spent in the year on commissioning building surveys and seeking professional advice whilst exploring the costs associated with any improvements undertaken. A £600,000 transfer has been made to this fund from legacy funds paid in the year from the estate of Mr Raymond Pritchard matched by funds from Trust unrestricted reserves.

29. **Reconciliation of Movement in total funds – Restricted funds**

| Restricted Funds - Group | Building Restoration fund £ | Dimmer Stage lighting fund £ | Young dis-advantaged fund £ | Theatres Trust fund | Digital fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|---|---|
| Brought forward at 6 April 2020 | 135,641 | 81,600 | 21,892 | - | - | 2,000 | 241,133 |
| Incoming Resources | 5,783 | - | - | 6,400 | 1,050 | - | 13,233 |
| Outgoing Resources | (82,452) | (10,200) | (675) | (6,400) | (1,050) | - | (100,777) |
| Carried forward at 5 April 2021 | 58,972 | 71,400 | 21,217 | - | - | 2,000 | 153,589 |

| Restricted Funds - Charity | Building Restoration fund £ | Dimmer Stage lighting fund £ | Young disadvantaged fund £ | Other restricted funds £ | Total £ |
|---|---|---|---|---|---|
| Brought forward at 6 April 2020 | 135,641 | 81,600 | 21,892 | 2,000 | 241,133 |
| Incoming Resources | 5,783 | - | - | - | 5,783 |
| Outgoing Resources | (82,452) | (10,200) | (675) | - | (93,327) |
| Carried forward at 5 April 2021 | 58,972 | 71,400 | 21,217 | 2,000 | 153,589 |

The theatre started a building restoration fund in September 2007. The £1 levy charge on tickets was increased to £1.50 with effect from 1st September 2019. All proceeds are being used directly for the increasing number of renovation projects required to keep the building in a good state of repair. The sum of £5,783 (2020: £123,940) has been raised during the year with £82,452 (2020: £82,452) being used to cover the depreciation charge on capitalised costs of maintenance projects and maintenance works written off during the year.

Three restricted donations were received from Charitable Trusts to be used towards the renewal of the Theatre's dimmer stage lighting system. The project was completed in summer 2018 with costs capitalised and being depreciated over a ten year period. Restricted funds received towards this project are being amortised over the same ten year period

**YVONNE ARNAUD THEATRE TRUST GROUP**

**Notes to the Accounts for the Year Ended 5 April 2021**

29. **Reconciliation of Movement in total funds – Restricted funds (continued)**

A £25,000 donation was received in the year to 5 April 2019 from the Alchemy Foundation. These funds are to be used for future work with young disadvantaged people who would not otherwise be able to participate in such opportunities. A transfer of £675 (2020: £3,108) was made in the year to cover the costs of tickets provided for young carers in the Guildford area to attend the opening night of the Christmas production of *The Snow Queen* (2020: pantomime *Sleeping Beauty).*

Two donations were received from the Theatres Trust in the year totaling £6,400. A grant of £5,000 was received from the Accessible Theatres Scheme, for improvements to the theatre's hearing assistance equipment. A further £1,400 grant was received from the Reopening Fund for anti-bacterial fogging equipment.

A grant of £1,050 was received from Surrey University's Covid 19 SME Grant Scheme to help fund costs for digital and online content.

Two donations were received in the year to 5 April 2019 towards a donation box. This project has been put on hold whilst the wider capital refurbishment and access considerations are investigated.

30. **Analysis of group net assets between funds**

| | 2021 | | | |
|---|---|---|---|---|
| | General funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Tangible fixed assets | 824,205 | - | - | 824,205 |
| Current assets | 202,133 | | | 202,133 |
| Cash at bank and in hand | 565,842 | 2,471,553 | 153,589 | 3,190,984 |
| Current liabilities | (624,624) | - | - | (624,624) |
| | 967,556 | 2,471,553 | 153,589 | 3,592,698 |

| | 2020 | | | |
|---|---|---|---|---|
| | General funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Tangible fixed assets | 966,818 | - | - | 966,818 |
| Current assets | 453,473 | - | - | 453,473 |
| Cash at bank and in hand | 706,779 | 1,885,256 | 241,133 | 2,833,168 |
| Current liabilities | (764,700) | - | - | (764,700) |
| | 1,362,370 | 1,885,256 | 241,133 | 3,488,759 |

YVONNE ARNAUD THEATRE TRUST GROUP

## Notes to the Accounts for the Year Ended 5 April 2021

### 31. Commitments under operating leases

At 5 April 2021, the group had commitments under non-cancellable operating leases as set out below:

| Operating leases which expire: | | 2021 £ | 2020 £ |
|---|---|---|---|
| Within one year | land and buildings | 29,750 | 43,750 |
| Two to five years | land and buildings | 17,063 | 46,813 |

The amount of non-cancellable operating lease payments made by the group and recognised as an expense in the year was £43,751 (2020: £43,751).

### 32. Reconciliation of net movement in funds to net cash flow from operating activities

| | Group 2021 £ | Group 2020 £ | Charity 2021 £ | Charity 2020 £ |
|---|---|---|---|---|
| Net movement in funds | 103,939 | 34,229 | 126,433 | 36,069 |
| Add back depreciation | 144,474 | 169,213 | 2,172 | 2,172 |
| Add back loss on disposal of fixed assets | - | 3,138 | - | - |
| Deduct interest income shown in investing activities | (16,011) | (24,642) | (15,089) | (23,894) |
| Decrease/(increase) in stock | 7,849 | 5,069 | - | - |
| Decrease/(increase) in debtors | 215,640 | (208,795) | 39,417 | 17,381 |
| Decrease/(increase) in gift aid | (1,549) | 879 | (1,549) | 879 |
| Decrease/(increase) in corporation tax | 29,400 | 9,512 | - | - |
| Increase/(decrease) in creditors | (140,076) | 43,302 | (9,350) | 3,694 |
| | 343,666 | 31,905 | 142,034 | 36,301 |