

LEICESTER DRAMA SOCIETY LIMITED

England & Wales · Charity number 214249

Details

Other names LITTLE THEATRE

Status Registered

Legal form Charitable company

Company number [00268828](#)

Registered 1963-01-14

Register [View on the Charity Commission register](#)

Contact

Address Leicester Drama Society
The Little Theatre
Dover Street
Leicester
LE1 6PW

Phone 01162551302

Email david.moore@thelittletheatre.co.uk

Website www.thelittletheatre.co.uk

Activities

Objects: TO ENCOURAGE THE STUDY AND PRACTICES OF DRAMATIC ART AMONGST THE INHABITANTS OF LEICESTER, LEICESTERSHIRE AND ELSEWHERE, AND TO PROMOTE AND CONDUCT THEATRICAL AND MUSICAL PERFORMANCES, LECTURES, CONCERTS AND SUCH OTHER EDUCATIONAL ENTERPRISES AS MAY TEND TO THE ATTAINMENT OF THIS OBJECT.

Activities: Leicester Drama Society is an amateur drama group which exists to encourage the study and practice of dramatic art and to promote and conduct theatrical performances. The Society owns and operates a theatre in Leicester city centre - The Little Theatre - where it stages 13 productions a year and provides a venue for other amateur societies and some professional shows.

Classification

- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** LEICESTER AND ELSEWHERE
- Leicester City
- Leicestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£808,752	£649,791	£1,295,892	8
2024-07-31	£715,183	£614,585	£1,136,931	6
2023-07-31	£672,291	£560,970	£1,036,333	6
2022-07-31	£444,116	£418,850	-	-
2021-07-31	£341,775	£180,313	-	-
2020-07-31	£600,973	£634,947	£738,284	22

Trustees

Name	Role	Appointed
Jurgen Strack		2025-04-27
Martin Scott		2024-08-18
Maureen Carberry		2024-04-10
Paul Daniel Beasley		2024-04-10
Professor Jennifer Anne Harding		2022-03-13
Susan Nicholson		2025-01-26
Thomas Young		2022-03-13

LEICESTER DRAMA SOCIETY LIMITED

England & Wales - Charity number 214249

Accounts

REGISTRAR

Charity registration number 214249

Company registration number 00268828 (England and Wales)

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 JULY 2025

SATURDAY



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COMPANIES HOUSE

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Prof J Harding (Treasurer) Mr M Scott Ms J Caunt Mr T Young Mr P Beasley Ms M Carberry Ms S Nicholson Mr J Strack	(Appointed 18 August 2024) (Appointed 26 January 2025) (Appointed 27 April 2025)
Senior management	Mr G Muir Mr J Bale Ms C Young Ms A Field	
Secretary	Mr D Moore	
Charity number	214249	
Company number	00268828	
Operating name	The Little Theatre	
Principal address	Dover Street Leicester LE1 6PW	
Registered office	Dover Street Leicester LE1 6PW	
Auditors	Newby Castleman LLP West Walk Building 110 Regent Road Leicester LE1 7LT	
Bankers	CCLA Investment Management COIF Charity Fund 80 Cheapside London EC2V 6DZ Virgin Money 3 Eastgates Leicester LE1 5YA Epworth Investment Management Limited 9 Bonhill Street London EC2A 4PE	

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Solicitors

Excello Law
6 St Georges Way
Leicester
LE1 1QZ

THE LEICESTER DRAMA SOCIETY LIMITED

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THE LEICESTER DRAMA SOCIETY LIMITED

CHAIRWOMAN'S STATEMENT

FOR THE YEAR ENDED 31 JULY 2025

It is with great pleasure that I present my report as Chair of the Leicester Drama Society (LDS) Board of Trustees for the year 2024 / 2025. We have had a full season of plays, musicals and 'specials' covering all genres of performance.

Our overall ticket sales remained consistent with our previous season, but Table 1 shows there were some particularly popular shows which recorded audience of over 80%. These included, ***Witness for the Prosecution, It Could Be Anyone of Us, The Vicar of Dibley and Brassed Off***. Our traditional Pantomime, ***Sleeping Beauty***, was once again a family favourite recording "full houses" for many performances and 96% overall sales. Our Youth Theatre, led by Andy Longley Brown and Kate Macintyre is operating at full capacity and has a waiting list of young people wishing to join. We were also able to run 2 popular "Play in a Week" sessions during the summer. Our Thursday Acting Workshops, led by Michael King also goes from strength to strength and attracts large numbers of members.

A New Directors Showcase was once again held in our Studio in November and in March, ***Lizzy, Darcy and Jane*** was a sell-out Studio production.

Successful productions can only be achieved by the dedication and hard work of our many volunteer members. On behalf of the Board of Trustees, I thank them all for their help in the many areas of the theatre, both on and off-stage and we are pleased to recognise their individual areas of work throughout this report.

In conclusion I would like to offer sincere thanks to the Trustees and Company Secretary who have supported me in the day-to-day running of the theatre and express my appreciation of our staff members – Graham Muir, Theatre Manager; Carolyn Young, Deputy Theatre Manager, John Bale, Head of Wardrobe and Rob Mullins, our Caretaker. I also welcome and thank Anna Field, Production Manager and Dave Towers, Master Carpenter who joined our staff in January 2025.

Signed by:

Sue Nicholson

74P1CF310A5C451.....

Ms S Nicholson

Front of House Trustee & Chairwoman of Board of Trustees

27-02-2026

Date:

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 JULY 2025

The Board of Trustees (the "Board"), consists of the directors of the charitable company and has pleasure in submitting this annual report and the audited financial statements for the year ended 31 July 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

The objectives and aims of The Leicester Drama Society (LDS) are to encourage the study and practice of drama for the people of Leicestershire and beyond and to promote and conduct theatre and musicals, touring shows and educate volunteers in acting and technical theatre skills. These objectives are set out formally in the governing document, which is its Memorandum and Articles of Association.

LDS aims to achieve its objectives by:

- presenting a broad range of productions;
- offering opportunities to a broad range of people to become involved in all aspects of theatre;
- providing facilities for amateur and professionals to present their productions, enabling people of all characteristics to work together in theatre and to produce shows.

LDS owns and operates The Little Theatre (the "Theatre") in Leicester city centre and it promotes productions and events using that name.

Activities

The Board has planned its activities for the year such that a programme of theatre is presented to appeal to a broad audience.

Particular regard is given to affordable ticket prices, access and audience development through a range of ticket schemes. Careful consideration is also given to the accessibility of the Theatre with free art exhibitions and as part of the Connections new members' evenings, open days and backstage tours. Membership of the LDS is free in the first year of joining to encourage new members and acting and technical theatrical training are also available to members and the wider community.

The LDS presents its own programme of shows and also hires the Theatre to musical and drama societies as well as touring companies. LDS also develops theatre skills of young people through the LDS Youth Theatre.

The LDS seeks to develop new members' knowledge of theatres, encourage new audiences to see theatre and events, and deepen engagement through its actors' workshop and improvisation programme. Creative theatre and wider participation are also fostered and LDS once again hosted heats of the All-England Drama Festival and during this season, for the first time, hosted the semi-finals of this Festival.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

A huge contribution as ever was made by the around 430 current LDS members who regularly volunteer and support for our Society by directing, acting and providing technical and front of house skills throughout the year. The valuable contributions made by our hard-working staff are also very much appreciated. LDS is a community and we wish to take this opportunity to thank all of our audiences, visitors and extended "family" who regularly contribute to the activities, well-being and upkeep of our Theatre, both creatively and financially.

Our main income is from ticket sales for our performances and we do not receive any regular funding or grants for our activities. Donations from supporters are always very gratefully received and this year we wish to thank everyone who has donated; joined our 200 Club; bought a "Star" or has remembered us by making a bequest in their will. This year we also introduced our "Give us a Little Lift" fundraising campaign to raise money to replace our audience lift.

Public Benefit Statement

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives.

ACHIEVEMENTS AND PERFORMANCE

Productions (103rd Season 2024-25)

We are proud to report on Leicester Drama Society's 103rd year. Our production year ran from September 2024 to July 2025 with the closed season in August being used primarily to undertake routine maintenance of stage and lighting equipment.

LDS staged its own season of 11 plays plus a Pantomime and a Youth Theatre production in its 349-seat Main House as listed in Table 1.

Our thanks go to those volunteers who worked on the Productions operating team to plan and implement these productions through the year. Our Productions Trustee, Paul Beasley was supported by members of the Productions team during this season including Simon Butler, Ruth Cheetham, Mary-Jayne Harding-Scott, Jon Worthy, Russell Hughes, Alfi Levy, Nadine Beasley, John Ghent, Jane Towers, Doreen Woolley and Jenny Page (Minutes Secretary).

The Little Theatre is busy throughout our production year and hosts many performances in addition to LDS productions. During this 103rd Season, LDS also hired the Main House of the Little Theatre to our extended family of Musical Societies, with whom we have long-standing working relationships (see Table 3). Theatre hire is managed by our Facilities Trustee and team. Special events including fundraisers and touring productions were also presented, and these are listed in Table 4. Our thanks go to Andy Crooks for his continuing efforts in arranging these events.

As the following tables show total ticket sales increased slightly for LDS productions to 69% during this season. Audiences remain selective when buying tickets but it was pleasing to see that 4 productions achieved sales of 80% or more (as well as our popular pantomime). Ticket sales for some LDS productions received low audience numbers when compared with sales achieved by the musicals staged by local societies in the extended LDS family.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Table 1: Main House Productions: 103rd Season (2024-25)					
Opening Night	Production	Author(s)	Performances	Attendance	Audience %
9 Sep 24	Witness for the Prosecution	Agatha Christie	7	1,973	81%
30 Sep 24	Relative Values	Noel Coward	7	1,431	59%
21 Oct 24	Gaslight	Patrick Hamilton	7	1,775	73%
11 Nov 24	Sheila's Island	Tim Firth	7	1,251	51%
13 Dec 24	Sleeping Beauty	John Bale	25	8,408	96%
20 Jan 25	It Could Be Anyone of Us	Alan Ayckbourn	7	1,969	80%
3 Feb 25	The Breath of Life	David Hare	7	1,012	41%
3 Mar 25	A Taste of Honey	Shelagh Delaney	7	1,029	42%
24 Mar 25	The Vicar of Dibley	Richard Curtis and Paul Mayhew-Archer, adapted by Ian Gower and Paul Carpenter	7	2,182	89%
16 Apr 25	Macbeth	William Shakespeare	15	1,643	31%
16 May 25	The Wind in the Willows (LDS Youth Theatre)	John Marley & Kenneth Grahame	3	700	67%
16 Jun 25	Strangers on a Train	Craig Warner, based on the novel by Patricia Highsmith	7	1,618	66%
7 Jul 25	Brassed Off	Paul Allen based on the screenplay by Mark Herman	7	2,106	86%
		TOTAL	113	27,097	69%
	2023-24	TOTAL	111	26,262	68%
	2022-23	TOTAL	109	23,249	61%
	2021-22	TOTAL	104	17,241	48%

Table 2: Studio Productions: 103rd Season (2024-25)					
Opening Night	Production	Author	Performances	Tickets Sold	Audience %
28 Nov 24	New Director's Showcase	Various	4	120	86%
18 Mar 25	Lizzy, Darcy and Jane	Joanna Norland	6	178	99%
		TOTAL	10	298	93%
	2023-24	TOTAL	9	308	100%

Table 3: Visiting Operatic Societies: 103rd Season (2024-25)					
Opening Night	Production	Company	Performances	Tickets Sold	Audience %
8 Oct 24	The Wizard of Oz	IDOLS	6	1,430	68%
19 Nov 24	Beautiful: The Carole King Musical	KPAOS	6	1,733	83%
1 Apr 25	The Full Monty	LOP	6	1,706	81%
3 Jun 25	Footloose: The Musical	WAOS	6	1,665	80%
		TOTAL	24	6,534	78%
	2023-24	TOTAL	26	8,245	91%
	2022-23	TOTAL	38	8,811	66%

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Table 4: Special Events, Touring Productions & Fundraisers: 103 rd Season (2024-25)					
Date	Production	Performances	Tickets Sold	Audience %	
17 Sep 24	Disney's Beauty and the Beast (KW Productions in support of The Little Theatre)	6	2,007	96%	
27 Oct 24	Down for the Count: A Century of Swing	1	248	71%	
30 Oct 24	The Carpenters Experience	1	309	89%	
31 Oct 24	Celine Live: A Theatrical Experience	1	96	28%	
1 Nov 24	The Queen Story	1	327	94%	
2 Nov 24	Dad's Army Radio Show	2	293	42%	
11 Jan 25	The Same Faces 2025	1	145	42%	
9 Feb 25	Murder She Didn't Write	1	171	49%	
10 Feb 25	Miles Jupp: On I Bang	1	271	78%	
11 Feb 25	Jersey Beats – Oh What a Night! 2025	2	536	77%	
13 Feb 25	LGS Big Band 2025	1	211	60%	
15 Feb 25	The Fleetwood Mac Songbook	1	291	83%	
16 Feb 25	Dazzling Diamonds	1	310	89%	
19 Feb 25	West End Magic	1	176	50%	
20 Feb 25	Primary School Assembly Bangers Live!	1	331	95%	
21 Feb 25	The George Harrison Project	1	260	75%	
22 Feb 25	Ultimate Classic Rock Show	1	331	95%	
14 Mar 25	All England One Act Play Festival: Local Heats	1	55	16%	
4 May 25	Night of the Stars	1	103	30%	
8 May 25	The Sounds of Simon	1	168	48%	
9 May 25	Supersonic Queen	1	116	33%	
10 May 25	The Upbeat Beatles	1	228	65%	
18 May 25	Art of Andalucia	2	361	52%	
19 May 25	Manhunter and Mindhunter	1	89	26%	
21 May 25	Legends of Motown	1	303	87%	
24 May 25	All England One Act Play Festival: Semi-Finals 2025	2	63	9%	
27 May 25	The Mumford & Sons Story	1	82	23%	
28 May 25	Top Secret: The Magic of Science	1	313	90%	
29 May 25	ABBA Sensation	1	106	30%	
28 Jun 25	Elvis: Up Close and Personal	1	134	38%	
13 Jul 25	Legion at The Little	1	113	32%	
	TOTAL	40	8,547	61%	
	2023-24	TOTAL	35	7,037	58%
	2022-23	TOTAL	32	6,238	56%

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Origin of Production	Performances (23/24 in brackets)	Seats Sold (23/24 in brackets)	Seats sold % change
LDS Main House Productions	113 (111)	27,097 (26,262)	+3%
LDS Studio Productions	10 (9)	298 (308)	-3%
Friends of LDS: Visiting Societies	24 (26)	6,534 (8,245)	-21%
Special Events, and Touring Productions	40 (35)	8,547 (7,037)	+21%
TOTAL	187 (181)	42,476 (41,852)	+1%

Youth Theatre

Youth Theatre Leader Andy Longley Brown and Deputy Youth Theatre Leader Kate MacIntyre, lead the LDS Youth Theatre groups for both Seniors (12-18) and Juniors (8-11) meeting on Saturday mornings during school term time, workshopping and working on key acting skills. Our Youth Theatre is now up to full strength and there are waiting lists for young people of all ages who wish to join the groups when vacancies occur.

The Youth Theatre continued to offer in depth training to young performers that developed their skills and imaginations. In May 2025 the Senior and Junior groups presented a production of *The Wind in the Willows* which played in the main house for three performances. Both groups benefit from being in a main house production. Both groups also produced showcase performances for families and friends at the end of the summer term. Two popular sessions of "Play in a Week" ran in August 2024.

Our many operating teams and their volunteers

We wish to extend a huge thank you to our many volunteers who work with us in many roles to keep our theatre running. Whilst those directly involved in productions are regularly credited in show programmes, we detail below those who work behind the scenes that many of our audiences are unaware of, but who are just as vital to the continuing success of our LDS and the Little Theatre. This section highlights the important work that they do in keeping the Theatre running and supporting our building, shows and our audiences.

Facilities

The Facilities team has continued with the unending work to keep us in line with progressively rising standards for compliance in a public building.

We commissioned a full Fire Risk Assessment which brought many minor items to our attention and these have been resolved. There was also some new advice and a project is now underway to implement this. Our Fire alarm systems have been upgraded and many of our processes are being reviewed and revised including evacuation procedures, lone working, responsible person systems and fire door inspection and closing systems. Fire exits have been reviewed.

The fixed Electrical systems of the Theatre building have to be checked and certificated as part of the Fire Risk Assessment process and this has been satisfactorily completed for the first time since the pandemic. A collateral benefit has been that our electrical documentation is now better than it has been for many years.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Heating and Ventilation of the Auditorium has improved. We took expert professional advice and were told that no standard commercially available control system would be able to meet our needs and that we needed to build our own. That has been done by members of our team again with external advice and the situation is gradually improving. The obsolete hardware on the roof continues to work for the moment.

The lift has performed erratically and the decision has been taken to replace it.

The condition of 52 Albion St is a concern with the roof being beyond economic repair. The trustees are reviewing what we should do with that property.

Facilities Team members undertake the tasks of maintenance on emergency lighting, toilets, plumbing, alarms, security systems, telephone systems, CCTV, electrical systems and a massive quantity of lifting equipment, together with our IT infrastructure.

We continue to develop our Building Management System so that we can track what is going on with the building and its use.

As ever, we are grateful to Rob Mullins, as Caretaker, for undertaking a huge number of daily maintenance tasks that keep our building ready for the public.

Our thanks go to those volunteers who worked on the Facilities operating team through the year who in addition to Martin Scott as Facilities Trustee included Ian Connor, Simon Entwistle, Kane Gray, Owen Lee, Sam Milton, and Tim Neville.

Front of House (FOH)

Our FOH volunteers were coordinated by our FOH Trustee, Fran Harris (resigned January 2025) succeeded by Sue Nicholson (co-opted January 2025, elected April 2025), supported by Hilary Cooper and Pat Thompson. We are pleased to report that it has been a rewarding year for the Front-of-House team, receiving excellent feedback from our audience members for their efficiency and kindness.

Each season, some volunteers retire and new members are recruited and integrated with our teams. Most volunteer interest in Front-of-House roles come from the Tuesday Connections meetings held before each play. FOH teams (including a trained First Aider) are essential for each performance and are critical to the successful operation of our Theatre and care of our audiences. We also have a Spektrix Box Office booking system live in the Foyer for 'On the door' ticket sales. FOH teams also keep visitors aware of forthcoming shows by giving out as many flyers as possible when the audience are leaving. Working on FOH provides many opportunities for newer members to get to know our theatre and other members.

Our thanks go to all volunteers who worked on the Front-of-House teams throughout the year, including:

Mike Batho	Kane Gray	Jeanette Robertson
Connail Baum	Julie Harrison	Helen Skemp
Ugo Boiardi	Teresa Heaps	Peter Smith
Jenny Burdett	Patrick Holligan	Elizabeth Spendlove
Ann Bywater	Lance Huggett	Sue Stevenson
Jo Cain	Gary Izzard	Mia Stone
Jackie Caunt	Teresa Jones	Mary Sturgess
Keziah Caldwell	Simmi Kapoor	Deborah Sutton
Geri Cawrey	June Kennell	Mary Sturgess
Karen Colvin	Trish Kenyon	Alisha Tayero

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Val Concar	Alfi Levy	David Taylor
Hilary Cooper	Nick McDonald	Pat Thompson
Mollie Cooper	Mahesh Mistry	Kay Thompson
Sam Cooper	Ibrahim Muhamed	Colin Wardle
Barbara Corker	Charlie Mullins	Helena West
Angela Davies	Diane Murphy	Kathy Williamson
Nila Dickinson	Helen Musson	Clare Winfield
Anne Duff	Lazuli O'Neill	Carole Worthy
Karen Font-Garcia	Robert Parry	Charlie Wright
Trivesh Gandhi	Steffi Parker	Joanne Wright

Bar

Our thanks also go to all the volunteers who served our audiences behind the Bar through the year who were:

Connail Baum	Peter Duffin	Charles Moss
Ann Bywater	Andrew Fiol	Charlie Mullins
Ross Cartwright	Trivesh Gandhi	Charlene Munday
Vikas Chanhan	Kane Gray	Salim Noor
Erica Cross	Lilli Helps	Dom Nunn
Matt Darlaston	Tim Hogarth-Jones	Steffi Parker
Angela Davies	Darianne Hoyen-Chung	Richard Payton
Aiden Davis	Ken Huggett	Babu Sarasia
Jo de Klerk	Gary Izzard	Helen Skemp
Mrinmoy Deka	Liz Kavanagh	Mia Stone
Nila Dickenson	Sam Kelly	Mary Sturgess
Freddie Dobrijevic	Paul Large	Alan Webster
Rachel Draper	Joe Lester	Ben White
Chloe Drury	Nat Maynard	Charlie Wright
Ann Duff	Joe Middleton	

Box Office

Led by Carolyn Young, our Deputy Theatre Manager, we thank the following volunteers who ensured our customers were supported in booking tickets for our productions and visiting shows:

Yamina Abo-Houssin	Teresa Jones	Pauline Robertson
Connail Baum	Sue Morrell	Beulah Sell
Jackie Caunt	Jo Muggleton	Rodney Spokes
Kane Gray	Helen Musson	Pat Thompson
Ajni Haria	Steffi Parker	Amanda Sadler
Mary Jones	Jeanette Robertson	Erica Cross

Costume Hire

The Costume Hire Department, located in premises owned by the Society in Albion Street closed to the public on 17th March 2020 and has remained closed since. Despite this closure, our Head of Costumes, John Bale, has earned LDS £3,617.91 in costume hire fees.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Marketing

After a couple of years of rapid growth as the theatre bounced back from Covid, our average sales percentage for 2024-25 showed only a small increase to 69%; this is despite several productions outperforming their previous year's counterparts. However, after various issues required a couple of late changes to the planned season, these productions underperformed in relation to their sales targets – not helped by the limited time we had to promote them. But... the show must go on, and go on it did!

The season saw a continued evolution of our social media output, making a concerted effort to put our community at the centre of our marketing. Photos of cast members in character remain a key source of content, and hopefully help community members to feel valued and included in the marketing process. This also helped to attract new engagement from the resultant "ooh, I know them" factor of people seeing their friends and family in our content. Our social media following has increased significantly, with 8.6k followers on Facebook (up from 7.7k last year) and 3.8k on Instagram (up from 2.9k). We've also launched a TikTok channel, which has already gained 320 followers, despite only producing content for a handful of youth-centric productions (panto, musicals, etc...) so far.

Our brochures have continued to grow. Our spring/summer issue set a new record with 60 pages, showing the diverse range of productions staged at our theatre. Our productions also appeared in various printed publications, including the Leicester Mercury, Niche Magazine, Primary Times magazine, and more. We've also invested in a billboard site on Vaughan Way ahead of the 2025-26 season, and are exploring other opportunities.

It is important to remember that while consistency and content quality are important aspects of marketing, the most important factor of all is reputation. Continuing to produce great quality theatre is an essential aspect of our efforts, though this must be counterbalanced with mainstream production choices to get the public through our doors! Without our audience, we are nothing, and we must not take them for granted.

Membership

Membership of the Society increased over the year from 400 on 1st August 2024 to 429 on 31st July 2025. Membership of LDS offers a wide range of opportunities, on stage, backstage, front of house and in committee and administration work. We offer free membership to new volunteers for the first year to give them time to find their interests and to decide whether membership of LDS is right for them. All Members also pay reduced fees for Actors Workshop and receive 10% discount for purchases from the bar on non-performance days. Fully paid-up Members also receive discounts for tickets for most LDS productions. All new members are contacted through our successful Connections evenings (organised by our membership team) and by email.

The membership team is led by our Membership Trustee Jackie Gaunt and thanks go to team members Kat Lenthall, Charlotte Brown, David Taylor, Carole Worthy, Charlie Mullins, Joanne Wright and Andy Poulton.

Backstage Co-ordination

The backstage co-ordination team has responsibility for the stage crew, flying, set building and deconstruction, prompting, props, lighting and sound personnel for each fit-up, rehearsal and performance in the main house and the Haywood Studio, as well as for on-going training and maintenance work.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Our thanks go to all our members who worked backstage through the year including:

Daisy Anderson	Doug Finlay	Shelly Martin	Martin Scott
Graham Austen	Pete Flannery	Lin Marvin	Nick Sheard
Emma Bamford	Lily Foley	Lorna McWhirter	Doug Simpson
Connail Baum	Karen Gordon	Andy Mear	Sam Simpson
Becky Bell	Kane Gray	David Moore	Richard Simmonds
Martin Bell	Debbie Gutteridge	Jackie Moore	John Smith
Noah Bentley	Isobella Hall	Dave Morris	Fraser Tew
Kerry Bishop	Nadine Hall	Abdul Naoui	Andrew Thompson
Mike Brash	Jenny Harding	Tim Neville	Jeremy Thompson
Tom Brooks	Pete Flannery	Andrew Northcote	Kit Thorley
Sandra Brown	Mary Jayne Harding Scott	Daniel Northcote	Dave Towers
Keziah Caldwell	Darianne Hoyen-Chung	Jenny Page	Jane Towers
Mo Carberry	Russell Hughes	Steffi Parker	Melissa Underwood
Andy Collins	Adam Jones	Courtney Perry	Anneke Van De Stege
Aj Collins	Mary Jones	James Phillips	Anouk Vidanage Serasinghe
Amy Crighton	Sam Kelly	Tom Preston	Nisha Vegad
Andy Crooks	Victoria Kirk	Amanda Priestley	Stew Wale
Alex Crooks	Sue Knapp	Ann Ratcliffe	Erin Watkins
Ketan Deogan	Paul Large	Neil Reece	Sian Williams
Firas Derman	Alison Lee	Tim Revitt	Clare Windle
Simon Dickens	Evie Lee	Jane Rowland	Carole Worthy
Louise Dormer	Owen Lee	Nicky Ruddock	Jon Worthy
Simon Entwistle	Rob Leeson	Pete Rushton	Darren Wright
Alex Exton	Alfi Levy	Georgia Russell	Jai Yingxu
Nikki Favell	Jean Lingham	Tim Stabler	Tom Young
Craig Flanagan	Sam Milton	Krzysztof Sawicki	

Archiving

Progress has been made this season with the digitising and archiving of production records and we are now working on the mid-1980s. Everything that is scanned is available for members and the public to view on the theatre's website by looking at the 'About' menu and selecting the final item, 'LDS Archives'.

The archiving of production records takes up most of our budget, but this year some money was spent on extra archival boxes to store old minute books from the 1940s, 50s and 60s.

In March we put an exhibition in the Upper Foyer telling the story of the fire in 1955 and the rebuild of the theatre. In preparing this we gleaned some additional, interesting information.

We continue to work on picture frames for the lift corridor and some new ones will be going up before the start of the new season.

A few donations of programmes etc. have been received from former members and from former audience members.

A process of interviews with older and/or 'retired' members has begun. The resulting notes are intended for the archive, not for publication, but to be of interest to future generations. Interviewees are asked for reminiscences – the people they remember, the productions they remember, the things that have changed during their time at the theatre, the contribution they made.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

The Memorial Books will be brought up to date next month. This season, sadly, the theatre has lost the following members: Joan (Bidly) Baxter (in Junior Theatre in the 1940s), Colin Pollard, Tom Williams, Jeff Whitworth (all from the 1960s); Paul Whybrow and his wife Judy (1980s); Alex Briggs-Dolman, John Brooks, Anne Broughton-Taylor (1990s), Michael Bull, Bradley Varnam, Valerie Mary Hodgson and Lynette Watson.

The Archives Team was pleased to have Gavan Lennon as a new member back in the autumn. He was a great help, but sadly for us, has now found gainful employment.

We wish to thank our Archivists and everyone who works to preserve our heritage and history. This includes:

Lisa Thirlby	Alan Freckingham	Diane Smith
Mavis Roper	John Ghent	
Karen Gordon	Rob Thirlby	

IT Matters

During the year, we continued to maintain and support the Theatre's IT systems, ensuring they remained reliable, secure, and fit for purpose. A key development was the introduction of a new cloud-based phone system for the Theatre office, improving resilience and call handling, as well as delivering cost savings compared to the previous system. We also strengthened the management and security of Society iPads, and continued supporting the Sign-In App, Microsoft 365, and other core systems to improve efficiency, collaboration and security across the Society.

FINANCIAL REVIEW

The results for the year ended 31 July 2025 are shown in the Statement of Financial Activities on page 21. This, together with the balance sheet on page 22 should be read in conjunction with the related notes in accordance with the Charities SORP 2019 (FRS 102).

Total income for the year amounted to £808,752 (2024 - £715,183). The principal funding source was box office income. Total expenditure for the year amounted to £649,791 (2024 - £614,585). A breakdown of expenditure is set out in notes to the financial statements.

There was a surplus on general funds for the year totalling £Nil, a surplus on designated funds totalling £153,902 and a surplus on restricted funds totalling £5,059. This has resulted in a total increase in funds for the year of £158,961. The funds for the charity at the year-end totalled £1,295,892 which comprise general funds of £830,385, designated funds of £290,416 and restricted funds of £175,091.

The trustees have prepared forecasts for the period ended 31 July 2026 which incorporate the above measures. Based on these forecasts, the trustees are of the opinion that the charity will continue operating for at least 12 months from the date of approval of these financial statements.

On this basis, the trustees consider it appropriate to prepare the financial statements on the going concern basis.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Reserves

As is the policy, shows are chosen to maintain a level of box office income sufficient, with profits from ancillary activities, to cover running costs and maintain the infrastructure of the premises. Any surplus is used to finance improvements or build reserves. Cash reserves are kept at a prudent level for unplanned contingencies.

It is the long-term policy of the board of trustees to maintain free reserves (unrestricted funds less tangible fixed assets less amounts held in designated funds) at approximately £120,000 to cover salaries and core operational costs based on a 3-month period. At 31 July 2025, unrestricted reserves excluding fixed assets and amounts held in designated funds, which are freely available for the charity to use, totalled £318,481 (2024 - £329,579). The charity's reserves remained stable in this period due to tight cost management. The additional reserves are intended to be used as a contingency for future capital maintenance and development costs.

Investment Powers and Policy

The Society continues to invest in interest bearing accounts with the aim of maximising interest earned balanced against investment risk. Accounts are currently held in low-risk funds with the CCLA COIF Charities Investment Fund and the Charity Aid Foundation.

Principal Risks and Uncertainties

The Trustees have identified and reviewed the major risks to which the society is exposed and documented these in a comprehensive risk register. The Trustees have adopted the risk register as part of their risk management strategy and have established systems and procedures to mitigate the risks identified in the risk register.

COVID and other potential epidemics and pandemics are still considered to be a risk to the charity because the general public continues to remain cautious.

The Trustees are mindful of their duty of care towards the Society's employees and its many volunteer members. The Society has in place Sickness Absence, Equal Opportunities, Harassment / Bullying, Health & Safety, Retirement, Whistleblowing, Data Protection and Working Alone Policies. It also has Capability, Grievance and Disciplinary Procedures, Disciplinary Rules and Policy Statements on the Recruitment of Ex-Offenders and on the Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information.

As part of the Society's commitment to safeguard and promote the welfare of children, young people and vulnerable adults involved in its activities, it has in place a Child Protection Policy and a Policy on the Protection of Vulnerable Adults. The Trustees have also issued Guidelines on Appropriate Contact and Instructions on Managing Behaviour and Acceptable Restraint. Disclosure and Barring Service checks are required for those who work with children on the Society's behalf.

The Society's policies and procedures together with the Terms and Conditions of Employment are reviewed annually by the Trustees to ensure that the provisions of them continue to meet the Society's legal obligations and reflect best practice.

The Society is a member of the Little Theatre Guild of Great Britain which provides advice, training opportunities for members, and national and local contacts within the entertainment industry.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

The Society takes advice from Legal and Professional external bodies when appropriate.

PLANS FOR THE FUTURE

LDS has a full range of activities and its artistic programme together with productions from its extended family of local operatic societies and special events for 2025-26 has already been published and audiences are booking these. We are continuing to work on increasing audience numbers and will also continue with its capital maintenance and development programme and continue to seek funding to enable delivery.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Society is a leading amateur drama organisation. It is a company limited by guarantee and a registered charity. It was founded in 1922 and incorporated in September 1932. It is governed by its Memorandum and Articles of Association.

The Board & Senior Management

The Board is the unpaid governing body of the Society. It ensures that the Society's work remains of the highest quality, and that it is managed efficiently and cost-effectively. Board members are both directors of the company and charity trustees and under company and charity law are responsible for policy, administration and general control. The Board delegates the day-to-day management of the Society to Operating Teams and staff which included:

Mr Graham Muir, Theatre Manager
Ms Carolyn Young, Deputy Theatre Manager
Mr John Bale, Head of Wardrobe
Ms Anna Field, Production Manager (from 6th January 2025)
Mr Dave Towers, Master Carpenter (from 6th January 2025)

During the year, the Board met 11 times to ensure they were maintaining effective control over strategic, financial, organisational and compliance issues.

Board Membership

Trustees serve an initial term of three years. They may be re-elected for a second term of up to three years. Nominations for such of the roles as are due for election are sought prior to each Annual General Meeting (AGM). An election takes place at the AGM.

Anyone can become a member of the Society and acquire the right to vote at AGMs. Details relating to membership are set out in the Byelaws. The liability of the members is limited to a guarantee of an amount not exceeding £1 per member in the event of an insolvent winding-up of the Society.

Trustees who served during the year are listed in Table 6.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Table 6: Trustees		Retires	
Honorary Secretary	Mr J Moulding	(elected 10 th April 2024) (resigned 8 th July 2024)	
Honorary Treasurer	Prof J A Harding	(re-elected AGM 2025)	2028
Company Secretary	Mr D Moore	(appointed 27th March 2022)	
Trustee for Productions	Mr P Beasley	(elected 10 th April 2024)	2027
Trustee for Marketing	Mr T Young	(re-elected AGM 2025)	2028
Trustee for Facilities	Mr M G Scott	(re-elected AGM 2025)	2028
Trustee for Membership	Ms J Caunt	(re-elected AGM 2025)	2028
Trustee without specific responsibility	Ms M Carberry	(elected 10 th April 2024)	2027
Trustee without specific responsibility	Mr S Wale	(co-opted 30 th June 2024) (resigned 7 th April 2025)	
Trustee for Outreach	Ms V Flowers	(elected 10 th April 2024) (resigned 24 th November 2024)	
Trustee for Front-of-House	Ms F Harris	(resigned 23 rd January 2025)	
Trustee for Front-of-House	Ms S Nicholson	(appointed 26 January 2025) (elected AGM 2025)	2028
Technical Trustee	Mr K Gray	(elected 7 April 2025) (resigned 30 July 2025)	
Trustee without specific responsibility	Ms E Bamford	(co-opted 1 June 2025)	
Trustee without specific responsibility	Mr S K Elliott	(co-opted 27 April 2025)	
Trustee without specific responsibility	Mr J Strack	(co-opted 27 April 2025)	

All new Trustees have access (via MS Teams and the Website) to the Society's Trustee Handbook comprising the Memorandum and Articles of Association and other key documents. There is a formal 'Roles of the Trustees and Operating Teams' document that sets out what the Society itself expects of Trustees. Trustees are currently drawn only from the membership. As such they will be familiar with the Society and are likely to have been involved with the Society for many years. The Board encourages Trustees to familiarise themselves with all aspects of the organisation and in particular the roles of the permanent staff. The Trustees review teams' objectives and budgets annually.

In their meetings, the Trustees were assisted by David Moore as Company Secretary. The Company Secretary attends Board Meetings but is not a company director or charity trustee.

Operating Teams

The Board concerns itself with longer term strategic issues and the Operating Teams with day-to-day operational issues within policies and resources determined by the Board.

The Operating Teams have the following broad objectives.

- **Productions:** this team is responsible for furthering the artistic reputation of the Society by planning and implementing a programme of plays and ensuring their efficient and effective management.
- **Facilities:** this team is responsible for the day-to-day operation of the Theatre as a public venue.
- **Marketing:** this team is responsible for the promotion of the Theatre's programme of plays and shows and the promotion of the Society in the wider community.
- **Membership:** this team is responsible for the recruitment and retention of the Society's members and for encouraging participation in the Theatre.
- **Backstage Co-ordination:** this team is responsible for co-ordinating the staffing of shows and planning of closed-season work.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Operating Team Membership.

Members of the Operating Teams are subject to proposal and election by the members following the AGM. Operating team members are elected to serve for a two-year term with effect from 1 August in the year they are elected, except for members of the backstage co-ordination Team who are all elected annually. Members may be co-opted on to each team as needed. All Operating team members may stand for a second term.

Employees and Volunteers

Table 7(a) shows the employees in post at the start of the financial year.

Table 7(a): Employees – at the start of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Deputy Theatre Manager (Carolyn Young)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Youth Theatre Staff			
Youth Theatre Leader (Andy Longley Brown)		1	
Youth Theatre Deputy Leader (Kate MacIntyre)		1	
Total	3	3	3.8

Table 7(b): Employees – at the end of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Deputy Theatre Manager (Carolyn Young)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Production Manager (Anna Field)	1		
Master Carpenter (Dave Towers)		1	
Youth Theatre Staff			
Youth Theatre Leader (Andy Longley Brown)		1	
Youth Theatre Deputy Leader (Kate MacIntyre)		1	
Total	4	4	5.4

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Freelance staff

Table 8: Freelance staff
Gemma Greaves (Scenic Designer)
Abby Glover (Scenic Artist)
Sophie Zielonka (Scenic Designer)
Steph Nicholls (Scenic Designer)
Tristan J Knowles (Scenic Designer)
Matt Sykes Hooban (Scenic Designer)
Phil Newman (Scenic Designer)
Anita Adams (Show Ready) (Scenic Designers)
Dave Towers (Stage Carpenter)
Caroline Walsh (Choreographer)
Paul Timms (Musical Director)

The Society also needs the hard work, enthusiasm and dedication of a large number of members if it is to continue to thrive. The Society's Main House productions commonly involve over 90 members of the Society. These include director, cast, stage crew, prompters, wardrobe, lighting crew, sound crew, wardrobe, front of house, bar and box office staff. Society members also support studio productions, special events and fundraisers.

Society members are also busy with a wide variety of tasks supporting the management and organisation of a busy venue and with recruiting, retaining, training and encouraging new members. The Society has about 430 members and many contribute to the work of two or three of the Theatre's 'departments', during daytime or evenings.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of The Leicester Drama Society Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 these 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 2019 (FRS 102);
- 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 charitable company will continue in operation.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

The trustees are responsible for keeping adequate 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

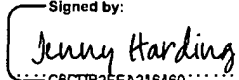
Auditors

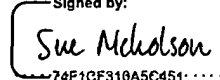
A resolution for the reappointment of Newby Castleman LLP as auditors of the company will be proposed at the forthcoming Annual General Meeting.

Funds held as custodian trustee

The charity and its trustees are not acting as custodian trustees.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed by:

C8CDB2FEA216460.....
Prof J Harding (Treasurer)
Trustee

Signed by:

74F1CF310A5C451.....
Ms S Nicholson (Chairwoman)
Trustee

On behalf of the Board of Trustees

05-03-2026
Date:

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

Opinion

We have audited the financial statements of The Leicester Drama Society Limited (the 'charitable company') for the year ended 31 July 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 charitable company's affairs as at 31 July 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' 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.

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

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
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; 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 16 and 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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

We have been appointed as auditor under section 145 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 extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. However, responsibility for the prevention and detection of fraud ultimately rests with both those charged with governance and management of the charitable company.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company by considering the nature of the industry in which the charitable company operates and enquiring of management; and
- identifying the key laws and regulations considered to have a direct impact on the financial statements including the UK Companies Act 2006, UK Charities Act 2011, UK Generally Accepted Accounting Practice and UK tax legislation. Other regulations identified which were not considered to have a direct impact on the financial statements but which were considered central to the ability of the charitable company to operate were the Licensing Act 2003 and the Health and Safety at Work Act 1974; and
- assessing how the charitable company is complying with the applicable legal and regulatory framework by making further enquiries of management and observing the charitable company's control environment regarding compliance with regulations and fraud prevention; and

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

- assessing the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, by considering the effectiveness of the charitable company's accounting systems and controls and how these were monitored by management. Where the risk of material misstatement was considered to be higher in certain areas, further audit procedures were designed to address this increased risk; and
- discussing amongst the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

Audit response to risks of irregularities identified

Our procedures to respond to risks identified included the following:

- performing audit work over revenue recognition including analytical procedures and substantive tests of detail of a sample of revenue transactions; and
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- enquiry of charitable company staff responsible for compliance to identify any instances of non-compliance with laws and regulations; and
- enquiry of management, those charged with governance and other relevant parties around actual and potential litigation claims; and
- reviewing minutes of meetings of those charged with governance; and
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- communicating identified laws and regulations and potential fraud risks to all engagement team members and assessing whether there are 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/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Newby Castleman LLP

Chartered Accountants

Statutory Auditor

West Walk Building

110 Regent Road

Leicester

LE1 7LT

6 March 2026

Newby Castleman LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2025

	Notes	Unrestricted funds general £	designated £	Restricted funds £	Total 2025 £	Total 2024 £
Income from						
Donations and legacies	3	19,403	5,290	7,510	32,203	39,296
Charitable activities	4	712,546	2,394	-	714,940	641,000
Other trading activities	5	21,048	-	-	21,048	17,639
Investments	6	40,561	-	-	40,561	17,248
Total		793,558	7,684	7,510	808,752	715,183
Expenditure on						
Raising funds	7	3,855	3,721	-	7,576	6,066
Charitable activities	8	639,764	-	2,451	642,215	608,519
Total		643,619	3,721	2,451	649,791	614,585
Net income		149,939	3,963	5,059	158,961	100,598
Transfers between funds	21	(149,939)	149,939	-	-	-
Net movement in funds		-	153,902	5,059	158,961	100,598
Reconciliation of funds						
Total funds brought forward		830,385	136,514	170,032	1,136,931	1,036,333
Total funds carried forward		830,385	290,416	175,091	1,295,892	1,136,931

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

All income and expenditure derive from continuing activities.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET

AS AT 31 JULY 2025

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Tangible assets	14		601,994		583,543
Current assets					
Stocks	15	5,738		5,962	
Debtors	16	37,818		29,013	
Cash at bank and in hand		830,229		740,125	
			873,785		775,100
Liabilities					
Creditors: amounts falling due within one year	17	(179,887)		(221,712)	
Net current assets			693,898		553,388
Net assets			1,295,892		1,136,931
Total funds of the charity					
Restricted funds	20		175,091		170,032
Unrestricted designated funds	21		290,416		136,514
Unrestricted general funds	21		830,385		830,385
Total charity funds			1,295,892		1,136,931

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

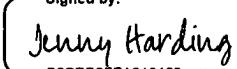
For the year ending 31 July 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question with accordance with section 476.

05-03-2026

The financial statements were approved and authorised for issue by the board of trustees on and are signed on its behalf by:

Signed by:

 Prof J Harding (Treasurer)
 Trustee

Company Registration No. 00268828

The notes on pages 24 - 37 form part of these financial statements.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 JULY 2025

	Notes	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	27		94,355		136,418
Investing activities					
Purchase of tangible fixed assets		(44,812)		(12,469)	
Investment income received		40,561		17,248	
Net cash (used in)/generated from investing activities			(4,251)		4,779
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			90,104		141,197
Cash and cash equivalents at beginning of year			740,125		598,928
Cash and cash equivalents at end of year			<u>830,229</u>		<u>740,125</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

1 Accounting policies

Charity information

The Leicester Drama Society Limited is a private company limited by guarantee incorporated in England and Wales. The address of the registered office and place of business is given in the legal and administrative information page of these financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.1 Basis of preparation

The charity is a public benefit entity as defined by FRS102. These financial statements have been prepared in accordance with: The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland ("FRS 102"), Accounting and Reporting by Charities: the Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

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

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity that the trustees have decided at their discretion to set aside for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income recognition

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

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

Grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured with reliability. If entitlement is not met, then the amounts are deferred.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

1 Accounting policies

(Continued)

Income from charitable activities comprises box office performance income, front of house income, bar sales, costume hire and youth theatre subscriptions. Income from performances is recognised in the period in which the relevant performance takes place. Income is deferred when ticket sales are received in advance of the performance of events to which they relate. Otherwise income is recognised at the point of sale.

Income from trading activities includes income earned from membership subscriptions. Income from subscriptions is recognised to the extent that this relates to the current period, with the remainder being deferred.

Investment income is earned through holding assets for investment purposes. It comprises car park rental income and interest receivable which are recognised on an accruals basis.

1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. 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. It is recognised under the following headings:

- Costs of raising funds includes costs incurred in seeking donations, legacies, grants and fundraising.
- Expenditure on charitable activities notably includes costs to further the delivery of the objectives of the charity.

Irrecoverable VAT is charged to support costs (note 10).

1.6 Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and costs of raising funds and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Support costs are allocated to charitable activities on a basis consistent with use of the resources.

The analysis of these costs is included in note 10.

1.7 Tangible fixed assets

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

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

Freehold land & buildings	Over 6 & 10 years on cost
Fixtures, fittings & equipment	Over 4 & 10 years on cost

Freehold land and assets in the course of construction are not depreciated.

Apart from certain integral features, no depreciation is provided on freehold land and buildings because the trustees consider the residual value to be higher than the carrying amount.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount in order to determine the extent of the impairment loss (if any). Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the Statement of Financial Activities ("SOFA") unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

1 Accounting policies **(Continued)**

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell. Stock comprises bar and front of house stock and pantomime lights.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

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

Debtors and creditors with no stated interest rate and receivable or payable within one year are measured at transaction price. Any losses arising from impairment are recognised in the SOFA.

1.12 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to the SOFA on a straight line basis over the term of the relevant lease.

1.15 Taxation

The Leicester Drama Society Limited is a registered charity and no taxation provision is required as its income from charitable activities falls within the various exemptions available to registered charities.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

2 Critical accounting estimates and judgements

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

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

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Useful economic lives of freehold land and buildings

The annual depreciation charge for freehold land and buildings is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates.

Allocation of support costs

The allocation of support costs is sensitive to changes in the level of work undertaken on each activity by the charity. The allocation is reassessed annually and amended when necessary to reflect current estimates.

3 Income from donations and legacies

	Unrestricted general funds 2025 £	Unrestricted designated funds 2025 £	Restricted funds 2025 £	Total 2025 £
Donations including gift aid	4,403	5,290	7,510	17,203
Legacies receivable	15,000	-	-	15,000
	<u>19,403</u>	<u>5,290</u>	<u>7,510</u>	<u>32,203</u>
	Unrestricted general funds 2024 £	Unrestricted designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations including gift aid	4,969	5,390	9,133	19,492
Legacies receivable	10,000	-	-	10,000
Grant income	-	-	9,804	9,804
	<u>14,969</u>	<u>5,390</u>	<u>18,937</u>	<u>39,296</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

4 Income from charitable activities

	Unrestricted general funds 2025 £	Unrestricted designated funds 2025 £	Total 2025 £	Unrestricted general funds 2024 £	Unrestricted designated funds 2024 £	Total 2024 £
Box office LDS shows	457,543	-	457,543	408,711	-	408,711
Box office special shows & Comedy Festival	47,596	2,394	49,990	32,285	1,900	34,185
Front of house	54,004	-	54,004	51,857	-	51,857
Bar	99,607	-	99,607	91,228	-	91,228
Lettings and costume hire	53,796	-	53,796	55,019	-	55,019
	<u>712,546</u>	<u>2,394</u>	<u>714,940</u>	<u>639,100</u>	<u>1,900</u>	<u>641,000</u>

5 Income from other trading activities

	Unrestricted general funds 2025 £	Total 2025 £	Unrestricted general funds 2024 £	Total 2024 £
Membership income	21,048	21,048	17,639	17,639
	<u>21,048</u>	<u>21,048</u>	<u>17,639</u>	<u>17,639</u>

6 Income from investments

	Unrestricted general funds 2025 £	Total 2025 £	Unrestricted general funds 2024 £	Total 2024 £
Car park and rental income	13,460	13,460	13,276	13,276
Interest receivable	27,101	27,101	3,972	3,972
	<u>40,561</u>	<u>40,561</u>	<u>17,248</u>	<u>17,248</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

7 Expenditure on raising funds

	Unrestricted general funds 2025 £	Unrestricted designated funds 2025 £	Total 2025 £	Unrestricted general funds 2024 £	Unrestricted designated funds 2024 £	Total 2024 £
Membership schemes	3,855	-	3,855	2,457	-	2,457
Fundraising expenditure	-	3,721	3,721	-	3,609	3,609
	<u>3,855</u>	<u>3,721</u>	<u>7,576</u>	<u>2,457</u>	<u>3,609</u>	<u>6,066</u>

8 Expenditure on charitable activities

	Activities undertaken directly Note 9 £	Support Costs Note 10 £	Total 2025 £	Total 2024 £
Production	361,553	140,443	501,996	478,633
Front of house	22,898	15,427	38,325	36,100
Bar	51,316	28,454	79,770	72,228
Lettings and costume hire	6,756	15,368	22,124	21,558
	<u>442,523</u>	<u>199,692</u>	<u>642,215</u>	<u>608,519</u>
Unrestricted general funds			639,764	608,445
Restricted funds			2,451	74
			<u>642,215</u>	<u>608,519</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

9 Expenditure on activities undertaken directly

	Production	Front of house	Bar	Lettings and costume hire	Total 2025	Total 2024
	£	£	£	£	£	£
Staff costs	168,451	-	-	6,756	175,207	147,828
Depreciation	22,407	-	-	-	22,407	41,752
Box office admin	30,346	-	-	-	30,346	28,563
Direct production costs	87,729	-	-	-	87,729	90,956
Special show artistes	8,633	-	-	-	8,633	612
Marketing of shows	43,987	-	-	-	43,987	49,936
Front of house supplies	-	22,898	-	-	22,898	21,427
Bar supplies	-	-	51,316	-	51,316	46,414
	<u>361,553</u>	<u>22,898</u>	<u>51,316</u>	<u>6,756</u>	<u>442,523</u>	<u>427,488</u>

10 Expenditure on support costs

	2025	2024
	£	£
Depreciation	3,954	4,599
Repairs and maintenance	48,467	28,614
Rent and rates	3,501	3,628
Light & heat	34,643	41,714
Cleaning and hygiene	32,004	30,437
Administrative expenses	18,857	17,715
Insurance	14,720	13,308
Irrecoverable VAT	33,247	31,225
Audit, legal & professional	7,200	7,520
Other costs	3,099	2,271
	<u>199,692</u>	<u>181,031</u>
Allocated to:		
Charitable activities	<u>199,692</u>	<u>181,031</u>

Support costs have been allocated to activities on a relevant basis to reflect the use of the resources. Support costs include governance costs amounting to £6,325 (2024 - £6,025).

The amount charged to the SOFA in respect of auditor's remuneration was:
 - statutory audit £6,325 (2024 - £6,025)
 - other services £937 (2024 - £975)

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

11 Impairments

Impairment tests have been carried out where appropriate and the following impairment losses have been recognised in profit or loss:

	2025 £	2024 £
In respect of:		
Freehold land and buildings	-	15,689
	<u> </u>	<u> </u>

In 2024, an impairment loss of £15,689 was recognised in respect of the lift held within freehold land and buildings due to it no longer being fit for use and therefore it has a residual value of £Nil.

12 Trustees

Except for the disclosures below, none of the trustees received any remuneration, benefits or reimbursements from the charity during the year, or in the previous year.

During the year, expenses were reimbursed to the following trustees:

Prof J Harding was reimbursed £552 (2024 - £2,942) for the purchase of scripts and refreshments;

Mr M Scott was reimbursed £898 (2024 - £1,068) for materials for repairs and decorations;

Mr K Gray was reimbursed £203 (2024 - £Nil) for training and workwear;

Mr S Wale was reimbursed £112 (2024 - £Nil) for sound costs;

Ms F Harris was reimbursed £Nil (2024 - £37) for returned panto tickets;

Former Trustees were reimbursed £Nil (2024 - £279) for stage microphones.

At the year-end, £Nil was owed to trustees (2024 - £42 owed to 1 trustee).

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Management and administration	5	4
Youth theatre	2	2
	<u> </u>	<u> </u>
	7	6
	<u> </u>	<u> </u>

Employment costs

	2025 £	2024 £
Wages and salaries	166,241	141,135
Social security costs	6,058	4,261
Other pension costs	2,908	2,432
	<u> </u>	<u> </u>
	175,207	147,828
	<u> </u>	<u> </u>

There were no employees whose annual remuneration was £60,000 or more.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

14 Tangible fixed assets

	Freehold land & buildings £	Assets under construction £	Fixtures, fittings & equipment £	Total £
Cost				
At 1 August 2024	621,513	239,461	606,766	1,467,740
Additions	23,289	-	21,523	44,812
At 31 July 2025	644,802	239,461	628,289	1,512,552
Depreciation and impairment				
At 1 August 2024	350,678	-	533,519	884,197
Depreciation charged in the year	6,294	-	20,067	26,361
At 31 July 2025	356,972	-	553,586	910,558
Carrying amount				
At 31 July 2025	287,830	239,461	74,703	601,994
At 31 July 2024	270,835	239,461	73,247	583,543

Within freehold land and buildings, the cost is made up of land of £179,718 and buildings of £465,084.

15 Stocks

	2025 £	2024 £
Bar	4,548	4,698
Front of house	707	1,107
Pantomime lights	483	157
	5,738	5,962

16 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	2,091	70
Prepayments and accrued income	35,727	28,943
	37,818	29,013

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

17 Creditors: amounts falling due within one year

	Note	2025 £	2024 £
Other taxation and social security		7,410	5,156
Deferred income	18	140,447	182,081
Trade creditors		8,922	12,971
Accruals		23,108	21,504
		<u>179,887</u>	<u>221,712</u>

18 Deferred income

Deferred income included within note 17 above is as follows:

	2025 £	2024 £
Advance ticket sales	130,023	157,017
Membership subscriptions	3,673	3,378
Unrefunded cancelled tickets	-	14,922
Customer credits	1,988	2,409
Gift vouchers and order deposits	4,763	4,355
	<u>140,447</u>	<u>182,081</u>

19 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees.

The charge to the SOFA in respect of the defined contribution schemes was £2,908 (2024 - £2,432), all of this expense was unrestricted and all has been allocated as a direct cost. Expenditure has been allocated between funds and activities on a relevant basis to the nature of the underlying costs in proportion to resources used.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

20 Restricted funds

The funds of the charity include restricted funds held for specific purposes:

	Balance at 1 August 2024 £	Movement in funds			Balance at 31 July 2025 £
		Income £	Expenditure £	Transfers £	
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	77,459	7,483	-	-	84,942
Building fund - assets	43,471	-	-	-	43,471
LCC Business Development & Diversification grant	32	-	-	-	32
UKSPF Community Digital Grant	9,804	-	(2,451)	-	7,353
Lift fund appeal	-	27	-	-	27
	<u>170,032</u>	<u>7,510</u>	<u>(2,451)</u>	<u>-</u>	<u>175,091</u>

	Balance at 1 August 2023 £	Movement in funds			Balance at 31 July 2024 £
		Income £	Expenditure £	Transfers £	
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	68,326	9,133	-	-	77,459
Building fund - assets	43,471	-	-	-	43,471
LCC Business Development & Diversification grant	106	-	-	-	32
UKSPF Community Digital Grant	-	9,804	-	-	9,804
	<u>151,169</u>	<u>18,937</u>	<u>(74)</u>	<u>-</u>	<u>170,032</u>

Improvements for the benefit of the audience - this fund is represented by fixed assets, and relates to a disabled access and improvements to the box office and auditorium.

Building fund - this fund represents donations specifically given towards the costs of building projects. This is split between amounts held as cash and assets.

Leicester City Council Business Development & Diversification grant - this fund represents amounts received from Leicester City Council to develop or diversify our current operations and to enable safer working practices.

UKSPF Community Digital Grant - this fund represents amounts received from Leicester City Council to purchase IT equipment to improve volunteers' experience.

Lift fund appeal - this fund represents donations specifically given towards the future cost of the new lift required.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

21 Unrestricted funds

The unrestricted funds of the charity include general and designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 August 2024 £	Movement in funds			Balance at 31 July 2025 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	136,514	7,684	(3,721)	149,939	290,416
General funds	830,385	793,558	(643,619)	(149,939)	830,385
	<u>966,899</u>	<u>801,242</u>	<u>(647,340)</u>	<u>-</u>	<u>1,120,801</u>

	Balance at 1 August 2023 £	Movement in funds			Balance at 31 July 2024 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	132,833	7,290	(3,609)	-	136,514
General funds	752,331	688,956	(610,902)	-	830,385
	<u>885,164</u>	<u>696,246</u>	<u>(614,511)</u>	<u>-</u>	<u>966,899</u>

Building fund - this fund represents amounts set aside towards the costs of building projects.

22 Building fund

The cumulative amount raised on the Building fund net of expenditure incurred increased to £418,829 (2024 - £257,444) of which £43,471 (2024 - £43,471) has been spent on planning, professional fees and archaeological investigations, leaving a balance carried forward to spend of £375,358 split between restricted and designated funds.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

23 Analysis of net assets between funds

	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2025	2025	2025	2025
	£	£	£	£
Fund balances at 31 July 2025 are represented by:				
Tangible assets	511,904	-	90,090	601,994
Current assets/(liabilities)	318,481	290,416	85,001	693,898
	<u>830,385</u>	<u>290,416</u>	<u>175,091</u>	<u>1,295,892</u>
	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2024	2024	2024	2024
	£	£	£	£
Fund balances at 31 July 2024 are represented by:				
Tangible assets	500,806	-	82,737	583,543
Current assets/(liabilities)	329,579	136,514	87,295	553,388
	<u>830,385</u>	<u>136,514</u>	<u>170,032</u>	<u>1,136,931</u>

24 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025	2024
	£	£
Within one year	<u>4,551</u>	<u>872</u>

Lease payments totalling £1,550 (2024: £1,727) have been recognised as an expense during the year.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2025 £	2024 £
Aggregate compensation	125,538	98,865

Transactions with related parties

During the year, expenses were paid to 3 (2024 - 1) members of key management personnel:
Mr J Bale was reimbursed £1,642 (2024 - £1,541) for costume expenses and script hire;
Mr G Muir was reimbursed £246 (2024 - £Nil) for bar stock;
Ms AL Field was reimbursed £566 (2024 - £Nil) for set expenses.

26 Control relationship

The charity is under the joint control of the trustees.

27 Cash generated from operations

	2025 £	2024 £
Surplus for the year	158,961	100,598
Adjustments for:		
Investment income	(40,561)	(17,248)
Depreciation and impairment of tangible fixed assets	26,361	46,351
Movements in working capital:		
Decrease/(increase) in stocks	224	(1,415)
(Increase) in debtors	(8,805)	(843)
Increase/(decrease) in creditors	(41,825)	8,975
Cash generated from operations	94,355	136,418

28 Analysis of changes in net funds

During the year the charitable company had no borrowings or obligations under finance leases. The changes in net funds of the charity therefore solely comprise of cash and cash equivalents.

LEICESTER DRAMA SOCIETY LIMITED

England & Wales - Charity number 214249

Accounts

REGISTRAR

Charity registration number 214249

Company registration number 00268828 (England and Wales)

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 JULY 2024

TUESDAY



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28/01/2025

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COMPANIES HOUSE

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Prof J Harding (Treasurer) Ms F Harris Mr M Scott Ms J Caunt Mr T Young Mr P Beasley Ms M Carberry Mr S Wale	(Appointed 18 August 2024) (Appointed 10 April 2024) (Appointed 10 April 2024) (Appointed 30 June 2024)
Senior management	Mr G Muir Mr J Bale Ms C Young	
Secretary	Mr D Moore	
Charity number	214249	
Company number	00268828	
Operating name	The Little Theatre	
Principal address	Dover Street Leicester LE1 6PW	
Registered office	Dover Street Leicester LE1 6PW	
Auditors	Newby Castleman LLP West Walk Building 110 Regent Road Leicester LE1 7LT	
Bankers	CCLA Investment Management COIF Charity Fund 80 Cheapside London EC2V 6DZ Virgin Money 3 Eastgates Leicester LE1 5YA Epworth Investment Management Limited 9 Bonhill Street London EC2A 4PE	

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Solicitors

Weightmans LLP
Waterloo House
71 Princess Road West
Leicester
LE1 6TR

THE LEICESTER DRAMA SOCIETY LIMITED

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THE LEICESTER DRAMA SOCIETY LIMITED

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 JULY 2024


It is with great pleasure that I present my report as Chair of the Leicester Drama Society (LDS) Board of Trustees for the year 2023 / 2024. We have had a full season of plays, musicals and 'specials' covering all genres of performance.

We are very pleased to see our audiences gradually returning to pre-pandemic levels, and our traditional Pantomime, 'Puss in Boots', was especially popular with "full houses" for many performances. Average audience attendance at LDS productions increased by 7% this season to 68% overall. Our Youth Theatre is also now operating at full capacity and has a waiting list of young people wishing to join. Their main house musical production of "Alice in Wonderland and Through the Looking Glass" was particularly popular and all 3 performances were "sold out".

More recently we have also reopened our Studio with our New Directors Showcase and then, in July we concluded our season with a sell-out production of "Dracula: A Comedy of Terrors"

Successful productions can only be achieved by the dedication and hard work of our many volunteer members. On behalf of the Board of Trustees, I thank them all for their help in the many areas of the theatre, both on and off-stage and we are pleased to recognize their individual areas of work throughout this report.

In conclusion I would like to offer sincere thanks to my colleagues on the Board of Trustees who have supported me in the day-to-day running of the theatre, and express my appreciation of our staff members – Graham Muir, Theatre Manager; Carolyn Young, Deputy Theatre Manager, John Bale, Head of Wardrobe, Rob Mullins, our Premises Officer, Andy Longley-Brown, Youth Theatre Leader and Kate MacIntyre, Deputy Youth Theatre Leader.

Signed by:

6522CB56C1764EE.....

Ms M Carberry

Trustee & Chairman of Board of Trustees

Date: 25-01-2025
.....

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 JULY 2024

The Board of Trustees (the "Board"), consists of the directors of the charitable company and has pleasure in submitting this annual report and the audited financial statements for the year ended 31 July 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

The objectives and aims of The Leicester Drama Society (LDS) are to encourage the study and practice of drama for the people of Leicestershire and beyond and to promote and conduct theatre and musicals, touring shows and educate volunteers in acting and technical theatre skills. These objectives are set out formally in the governing document, which is its Memorandum and Articles of Association.

LDS aims to achieve its objectives by:

- presenting a broad range of productions;
- offering opportunities to a broad range of people to become involved in all aspects of theatre;
- providing facilities for amateur and professionals to present their productions, enabling people of all characteristics to work together in theatre and to produce shows.

LDS owns and operates The Little Theatre (the "Theatre") in Leicester city centre and it promotes productions and events using that name.

Activities

The Board has planned its activities for the year such that a programme of theatre is presented to appeal to a broad audience.

Particular regard is given to affordable ticket prices, access and audience development through a range of ticket schemes. Careful consideration is also given to the accessibility of the Theatre with free art exhibitions and as part of the Connections new members' evenings, open days and backstage tours. Membership of the LDS is free in the first year of joining to encourage new members and acting and technical theatrical training are also available to members and the wider community.

The LDS presents its own programme of shows and also hires the Theatre to musical and drama societies as well as touring companies. LDS also develops theatre skills of young people through the LDS Youth Theatre.

The LDS seeks to develop new members' knowledge of theatres, encourage new audiences to see theatre and events, and deepen engagement through its actors' workshop and improvisation programme. Creative theatre and wider participation are also fostered and LDS once again hosted heats of the All-England Drama Festival.

A huge contribution as ever was made by the 400 current LDS members who regularly volunteer and support for our Society by directing, acting and providing technical and front of house skills throughout

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

the year. We also very much appreciate the valuable contributions made by our hard-working staff. LDS is a community and we wish to also take this opportunity to thank all of our audiences, visitors and extended "family" who regularly contribute to the activities, well-being and upkeep of our Theatre, both creatively and financially.

Our main income is from ticket sales for our performances and we do not receive any regular funding or grants for our activities. Donations from supporters are always very gratefully received and this year we wish to particularly thank everyone who has donated; joined our 200 Club; bought a "Star" or has remembered us by making a bequest in their will.

Public Benefit Statement

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives.

ACHIEVEMENTS AND PERFORMANCE

Productions (102nd Season 2023-24)

We are proud to report on Leicester Drama Society's 102nd year during which, in common with many other theatres across the country, attendance at the Little Theatre has continued to increase as audiences have gradually returned (over several years) following the pandemic.

Our production year ran from September to July with the closed season in August being used primarily to undertake routine maintenance of stage and lighting equipment.

LDS staged its own season of 10 plays plus a Pantomime, a family Musical and a Youth Theatre production in its 349-seat Main House as listed in Table 1.

Our thanks go to those volunteers who worked on the Productions operating team to plan these productions through the year. Our Productions Trustee, Joe Middleton, stepped down with effect from the AGM in March 2024 and Paul Beasley was subsequently elected as Productions Trustee. Members of the Productions team during this season included Mary Jayne Harding Scott, Simon Butler, Ruth Cheetham, Russell Hughes and Jon Worthy. We also thank Mary Jayne Harding Scott for her work on licences, royalties and performing rights.

The Little Theatre is busy throughout our production year and hosts many performances in addition to LDS productions. During this 102nd Season, LDS also hired the Main House of the Little Theatre to our extended family of Musical Societies, with whom we have long-standing working relationships (see Table 3). Theatre hire is managed by our Facilities Trustee and team. Special events including fundraisers and touring productions were also presented, and these are listed in Table 4. Our thanks go to Andy Crooks for his continuing efforts in arranging these events.

As the following tables show our average audience size has continued to recover and has grown substantially to 68% during this, our 3rd season since COVID closures. The steady recovery is very pleasing and reassuring but caution is required as audience sizes are still lower than the average of 78% which was achieved in 2018-19 (immediately before COVID). Audiences remain selective when buying tickets and pantomime, "Agatha Christie" and our youth theatre show, Alice in Wonderland, were particularly popular. Ticket sales for some LDS productions received low audience numbers when compared with sales achieved by the musicals staged by local societies in the extended LDS family.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Table 1: Main House Productions: 102nd Season (2023-24)					
Opening Night	Production	Author(s)	Performances	Attendance	Audience %
11 Sep 23	A Murder is Announced	Agatha Christie	7	2,008	82%
2 Oct 23	Stags and Hens	Willy Russell	7	1,028	42%
23 Oct 23	The Innocents	William Archibald	7	1,052	43%
13 Nov 23	Fallen Angels	Noel Coward	7	1,445	59%
14 Dec 23	Puss in Boots	John Bale	25	8,354	96%
22 Jan 24	April in Paris	John Godber	7	1,254	51%
5 Feb 24	The Good Life	Jeremy Sams	7	1,827	75%
4 Mar 24	Dial M for Murder	Frederick Knott	7	1,713	70%
22 Mar 24	The Secret Garden	Marsha Normal & Lucy Simon	13	2,182	48%
29 Apr 24	Dangerous Corner	J B Priestley	7	1,675	69%
17 May 24	Alice in Wonderland (LDS Youth Theatre)	Lewis Carroll adapted by Adrian Mitchell	3	999	95%
6 Jun 24	Table Manners	Alan Ayckbourn	7	1,275	52%
1 Jul 24	The Darling Buds of May	H E Bates	7	1,450	59%
		TOTAL	111	26,262	68%
	2022-23	TOTAL	109	23,249	61%
	2021-22	TOTAL	104	17,241	48%

Table 2: Studio Productions: 102nd Season (2023-24)					
Opening Night	Production	Author	Performances	Tickets Sold	Audience %
30 Nov 23	New Director's Showcase	Various	4	133	99%
10 July 23	Dracula: A Comedy of Terrors	Gordon Greenberg & Steve Rosen	5	175	100%
		TOTAL	9	308	100%
No LDS performances took place in the Haywood Studio in 2022-23.					

Table 3: Visiting Operatic Societies: 102nd Season (2023-24)					
Opening Night	Production	Company	Performances	Tickets Sold	Audience %
23 Sep 23	I Love Musicals	LAOS	2	526	75%
10 Oct 23	School of Rock: The Musical	IDOLS	6	1,947	93%
21 Nov 23	Nativity! The Musical	KPAOS	6	2,034	97%
16 Apr 24	Legally Blonde: The Musical	LOP	6	1,722	82%
21 May 24	Grease: The Musical	WAOS	6	2,016	96%
		TOTAL	26	8,245	91%
	2022-23	TOTAL	38	8,811	66%

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Date	Production	Performances	Tickets Sold	Audience %
18 Sep 23	Matt Rendell's Inside Stories	1	267	77%
20 Sep 23	Fire in the Belly	1	79	23%
29 Oct 23	Art of Believing – Flamenco	2	653	94%
30 Oct 23	Nosferatu	1	69	20%
1 Nov 23	Legends of Motown	1	320	92%
2 Nov 23	The Carpenters Experience 2023	2	641	92%
4 Nov 23	The Sooty Show	2	670	96%
13 Jan 24	The Same Faces 2024	1	116	33%
11 Feb 24	The Upbeat Beatles – 24	1	294	84%
14 Feb 24	Do You Think That's Wise?	1	125	36%
16 Feb 24	LGS Big Band 2024	1	203	58%
17 Feb 24	Murder She Didn't Write	1	260	74%
18 Feb 24	The ABBA Sensation	1	330	95%
21 Feb 24	Top Secret: Level Up!	1	296	85%
22 Feb 24	Jersey Beats - Oh What a Nite 24	2	453	65%
24 Feb 24	The Greatest Star: Barbra Streisand	1	170	49%
12 Apr 24	All England One Act Play Festival: Local Heats	3	122	12%
7 May 24	The Real Manhunter – Live	1	198	57%
8 May 24	Andalucia	1	337	97%
10 May 24	Diva of the Decades	1	143	41%
11 May 24	The Searchers and Hollies 24	1	171	49%
30 May 24	Ceri Dupree – Immaculate	2	365	52%
1 Jun 24	The Counterfeit Seventies	1	98	28%
20 Jul 24	Frank Sinatra: The Movie Years	1	41	12%
25 Jul 24	Seriously Collins	1	159	46%
26 Jul 24	Word Up 80s	1	130	37%
28 Jul 24	Cilla and the Swinging Sixties	1	253	72%
30 Jul 24	Past Tents	1	74	21%
	TOTAL	35	7,037	58%
2021-22	TOTAL	32	6,238	56%

Origin of Production	Performances (22/23 in brackets)	Seats Sold (22/23 in brackets)	% change
LDS Main House Productions	111 (109)	26,262 (23,249)	+13%
LDS Studio Productions	9 (0)	308 (0)	
Friends of LDS: Visiting Society & Fundraisers	26 (38)	8,245 (8,811)	-6%
Special Events, and Touring Productions	35 (32)	7,037 (6,238)	+13%
TOTAL	181 (179)	41,852 (38,298)	+9%

Youth Theatre

Youth Theatre Leader Andy Longley-Brown and Deputy Youth Theatre Leader Kate MacIntyre, lead the LDS Youth Theatre groups for both Seniors (12-18) and Juniors (8-11) meeting on Saturday mornings during school term time, workshopping and working on key acting skills. Our Youth Theatre

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

is now up to full strength and there are waiting lists for young people of all ages who wish to join the groups when vacancies occur.

In May 2024 the Senior and Junior groups presented a sell-out production of the musical Alice in Wonderland and Through the Looking Glass (Mitchell) which played in the main house for three performances. Both groups benefit from being in a main house production. Both groups also produced showcase performances for families and friends at the end of the summer term. Bookings have also been taken for two sessions of "Play in a Week" which are planned for August 2024 and are proving to be very popular.

The Youth Theatre continued to offer in depth training to young performers that developed their skills and imaginations. Youth Theatre members are also encouraged to audition for children's parts in the Adult Society's other productions, and this season some were involved in the LDS productions of The Innocents and The Darling Buds of May in the main house.

Our many operating teams and their volunteers

We wish to extend a huge thank you to our many volunteers who work with us in many roles to keep our theatre running. Whilst those directly involved in productions are regularly credited in show programmes, we detail below those who work behind the scenes that many of our audiences are unaware of, but who are just as vital to the continuing success of our LDS and the Little Theatre. This section highlights the important work that they do in keeping the Theatre running and supporting our building, shows and our audiences.

Facilities

The challenges of owning and working in a very old building remain with us, but we are making progress. All of our emergency lights are now LED driven as is much of the general lighting within the theatre. Our understanding and control of heating and ventilating our theatre continues to improve but continues to be hampered by the impracticality of raising insulation levels to anything like modern standards. We have worked hard to improve our streetscape with better lighting and a new fence to the adjacent car park.

The old roofs on both the theatre and 52 Albion Street bring their seasonal challenges and we try to manage those situations within our operating budget. The Lift has received a huge amount of attention and money, both from our internal team and the external experts and we are continuing to work to bring it back to an operating standard.

We continue to undertake work internally whenever we can, rather than engaging contractors. Contractors left us a legacy of undocumented changes and poor reporting of what they had actually done. Our own team getting involved with repairs means that the next time similar things go wrong we can deal with them quicker and better.

The Facilities Team meets every two weeks and organises their schedule of work and spending priorities. Team members undertake the unending tasks of maintenance on emergency lighting, toilets, plumbing, alarms, security systems, telephone systems, CCTV, electrical systems and a massive quantity of lifting equipment, together with our IT infrastructure. We also need to manage our Utility supplies and the impacts that neighbouring properties have on our buildings. A current major project for us is to build our own 'Building Management System' which is an IT system that manages/will manage many aspects of how our building works.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

As ever, we are grateful to Rob Mullins, as Caretaker, for undertaking a huge number of daily maintenance tasks that keep our building ready for the public. Our thanks also go to those volunteers who worked on the Facilities operating team through the year who in addition to Martin Scott as Facilities Trustee included Ian Connor, Simon Entwistle, Owen Lee, Sam Milton, Tim Neville and Pete Lowe.

Front of House (FOH)

Our FOH volunteers are coordinated by Fran Harris, our FOH Trustee, supported by Hilary Cooper and Pat Thompson. We are pleased to report that it has been a rewarding year for the Front-of-House team, receiving excellent feedback from our audience members for their efficiency and kindness. Each season, some older volunteers retire and new members need to be recruited and integrated with our teams. Most volunteer interest in Front-of-House roles come from the Tuesday Connections meetings held before each play.

Front-of-House teams are essential for each performance and these include a trained First Aider. We also have our Spektrix box office booking system live in the foyer for pre-performance ticket sales 'on the door' and volunteers serving on our Bar. FOH teams also keep visitors aware of forthcoming shows by giving out as many fliers as possible when the audience are leaving so that they are kept up to date with information about all performances at The Little Theatre. All FOH roles are critical to the successful operation of our Theatre and care of our audiences and they provide many opportunities for newer members to get to know our theatre and other members.

Our thanks go to the 57 volunteers who worked on the Front-of-House operating team through the year who in addition to Frances Harris as Front-of-House Trustee were:

Yasmina Abo-Hussin	Kane Gray	Ken Pigginn
Lynne Audley	Patrick Holligan	Jeanette Robinson
Mike Batho	Teresa Heaps	Hilary Sanders
Connail Baum	Lance Huggett	Isabelle Sharman
Jenny Burdett	Teresa Jones	Helen Skemp
Jo Cain	June Kennell	Elizabeth Spendlove
Jackie Caunt	Trish Kenyon	Sue Stevenson
Keziah Caldwell	Alison Levy	Mia Stone
Geri Cawrey	Jasmine Lowen	Mary Sturgess
Karen Colvin	Vimal Manji	David Taylor
Val Concar	Nick McDonald	Pat Thompson
Hilary Cooper	Mahesh Mistry	Kay Thompson
Mollie Cooper	Sue Morrell	Maureen Vince
Sam Cooper	Charlie Mullins	Colin Wardle
Barbara Corker	Diane Murphy	Helena West
Kerry Cubin	Helen Musson	Val Westbrook
Hazel Curtis	Robert Parry	Kathy Williamson
Terrie Dodds	Steffi Parker	Clare Winfield
Linda Goode	Grace Phillips	Margaret Wolfe

Our thanks also go to the 41 volunteers who served our audiences behind the Bar through the year who were:

Connail Baum	Liz Kavanagh	Steffi Parker
Keziah Caldwell	Sam Kelly	Trisha Parker
Ross Cartwright	Ramona Kulak-Pop	Richard Payton

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Mrinmoy Deka	Paul Large	Grace Phillips
Aiden Davis	Kat Lenthall	Tom Preston
Rachel Draper	Darragh Logan-Davies	Amanda Sadler
Freddie Dobrijevic	Calum Lucas	Premila Shanmugabalan
Peter Duffin	Charlie Lyon	Helen Skemp
Andrew Fiol	Olivia Morrissey	Mary Sturgess
Diani Gatenby-Davies	Charlie Mullins	Ella Thomson
Kane Gray	Charlene Munday	Nisha Vegad
Tim Hogarth-Jones	Diane Murphy	Ben White
Darianne Hoyen-Chung	Misha Nguyen	Christine Wise
Ken Huggett	Richard O'Connor	

Box Office

Led by Carolyn Young, our Deputy Theatre Manager, we thank the following volunteers who ensured our customers were supported in booking tickets for our productions and shows during the 2023-24 season:

Yamina Abo-Houssin	Teresa Jones	Pauline Robertson
Connail Baum	Sue Morrell	Beulah Sell
Jackie Caunt	Jo Muggleton	Rodney Spokes
Kane Gray	Helen Musson	Pat Thompson
Ajni Haria	Steffi Parker	
Mary Jones	Jeanette Robertson	

Costume Hire

The Costume Hire Department, located in premises owned by the Society in Albion Street closed to the public on 17th March 2020 and has remained closed since. Despite this closure, our Head of Costumes, John Bale, has earned LDS £1,456.26 in costume hire fees.

Marketing

Marketing continues to be a key focus for the theatre, and we are happy to see our effort and consistency starting to pay off. In two years, our average audience attendance has increased from 48% to 68%, and we hope this will continue to grow, as we aim to move back to pre-Covid levels. We are also pleased to see that we are retaining our existing audience base whilst also attracting a new, younger demographic that will help to sustain the theatre's long-term viability.

The marketing process during the 2023-24 season has involved building on the foundations laid in the 2022-23 season. The quality of our social media output has taken another step up, with directors and photographers becoming keener to get involved with the production of high-quality marketing content. This, along with the support of wardrobe, has helped to create more eye-catching, engaging posts, making it easier to keep the viewer's attention. It is a step that helps to present the theatre in a professional manner and make us a more attractive option to the person-on-the-street.

The season also saw our first post-pandemic sell-outs, with KPAOS's *Nativity! The Musical*, WAOS's *Grease*, and the LDS Youth Theatre's *Alice in Wonderland & Through the Looking Glass* all selling the maximum number of seats.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Some key marketing aspects this season included:

- A cover story in local B2B publication, Niche Magazine, which helped put new eyes on the theatre in the run up to our first play of the season
- A "behind-the-scenes of panto" video which got huge traction on social media, and advertised the many backstage roles for which we need volunteers
- A shopfront billboard outside City Hall promoted our spring/summer season
- Our bi-annual brochures continued to make a big impact, with 16.5k copies of each in circulation; the theatre's own stock of the spring/summer issue ran out twice, and required recalls from our distributor
- Leicester ice-rink once again had hoarding promoting our pantomime and Easter musical.

The impact of our marketing is clear and sales are up across the board, but there is still a long way to go. Consistency and quality are our watchwords, and continuing to ensure that we make the theatre as visible as possible – while investing our resources in the right opportunities – is what will get us back to the level we need to be on. Our thanks go to Emma Bamford who was an elected member of the marketing team for this season.

Membership

Membership of the Society increased over the year from 394 on 31st July 2023 to 400 on 31st July 2024. Membership of LDS offers a wide range of opportunities, on stage, backstage, front of house and in committee and administration work. We offer free membership to new volunteers for the first year to give them time to find their interests and to decide whether membership of LDS is right for them. All Members also pay reduced fees for Actors Workshop and receive 10% discount for purchases from the bar on non-performance days. Fully paid-up Members also receive discounts for tickets for most LDS productions. All new members are contacted through our successful Connections evenings (organised by our membership team) and by email.

The membership team is led by our Membership Trustee Jackie Caunt and thanks go to team members Kat Lenthall, Charlotte Brown, Carol Worthy, David Taylor and Freddie Dobrijevic.

Backstage Co-ordination

The backstage co-ordination team has responsibility for the stage crew, flying, set building and deconstruction, prompting, props, lighting and sound personnel for each fit-up, rehearsal and performance in the main house and the Haywood Studio, as well as for on-going training and maintenance work.

Our thanks go to those volunteers who worked backstage through the year who in addition to Andy Crooks as Technical Trustee included:

Graham Austen	Lily Foley	Andy Mear	Nick Sheard
Grace Bale	Karen Gordon	Sam Milton	Beulah Sell
Emma Bamford	Kane Gray	David Moore	Doug Simpson
Martin Bell	Nadine Hall	Jackie Moore	Sam Simpson
Noah Bentley	Jenny Harding	Dave Morris	Nikki Strickland
Tom Brooks	Mary-Jayne Harding Scott	Tim Neville	Fraser Tew
Sandra Brown	Denise Hargreaves	Andrew Northcote	Rob Thirlby
Katherine Burns	Mark Harrison	Daniel Northcote	Mohisha Thomas
Lucy Byrne	Darianne Hoyen-Chung	Raegan Oates	Alex Thompson
Mo Carberry	Russell Hughes	Alex Oldham	Andrew Thompson

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Judy Chan	Mary Jones	Jenny Paige	Jeremy Thompson
Lydia Clemence	Aditi Katoch	Steffi Parker	Dave Towers
Andy Collins	Victoria Kirk	Grace Phillips	Jane Towers
Sean Collins	Gary Kramer	Tom Preston	Ed Turner
Amy Crighton	Alison Lee	Amanda Priestly	Anneke Van De Stege
Alex Crooks	Evie Lee	Ann Ratcliffe	Anouk Vidanage Serasinghe
Reema Crooks	Owen Lee	Neil Reece	Stew Wale
Simon Dickens	Kat Lenthall	Jill Reville	George Walker
Ollie Draper	Ali Levi	Tim Revitt	Erin Watkins
Simon Entwistle	Jean Lingham	Jane Rowland	Sian Williams
Alex Exton	Phil Liquorice	Georgia Russell	Clare Windle
George Faulkener	Tim Lovell	Amanda Sadler	Jon Worthy
Nikki Favell	Jacob Martin	Chris Sawicki	Darren Wright
Pete Flannery	Shelly Martin	Martin Scott	Tom Young
Diani Gatenby-Davies			

Archiving

The Society has a substantial archive which provides a very valuable history of LDS and the Theatre. The Society's Archivists work one day a week, usually Tuesdays, completing a wide range of tasks and often working with other organisations or individuals. Donations to the archive are welcomed and these can often help to fill small gaps in our collection.

Ongoing projects include documentation of the many changes in our buildings since 1930. We would welcome more photos, particularly of backstage areas, and of Albion Street when we first bought it. Scrapbooks have been created relating to key events of our history. The first 50 years of the Society's production records are now digitally available on the Theatre's website www.thelittetheatre.co.uk/AboutUs/LDSArchives. The digital repair of damaged photographs (of which there are many) is also an ongoing project. During this season and the next the pictures in the corridor's downstairs are being refreshed.

Our archivists also maintain the Memorial Books of members who have died. In the last year LDS has lost Lynne Audley, Mike Dack, Moira Finch, Pam Hall, John Hendrie, Fred Hyman, Elaine Moore and Darien D'Arcy Parkes (Darien Thomas).

We wish to thank our Archivists and everyone who works to preserve our heritage and history. This includes:

Lisa Thirlby	Alan Freckingham	Diane Smith
Mavis Roper	John Ghent	
Karen Gordon	Rob Thirlby	

IT Matters

During the year, we have continued to maintain our IT systems ensuring we are complying with best practice. This has included updating IT policies and procedures. We have also overhauled our CCTV systems to ensure better management and security of the Theatre premises. We wish to acknowledge the contribution made by Tim Neville in providing support and advice on our IT systems throughout the year.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

FINANCIAL REVIEW

The results for the year ended 31 July 2024 are shown in the Statement of Financial Activities on page 20. This, together with the balance sheet on page 21 should be read in conjunction with the related notes in accordance with the Charities SORP 2019 (FRS 102).

Total income for the year amounted to £715,183 (2023 - £672,291). The principal funding source was box office income. Total expenditure for the year amounted to £614,585 (2023 - £560,970). A breakdown of expenditure is set out in notes to the financial statements.

There was a surplus on general funds for the year totalling £78,054, a surplus on designated funds totalling £3,681 and a surplus on restricted funds totalling £18,863. This has resulted in a total increase in funds for the year of £100,598. The funds for the charity at the year-end totalled £1,136,931 which comprise general funds of £830,385, designated funds of £136,514 and restricted funds of £170,032.

The trustees have prepared forecasts for the period ended 31 July 2025 which incorporate the above measures. Based on these forecasts, the trustees are of the opinion that the charity will continue operating for at least 12 months from the date of approval of these financial statements.

On this basis, the trustees consider it appropriate to prepare the financial statements on the going concern basis.

Reserves

As is the policy, shows are chosen to maintain a level of box office income sufficient, with profits from ancillary activities, to cover running costs and maintain the infrastructure of the premises. Any surplus is used to finance improvements or build reserves. Cash reserves are kept at a prudent level for unplanned contingencies.

It is the long-term policy of the board of trustees to maintain free reserves (unrestricted funds less tangible fixed assets less amounts held in designated funds) at approximately £120,000 to cover salaries and core operational costs based on a 3-month period. At 31 July 2024, unrestricted reserves excluding fixed assets and amounts held in designated funds, which are freely available for the charity to use, totalled £329,579 (2023 - £217,718). The charity's reserves increased in this period due to tight cost management. The additional reserves are intended to be used as a contingency for future capital maintenance costs.

Investment Powers and Policy

The Society continues to invest in interest bearing accounts with the aim of maximising interest earned balanced against investment risk. Accounts are currently held in low-risk funds with the CCLA COIF Charities Investment Fund and the Charity Aid Foundation.

Principal Risks and Uncertainties

The Trustees have identified and reviewed the major risks to which the society is exposed and documented these in a comprehensive risk register. The Trustees have adopted the risk register as part of their risk management strategy and have established systems and procedures to mitigate the risks identified in the risk register.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

COVID and other potential epidemics and pandemics are still considered to be a risk to the charity because the general public continues to remain cautious.

The Trustees are mindful of their duty of care towards the Society's employees and its many volunteer members. The Society has in place Sickness Absence, Equal Opportunities, Harassment / Bullying, Health & Safety, Retirement, Whistleblowing, Data Protection and Working Alone Policies. It also has Capability, Grievance and Disciplinary Procedures, Disciplinary Rules and Policy Statements on the Recruitment of Ex-Offenders and on the Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information.

As part of the Society's commitment to safeguard and promote the welfare of children, young people and vulnerable adults involved in its activities, it has in place a Child Protection Policy and a Policy on the Protection of Vulnerable Adults. The Trustees have also issued Guidelines on Appropriate Contact and Instructions on Managing Behaviour and Acceptable Restraint. Disclosure and Barring Service checks are required for those who work with children on the Society's behalf.

The Society's policies and procedures together with the Terms and Conditions of Employment are reviewed annually by the Trustees to ensure that the provisions of them continue to meet the Society's legal obligations and reflect best practice.

The Society is a member of the Little Theatre Guild of Great Britain which provides advice, training opportunities for members, and national and local contacts within the entertainment industry. The Society takes advice from Legal and Professional external bodies when appropriate.

PLANS FOR THE FUTURE

LDS has a full range of activities and its artistic programme together with productions from its extended family of local operatic societies and special events for 2024-25 has already been published and audiences are booking these already. We are continuing to work on increasing audience numbers back to pre-Covid levels. LDS will also continue with its capital maintenance and development programme and continue to seek funding to enable delivery.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Society is a leading amateur drama organisation. It is a company limited by guarantee and a registered charity. It was founded in 1922 and incorporated in September 1932. It is governed by its Memorandum and Articles of Association.

The Board & Senior Management

The Board is the unpaid governing body of the Society. It ensures that the Society's work remains of the highest quality, and that it is managed efficiently and cost-effectively. Board members are both directors of the company and charity trustees and under company and charity law are responsible for policy, administration and general control. The Board delegates the day-to-day management of the Society to Operating Teams and staff which included:

Mr Graham Muir, Theatre Manager
Ms Carolyn Young, Deputy Theatre Manager
Mr John Bale, Head of Wardrobe

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

During the year, the Board met 11 times to ensure they were maintaining effective control over strategic, financial, organisational and compliance issues.

Board Membership

Trustees serve an initial term of three years. They may be re-elected for a second term of up to three years. Nominations for such of the roles as are due for election are sought prior to each Annual General Meeting (AGM). An election takes place at the AGM.

Anyone can become a member of the Society and acquire the right to vote at AGMs. Details relating to membership are set out in the Byelaws. The liability of the members is limited to a guarantee of an amount not exceeding £1 per member in the event of an insolvent winding-up of the Society.

Trustees who served during the year are listed in Table 5.

Table 5: Trustees			Retires
Honorary Secretary	Mr S Dickens	(resigned 10 th April 2024)	
Honorary Secretary	Mr J Moulding	(elected 10 th April 2024)	2027
Honorary Treasurer	Prof J Harding		2025
Company Secretary	Mr D Moore	(co-opted as Trustee 30 th April 2023, resigned 10 th April 2024)	
Trustee for Productions	Mr J Middleton	(retired 10 th April 2024)	
Trustee for Productions	Mr P Beasley	(elected 10 th April 2024)	2027
Trustee for Marketing	Mr T Young		2025
Trustee for Facilities	Mr M Scott	(resigned 22 nd May 2024, co-opted 18 th August 2024)	2025
Trustee for Membership	Ms J Caunt		2025
Technical Trustee	Mr T Brooks	(co-opted 27 th August 2023, resigned 26 th November 2023)	
Trustee for Outreach	Mrs A Sadler	(co-opted 26 th November 2023, resigned 10 th April 2024)	
Trustee without special responsibility	Ms D Gatenby Davies	(co-opted 30 th April 2023, appointment terminated 25 th February 2024)	
Trustee without specific responsibility	Ms M Carberry	(elected 10 th April 2024)	2027
Trustee without specific responsibility	Mr S Wale	(co-opted 30 th June 2024)	
Trustee for Outreach	Ms V Flowers	(elected 10 th April 2024)	2027
Trustee for Front-of-House	Ms F Harris		2026

All new Trustees have access (via MS Teams and the Website) to the Society's Trustee Handbook comprising the Memorandum and Articles of Association and other key documents. There is a formal 'Roles of the Trustees and Operating Teams' document that sets out what the Society itself expects of Trustees. Trustees are currently drawn only from the membership. As such they will be familiar with the Society and are likely to have been involved with the Society for many years. The Board encourages Trustees to familiarise themselves with aspects of the organisation that they may not know so well, in particular the roles of the permanent staff.

In their meetings, the Trustees were assisted by a Company Secretary. An appointment to the post of Company Secretary is made annually by the Trustees. The Company Secretary is a member of the Society but is not a company director or charity trustee.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Operating Teams

The Board concerns itself with longer term strategic issues and the Operating Teams with day-to-day operational issues within policies and resources determined by the Board.

The Operating Teams have the following broad objectives.

- **Productions:** this team is responsible for furthering the artistic reputation of the Society by planning and implementing a programme of plays and ensuring their efficient and effective management.
- **Facilities:** this team is responsible for the day-to-day operation of the Theatre as a public venue.
- **Marketing:** this team is responsible for the promotion of the Theatre's programme of plays and shows and the promotion of the Society in the wider community.
- **Membership:** this team is responsible for the recruitment and retention of the Society's members and for encouraging participation in the Theatre.
- **Backstage Co-ordination:** this team is responsible for co-ordinating the staffing of shows and planning of closed-season work.

The Trustees review teams' objectives and budgets annually.

Operating Team Membership.

Members of the Operating Teams are subject to proposal and election by the members following the AGM. Operating team members are elected to serve for a two-year term with effect from 1 August in the year they are elected, except for members of the backstage co-ordination Team who are all elected annually. Members may be co-opted on to each team as needed. All Operating team members may stand for a second term.

Employees and Volunteers

Table 6(a) shows the employees in post at the start of the financial year.

Table 6(a): Employees – at the start of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Deputy Theatre Manager (Carolyn Young)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Youth Theatre Staff			
Youth Theatre Leader (Andy Longley Brown)		1	
Youth Theatre Deputy Leader (Kate MacIntyre)		1	
Total	3	3	3.8

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Table 6(b): Employees – at the end of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Deputy Theatre Manager (Carolyn Young)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Youth Theatre Staff			
Youth Theatre Leader (Andy Longley Brown)		1	
Youth Theatre Deputy Leader (Kate MacIntyre)		1	
Total	3	3	3.8

Freelance staff

Table 7: Freelance staff
Gemma Greaves (Scenic Designer)
Jacob Martin (Scenic Designer)
Abby Glover (Scenic Designer)
Sophie Zielonka (Scenic Designer)
Jake Smart (Scenic Designer)
Dave Towers (Stage Carpenter)
Caroline Walsh (Choreographer)
Paul Timms (Musical Director)
Grace Bale (Musical Director)

The Society also needs the hard work, enthusiasm and dedication of a large number of members if it is to continue to thrive. The Society's Main House productions commonly involve over 90 members of the Society. These include director, cast, stage crew, prompters, wardrobe, lighting crew, sound crew, wardrobe, front of house, bar and box office staff. Society members also support studio productions, special events and fundraisers.

Society members are also busy with a wide variety of tasks which help with the management and organisation of a busy venue and with recruiting, retaining, training and encouraging new members of the Society. The Society has about 400 members and many contribute to the work of two or three of the Theatre's 'departments', during daytime or evenings.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of The Leicester Drama Society Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 these 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 2019 (FRS 102);
- 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 charitable company will continue in operation.

The trustees are responsible for keeping adequate 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

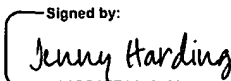
Auditors

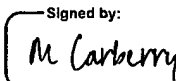
A resolution for the reappointment of Newby Castleman LLP as auditors of the company will be proposed at the forthcoming Annual General Meeting.

Funds held as custodian trustee

The charity and its trustees are not acting as custodian trustees.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed by:

C5CDB2FEA216460.....
Prof J Harding (Treasurer)
Trustee

Signed by:

8922CB56C1764EE.....
Ms M Carberry
Trustee

On behalf of the Board of Trustees

25-01-2025
Date:

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

Opinion

We have audited the financial statements of The Leicester Drama Society Limited (the 'charitable company') for the year ended 31 July 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 charitable company's affairs as at 31 July 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' 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.

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

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
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; 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 page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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

We have been appointed as auditor under section 145 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 extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. However, responsibility for the prevention and detection of fraud ultimately rests with both those charged with governance and management of the charitable company.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company by considering the nature of the industry in which the charitable company operates and enquiring of management; and
- identifying the key laws and regulations considered to have a direct impact on the financial statements including the UK Companies Act 2006, UK Charities Act 2011, UK Generally Accepted Accounting Practice and UK tax legislation. Other regulations identified which were not considered to have a direct impact on the financial statements but which were considered central to the ability of the charitable company to operate were the Licensing Act 2003 and the Health and Safety at Work Act 1974; and
- assessing how the charitable company is complying with the applicable legal and regulatory framework by making further enquiries of management and observing the charitable company's control environment regarding compliance with regulations and fraud prevention; and

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

- assessing the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, by considering the effectiveness of the charitable company's accounting systems and controls and how these were monitored by management. Where the risk of material misstatement was considered to be higher in certain areas, further audit procedures were designed to address this increased risk; and
- discussing amongst the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

Audit response to risks of irregularities identified

Our procedures to respond to risks identified included the following:

- performing audit work over revenue recognition including analytical procedures and substantive tests of detail of a sample of revenue transactions; and
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- enquiry of charitable company staff responsible for compliance to identify any instances of non-compliance with laws and regulations; and
- enquiry of management, those charged with governance and other relevant parties around actual and potential litigation claims; and
- reviewing minutes of meetings of those charged with governance; and
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- communicating identified laws and regulations and potential fraud risks to all engagement team members and assessing whether there are 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/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Newby Castleman LLP

Chartered Accountants

Statutory Auditor

West Walk Building

110 Regent Road

Leicester

LE1 7LT

27 January 2025

Newby Castleman LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2024

	Notes	Unrestricted funds general £	designated £	Restricted funds £	Total 2024 £	Total 2023 £
Income from						
Donations and legacies	3	14,969	5,390	18,937	39,296	71,116
Charitable activities	4	639,100	1,900	-	641,000	575,011
Other trading activities	5	17,639	-	-	17,639	12,231
Investments	6	17,248	-	-	17,248	13,933
Total		688,956	7,290	18,937	715,183	672,291
Expenditure on						
Raising funds	7	2,457	3,609	-	6,066	7,453
Charitable activities	8	608,445	-	74	608,519	553,517
Total		610,902	3,609	74	614,585	560,970
Net movement in funds		78,054	3,681	18,863	100,598	111,321
Reconciliation of funds						
Total funds brought forward		752,331	132,833	151,169	1,036,333	925,012
Total funds carried forward		830,385	136,514	170,032	1,136,931	1,036,333

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

All income and expenditure derive from continuing activities.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET

AS AT 31 JULY 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	14		583,543		617,425
Current assets					
Stocks	15	5,962		4,547	
Debtors	16	29,013		28,170	
Cash at bank and in hand		740,125		598,928	
			<u>775,100</u>		<u>631,645</u>
Liabilities					
Creditors: amounts falling due within one year	17	(221,712)		(212,737)	
Net current assets			<u>553,388</u>		<u>418,908</u>
Net assets			<u>1,136,931</u>		<u>1,036,333</u>
Total funds of the charity					
Restricted funds	20		170,032		151,169
Unrestricted designated funds	21		136,514		132,833
Unrestricted general funds	21		830,385		752,331
Total charity funds			<u>1,136,931</u>		<u>1,036,333</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

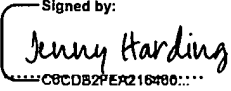
For the year ending 31 July 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question with accordance with section 476.

16-01-2025

The financial statements were approved and authorised for issue by the board of trustees on and are signed on its behalf by:

Signed by:

 Prof J Harding (Treasurer)
Trustee

Company Registration No. 00268828

The notes on pages 23 - 36 form part of these financial statements.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 JULY 2024

	Notes	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	27		136,418		216,584
Investing activities					
Purchase of tangible fixed assets		(12,469)		(2,988)	
Investment income received		17,248		13,933	
Net cash generated from investing activities			4,779		10,945
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			141,197		227,529
Cash and cash equivalents at beginning of year			598,928		371,399
Cash and cash equivalents at end of year			740,125		598,928

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2024

1 Accounting policies

Charity information

The Leicester Drama Society Limited is a private company limited by guarantee incorporated in England and Wales. The address of the registered office and place of business is given in the legal and administrative information page of these financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.1 Basis of preparation

The charity is a public benefit entity as defined by FRS102. These financial statements have been prepared in accordance with: The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland ("FRS 102"), Accounting and Reporting by Charities: the Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

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

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity that the trustees have decided at their discretion to set aside for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income recognition

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

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

Government grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured with reliability. If entitlement is not met, then the amounts are deferred.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

1 Accounting policies

(Continued)

Income from charitable activities comprises box office performance income, front of house income, bar sales, costume hire and youth theatre subscriptions. Income from performances is recognised in the period in which the relevant performance takes place. Income is deferred when ticket sales are received in advance of the performance of events to which they relate. Otherwise income is recognised at the point of sale.

Income from trading activities includes income earned from membership subscriptions and sponsorships. Income from subscriptions is recognised to the extent that this relates to the current period, with the remainder being deferred.

Investment income is earned through holding assets for investment purposes. It comprises car park rental income and interest receivable which are recognised on an accruals basis.

1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. 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. It is recognised under the following headings:

- Costs of raising funds includes costs incurred in seeking donations, legacies, grants and fundraising.
- Expenditure on charitable activities notably includes costs to further the delivery of the objectives of the charity.

Irrecoverable VAT is charged to support costs (note 10).

1.6 Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and costs of raising funds and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Support costs are allocated to charitable activities on a basis consistent with use of the resources.

The analysis of these costs is included in note 10.

1.7 Tangible fixed assets

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

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

Freehold land & buildings	Over 6 & 10 years on cost
Fixtures, fittings & equipment	Over 4 & 10 years on cost

Freehold land, payments on account and assets in the course of construction are not depreciated.

Apart from certain integral features, no depreciation is provided on freehold land and buildings because the trustees consider the residual value to be higher than the carrying amount.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount in order to determine the extent of the impairment loss (if any). Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the Statement of Financial Activities ("SOFA") unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

1 Accounting policies **(Continued)**

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell. Stock comprises bar and front of house stock and pantomime lighting.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

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

Debtors and creditors with no stated interest rate and receivable or payable within one year are measured at transaction price. Any losses arising from impairment are recognised in the SOFA.

1.12 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to the SOFA on a straight line basis over the term of the relevant lease.

1.15 Taxation

The Leicester Drama Society Limited is a registered charity and no taxation provision is required as its income from charitable activities falls within the various exemptions available to registered charities.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

2 Critical accounting estimates and judgements

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

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

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Useful economic lives of freehold land and buildings

The annual depreciation charge for freehold land and buildings is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates.

Allocation of support costs

The allocation of support costs is sensitive to changes in the level of work undertaken on each activity by the charity. The allocation is reassessed annually and amended when necessary to reflect current estimates.

3 Income from donations and legacies

	Unrestricted general funds 2024 £	Unrestricted designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations including gift aid	4,969	5,390	9,133	19,492
Legacies receivable	10,000	-	-	10,000
Grant income	-	-	9,804	9,804
	<u>14,969</u>	<u>5,390</u>	<u>18,937</u>	<u>39,296</u>
	<u><u>14,969</u></u>	<u><u>5,390</u></u>	<u><u>18,937</u></u>	<u><u>39,296</u></u>
	Unrestricted general funds 2023 £	Unrestricted designated funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations including gift aid	59,032	5,130	6,954	71,116
	<u>59,032</u>	<u>5,130</u>	<u>6,954</u>	<u>71,116</u>
	<u><u>59,032</u></u>	<u><u>5,130</u></u>	<u><u>6,954</u></u>	<u><u>71,116</u></u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

4 Income from charitable activities

	Unrestricted general funds 2024 £	Unrestricted designated funds 2024 £	Total 2024 £	Unrestricted general funds 2023 £	Unrestricted designated funds 2023 £	Total 2023 £
Box office LDS shows	408,711	-	408,711	346,562	-	346,562
Box office special shows & Comedy Festival	32,285	1,900	34,185	34,117	2,447	36,564
Front of house	51,857	-	51,857	44,947	-	44,947
Bar	91,228	-	91,228	85,933	-	85,933
Lettings and costume hire	55,019	-	55,019	61,005	-	61,005
	<u>639,100</u>	<u>1,900</u>	<u>641,000</u>	<u>572,564</u>	<u>2,447</u>	<u>575,011</u>

5 Income from other trading activities

	Unrestricted general funds 2024 £	Total 2024 £	Unrestricted general funds 2023 £	Total 2023 £
Membership income	17,639	17,639	12,231	12,231
	<u>17,639</u>	<u>17,639</u>	<u>12,231</u>	<u>12,231</u>

6 Income from investments

	Unrestricted general funds 2024 £	Total 2024 £	Unrestricted general funds 2023 £	Total 2023 £
Car park and rental income	13,276	13,276	12,653	12,653
Interest receivable	3,972	3,972	1,280	1,280
	<u>17,248</u>	<u>17,248</u>	<u>13,933</u>	<u>13,933</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

7 Expenditure on raising funds

	Unrestricted general funds 2024 £	Unrestricted designated funds 2024 £	Total 2024 £	Unrestricted general funds 2023 £	Unrestricted designated funds 2023 £	Total 2023 £
Membership schemes	2,457	-	2,457	2,803	-	2,803
Fundraising expenditure	-	3,609	3,609	-	4,650	4,650
	<u>2,457</u>	<u>3,609</u>	<u>6,066</u>	<u>2,803</u>	<u>4,650</u>	<u>7,453</u>

8 Expenditure on charitable activities

	Activities undertaken directly Note 9 £	Support Costs Note 10 £	Total 2024 £	Total 2023 £
Production	353,657	124,976	478,633	424,391
Front of house	21,427	14,673	36,100	33,101
Bar	46,414	25,814	72,228	70,513
Lettings and costume hire	5,990	15,568	21,558	25,512
	<u>427,488</u>	<u>181,031</u>	<u>608,519</u>	<u>553,517</u>
Unrestricted general funds			608,445	553,443
Restricted funds			74	74
			<u>608,519</u>	<u>553,517</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

9 Expenditure on activities undertaken directly

	Production	Front of house	Bar	Lettings and costume hire	Total 2024	Total 2023
	£	£	£	£	£	£
Staff costs	141,838	-	-	5,990	147,828	129,938
Depreciation	41,752	-	-	-	41,752	25,850
Box office admin	28,563	-	-	-	28,563	29,237
Direct production costs	90,956	-	-	-	90,956	70,574
Special show artistes	612	-	-	-	612	409
Marketing of shows	49,936	-	-	-	49,936	55,639
Front of house supplies	-	21,427	-	-	21,427	19,109
Bar supplies	-	-	46,414	-	46,414	43,764
	<u>353,657</u>	<u>21,427</u>	<u>46,414</u>	<u>5,990</u>	<u>427,488</u>	<u>374,520</u>

10 Expenditure on support costs

	2024	2023
	£	£
Depreciation	4,599	4,562
Repairs and maintenance	28,614	37,929
Rent and rates	3,628	3,844
Light & heat	41,714	36,474
Cleaning and hygiene	30,437	25,914
Administrative expenses	17,715	16,202
Insurance	13,308	14,374
Irrecoverable VAT	31,225	24,882
Audit, legal & professional	7,520	8,920
Other costs	2,271	5,896
	<u>181,031</u>	<u>178,997</u>
Allocated to:		
Charitable activities	<u>181,031</u>	<u>178,997</u>

Support costs have been allocated to activities on a relevant basis to reflect the use of the resources. Support costs include governance costs amounting to £6,025 (2023 - £5,740).

The amount charged to the SOFA in respect of auditor's remuneration was:

- statutory audit £6,025 (2023 - £5,740)
- other services £975 (2023 - £1,029)

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

11 Impairments

Impairment tests have been carried out where appropriate and the following impairment losses have been recognised in profit or loss:

	2024	2023
	£	£
In respect of:		
Freehold land and buildings	15,689	-
	<u>15,689</u>	<u>-</u>

An impairment loss of £15,689 has been recognised in respect of the lift held within freehold land and buildings due to it no longer being fit for use and therefore it has a residual value of £Nil.

12 Trustees

Except for the disclosures below, none of the trustees received any remuneration, benefits or reimbursements from the charity during the year, or in the previous year.

During the year, expenses were reimbursed to the following trustees:

Prof J Harding was reimbursed £2,942 (2023 - £665) for the purchase of rights to backing tracks for a performance and merchandise to be sold in the Kids Panto Bar;
 Mr M Scott was reimbursed £1,068 (2023 - £1,931) for materials for repairs and decorations for the Kids Panto Bar;
 Ms F Harris was reimbursed £37 (2023 - £28) for returned panto tickets;
 Mr T Brooks was reimbursed £279 (2023 - £Nil) for stage microphones;
 Mr J Middleton was reimbursed £Nil (2023 - £91) for scripts, Facebook ads and licences;
 Mr T Young was reimbursed £Nil (2023 - £19) for materials for Sooty's Ceremony;
 Former Trustees were reimbursed £Nil (2023 - £878) for stage lighting materials, properties for LDS productions, hospitality for the LTG conference and properties for LDS productions.

At the year-end, £42 was owed to 1 trustee (2023 - £Nil).

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Management and administration	4	4
Youth theatre	2	2
	6	6

Employment costs

	2024 £	2023 £
Wages and salaries	141,135	124,591
Social security costs	4,261	3,171
Other pension costs	2,432	2,176
	147,828	129,938

There were no employees whose annual remuneration was £60,000 or more.

14 Tangible fixed assets

	Freehold land & buildings £	Assets under construction £	Fixtures, fittings & equipment £	Total £
Cost				
At 1 August 2023	621,513	239,461	601,187	1,462,161
Additions	-	-	12,469	12,469
Disposals	-	-	(6,890)	(6,890)
	621,513	239,461	606,766	1,467,740
Depreciation and impairment				
At 1 August 2023	323,010	-	521,726	844,736
Depreciation charged in the year	11,979	-	18,683	30,662
Impairment losses	15,689	-	-	15,689
Eliminated in respect of disposals	-	-	(6,890)	(6,890)
	350,678	-	533,519	884,197
Carrying amount				
At 31 July 2024	270,835	239,461	73,247	583,543
At 31 July 2023	298,503	239,461	79,461	617,425

Information on the impairment arising in the year is given in note 11.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

14 Tangible fixed assets (Continued)

Within freehold land and buildings, the cost is made up of land of £156,429 and buildings of £465,084.

15 Stocks	2024	2023
	£	£
Bar	4,698	4,016
Front of house	1,107	391
Pantomime lights	157	140
	<u>5,962</u>	<u>4,547</u>

16 Debtors	2024	2023
Amounts falling due within one year:	£	£
Trade debtors	70	2,596
Prepayments and accrued income	28,943	25,574
	<u>29,013</u>	<u>28,170</u>

17 Creditors: amounts falling due within one year		2024	2023
	Note	£	£
Other taxation and social security		5,156	5,711
Deferred income	18	182,081	160,773
Trade creditors		12,971	25,612
Accruals		21,504	20,641
		<u>221,712</u>	<u>212,737</u>

18 Deferred income

Deferred income included within note 16 above is as follows:

	2024	2023
	£	£
Advance ticket sales	157,017	134,707
Membership subscriptions	3,378	3,543
Unrefunded cancelled tickets	14,922	14,922
Customer credits	2,409	2,800
Gift vouchers and order deposits	4,355	4,801
	<u>182,081</u>	<u>160,773</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

19 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees.

The charge to the SOFA in respect of the defined contribution schemes was £2,432 (2023 - £2,176), all of this expense was unrestricted and all has been allocated as a direct cost. Expenditure has been allocated between funds and activities on a relevant basis to the nature of the underlying costs in proportion to resources used.

20 Restricted funds

The funds of the charity include restricted funds held for specific purposes:

	Balance at 1 August 2023 £	Movement in funds			Balance at 31 July 2024 £
		Income £	Expenditure £	Transfers £	
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	68,326	9,133	-	-	77,459
Building fund - assets	43,471	-	-	-	43,471
LCC Business Development & Diversification grant	106	-	(74)	-	32
UKSPF Community Digital Grant	-	9,804	-	-	9,804
	<u>151,169</u>	<u>18,937</u>	<u>(74)</u>	<u>-</u>	<u>170,032</u>

	Balance at 1 August 2022 £	Movement in funds			Balance at 31 July 2023 £
		Income £	Expenditure £	Transfers £	
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	61,372	6,954	-	-	68,326
Building fund - assets	43,471	-	-	-	43,471
LCC Business Development & Diversification grant	180	-	(74)	-	106
	<u>144,289</u>	<u>6,954</u>	<u>-</u>	<u>-</u>	<u>151,169</u>

Improvements for the benefit of the audience - this fund is represented by fixed assets, and relates to a disabled access and improvements to the box office and auditorium.

Building fund - this fund represents donations specifically given towards the costs of building projects. This is split between amounts held as cash and assets.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

20 Restricted funds

(Continued)

Leicester City Council Business Development & Diversification grant - this fund represents amounts received from Leicester City Council to develop or diversify our current operations and to enable safer working practices.

UKSPF Community Digital Grant - this fund represents amounts received from Leicester City Council to purchase IT equipment to improve volunteers' experience.

21 Unrestricted funds

The unrestricted funds of the charity include general and designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 August 2023 £	Movement in funds			Balance at 31 July 2024 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	132,833	7,290	(3,609)	-	136,514
General funds	752,331	688,956	(595,213)	-	846,074
	<u>885,164</u>	<u>696,246</u>	<u>(598,822)</u>	<u>-</u>	<u>982,588</u>

	Balance at 1 August 2022 £	Movement in funds			Balance at 31 July 2023 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	79,906	7,577	(4,650)	50,000	132,833
General funds	700,817	657,760	(556,246)	(50,000)	752,331
	<u>780,723</u>	<u>665,337</u>	<u>(560,896)</u>	<u>-</u>	<u>885,164</u>

Building fund - this fund represents amounts set aside towards the costs of building projects.

22 Building fund

The cumulative amount raised on the Building fund net of expenditure incurred increased to £257,444 (2023 - £244,630) of which £43,471 (2023 - £43,471) has been spent on planning, professional fees and archaeological investigations, leaving a balance carried forward to spend of £213,973 split between restricted and designated funds.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

23 Analysis of net assets between funds

	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2024	2024	2024	2024
	£	£	£	£
Fund balances at 31 July 2024 are represented by:				
Tangible assets	500,806	-	82,737	583,543
Current assets/(liabilities)	329,579	136,514	87,295	553,388
	<u>830,385</u>	<u>136,514</u>	<u>170,032</u>	<u>1,136,931</u>
	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2023	2023	2023	2023
	£	£	£	£
Fund balances at 31 July 2023 are represented by:				
Tangible assets	534,613	-	82,812	617,425
Current assets/(liabilities)	217,718	132,833	68,357	418,908
	<u>752,331</u>	<u>132,833</u>	<u>151,169</u>	<u>1,036,333</u>

24 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024	2023
	£	£
Within one year	872	1,727
Between two and five years	-	872
	<u>872</u>	<u>2,599</u>

Lease payments totalling £1,727 (2023: £1,727) have been recognised as an expense during the year.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2024 £	2023 £
Aggregate compensation	98,865	93,793

Transactions with related parties

During the year, expenses were paid to 1 (2023 - 2) member of key management personnel, J Bale, for costume expenses and script hire amounting to £1,541 (2023 - £2,298).

Expenses were paid to MJ Harding Scott, the daughter of Mr M Scott and Prof J Harding, for youth theatre cover and printing of show photographs amounting to £Nil (2023 - £235).

Expenses were paid to the husband of a former Trustee, for stage carpentry and set construction amounting to £Nil (2023 - £3,780).

Expenses were paid to the son of a former Trustee, for lighting materials amounting to £Nil (2023 - £69). Additionally, he was paid £Nil (2023 - £741) for assisting the crew with theatre productions.

26 Control relationship

The charity is under the joint control of the trustees.

27 Cash generated from operations

	2024 £	2023 £
Surplus for the year	100,598	111,321
Adjustments for:		
Investment income	(17,248)	(13,933)
Depreciation and impairment of tangible fixed assets	46,351	30,412
Movements in working capital:		
(Increase) in stocks	(1,415)	(261)
(Increase)/decrease in debtors	(843)	1,604
Increase/(decrease) in creditors	8,975	87,441
Cash generated from operations	136,418	216,584

28 Analysis of changes in net funds

During the year the charitable company had no borrowings or obligations under finance leases. The changes in net funds of the charity therefore solely comprise of cash and cash equivalents.

LEICESTER DRAMA SOCIETY LIMITED

England & Wales - Charity number 214249

Accounts

REGISTRAR

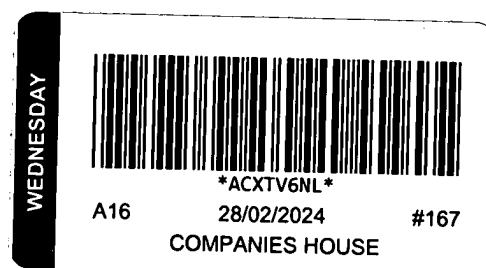
Charity registration number 214249

Company registration number 00268828 (England and Wales)

THE LEICESTER DRAMA SOCIETY LIMITED

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 JULY 2023**



THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Prof J Harding (Treasurer) Mr S Dickens Ms F Harris Mr M Scott Ms J Caunt Mr J Middleton Mr T Young Mr D Moore Ms D Gatenby Davies Ms A Sadler	(Appointed 30 April 2023) (Appointed 30 April 2023) (Appointed 26 November 2023)
Senior management	Mr G Muir Mr J Bale Ms C Young	
Secretary	Mr D Moore	
Charity number	214249	
Company number	00268828	
Operating name	The Little Theatre	
Principal address	Dover Street Leicester LE1 6PW	
Registered office	Dover Street Leicester LE1 6PW	
Auditors	Newby Castleman LLP West Walk Building 110 Regent Road Leicester LE1 7LT	
Bankers	CCLA Investment Management COIF Charity Fund 80 Cheapside London EC2V 6DZ Virgin Money 3 Eastgates Leicester LE1 5YA Epworth Investment Management Limited 9 Bonhill Street London EC2A 4PE	

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Solicitors

Weightmans LLP
Waterloo House
71 Princess Road West
Leicester
LE1 6TR

THE LEICESTER DRAMA SOCIETY LIMITED

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THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 JULY 2023

The Board of Trustees (the "Board"), who are directors of the charitable company, has pleasure in submitting its annual report and the audited financial statements for the year ended 31 July 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

The objectives and aims of The Leicester Drama Society (LDS) are to encourage the study and practice of drama for the people of Leicestershire and beyond and to promote and conduct theatre and musicals, touring shows and educate volunteers in acting and technical theatre skills. These objectives are set out formally in the governing document, which is its Memorandum and Articles of Association.

LDS aims to achieve its objectives by:

- presenting a broad range of productions;
- offering opportunities to a broad range of people to become involved in all aspects of theatre;
- providing facilities for amateur and professionals to present their productions, enabling people of all characteristics to work together in theatre and to produce shows.

LDS owns and operates The Little Theatre (the "Theatre") in Leicester city centre and it promotes productions and events using that name.

Activities

The Board has planned its activities for the year such that a programme of theatre is presented to appeal to a broad audience.

Particular regard is given to affordable ticket prices, access and audience development through a range of ticket schemes. Careful consideration is also given to the accessibility of the Theatre with free art exhibitions and, as part of the Connections new members' evenings, open days and backstage tours. Membership of the LDS is free in the first year of joining to encourage new members, and acting and technical theatrical training are also available to members.

The LDS presents its own programme of shows, and also hires the Theatre to other musical and drama societies, who we like to call our extended family, as well as touring companies. LDS also develops theatre skills of young people through the LDS Youth Theatre.

The LDS seeks to develop new members' knowledge of theatres, encourage new audiences to see theatre and events, and deepen engagement through its actors' workshop and improvisation programme.

We also encourage creative theatre and LDS once again hosted heats of the All-England Drama Festival.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

A huge contribution as ever was made by the 394 current LDS member volunteers which enable the Society to deliver exciting theatre ranging from directing, acting, front-of-house and creative to technical support across all areas of the theatre throughout the year. We also very much appreciate the valuable contributions made by our hard-working staff. LDS is a community and we wish to also take this opportunity to thank all of our audiences, visitors and extended "family" who regularly contribute to the activities, well-being and upkeep of our Theatre, both creatively and financially.

Our main income is from ticket sales for our performances and we do not receive any regular funding or grants for our activities. Donations from supporters are always very gratefully received and this year we wish to particularly thank Mrs Jean Townsend and The Alan and Jean Gayton Trust for a very generous donation of £50,000 which will go towards future work on our buildings. Jean and Alan were very active members for many years and we very much appreciate Jean's continued support.

Public Benefit Statement

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives.

ACHIEVEMENTS AND PERFORMANCE

Productions (101st Season 2022-23)

We are proud to report on the centenary year for the Leicester Drama Society which was the second year of recovery after being closed during the COVID pandemic and in common with many other theatres attendance at the Little Theatre has continued to build up as audiences gradually return.

As in previous years, our production year runs from September to early July with the closed season in July and August being used primarily to undertake routine maintenance of stage and lighting equipment.

LDS staged its own season of 11 plays plus a Pantomime and a Youth Theatre production in its 349-seat Main House as listed in Table 1.

LDS also hired the Main House of the Little Theatre to our extended family of Musical Societies, with whom we have long-standing working relationships (see Table 2). Theatre hire is managed by our Facilities Trustee and team. We also hosted special events including fundraisers and touring productions as listed in Table 3. Our thanks go to Andy Crooks for his continuing efforts in arranging these events.

As the following tables show our average audience size has continued to recover and has grown substantially to 61% during this, our 2nd season since COVID closures. The steady recovery is very pleasing and reassuring but caution is required as audience sizes are still lower than the average of 78% which was achieved in 2018-19 (immediately before COVID). The tables also show that most LDS productions (i.e. plays) seem to be impacted with lower audience numbers than those achieved by a number of the musicals staged by local societies in the extended family of LDS and Specials from touring companies.

THE LEICESTER DRAMA SOCIETY LIMITED**TRUSTEES' REPORT (CONTINUED)****FOR THE YEAR ENDED 31 JULY 2023**

Opening Night	Production	Author(s)	Performances	Attendance	Audience %
12 Sep 22	Black Coffee	Agatha Christie	7	1,987	81%
3 Oct 22	The Shape of Things	Neil LaBute	7	826	34%
24 Oct 22	Alphabetical Order	Michael Frayn	7	1,149	47%
14 Nov 22	Entertaining Mr Sloane	Joe Orton	7	1,111	46%
15 Dec 22	Aladdin	John Bale	24	8,052	96%
23 Jan 23	Educating Rita	Willy Russell	7	1,400	57%
6 Feb 23	The York Realist	Peter Gill	7	660	27%
6 Mar 23	Bedroom Farce	Alan Ayckbourn	7	1,416	58%
31 Mar 23	The Railway Children	Julian Woolford, Richard John	12	2,414	58%
28 Apr 23	James and the Giant Peach	Roald Dahl	3	704	67%
8 May 23	Home I'm Darling	Laura Wade	7	1,326	54%
12 Jun 23	Bouncers (Remix)	John Godber	7	981	40%
3 Jul 23	Shakespeare in Love	Marc Norman, Tom Stoppard	7	1,223	50%
		TOTAL	109	23,249	61%
	2021-22	TOTAL	104	17,241	48%

Haywood Studio

No performances took place in the Haywood Studio during the year.

Friends of LDS: Visiting Drama Societies & Fundraisers

LDS highly values its friends in other local amateur drama and operatic societies and production companies, who are supported by our technical staff to make use of our theatre and extend the range and scope of productions the Little Theatre can offer Leicester audiences.

Opening Night	Production	Company	Performances	Tickets Sold	Audience %
20 Sep 22	Adrian Mole, The Musical	LAOS	6	1,359	65%
10 Oct 22	42nd Street	IDOLS	7	1,411	58%
22 Nov 22	9 to 5	KPAOS	6	1,563	75%
18 Mar 23	One-Act Plays	L&R One Act Play Festival	1	20	6%
18 Apr 23	Anything Goes	LOP	6	1,328	64%
16 May 23	Ghost the Musical	WAOS	6	1,769	84%
20 Jun 23	Gypsy	KW Productions	6	1,361	65%
		TOTAL	38	8,811	66%
	2021-22	TOTAL	27	5,712	61%

Special Events and Touring Productions

The following short-run special events and touring productions were held in the main house of the "Little" during the year.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Date	Production	Performances	Tickets Sold	Audience %	
30 Oct 22	Tom Jones/Elvis Presley Story	1	209	60%	
1 Nov 22	Steptoe & Son Radio Show	1	113	32%	
2 Nov 22	Nelly – A Folk Musical (Studio)	1	26	87%	
3 Nov 22	Soul Train	1	331	95%	
4 Nov 22	Three Men in a Boat	1	179	51%	
18 Nov 22	His Way, Frank Sinatra Story	1	110	32%	
14 Jan 23	The Same Faces	1	109	31%	
14 Feb 23	Jersey Beats, O What a Nite!	2	494	71%	
17 Feb 23	LGS Big Band	1	257	74%	
18 Feb 23	Murder She Didn't Write	1	302	87%	
19 Feb 23	Searchers & Hollies Experience	1	172	49%	
21 Feb 23	Ugly Duckling & Other Stories	1	87	25%	
24 Feb 23	Marcel Lucont's Cabaret Fantastique	1	77	22%	
25 Feb 23	The Queen Story	1	319	91%	
21 May 23	Billy Fury Meets Elvis Presley	1	190	54%	
23 May 23	Funny Girls on Tour	1	155	44%	
24 May 23	Green Matthews History of Music	1	57	16%	
25 May 23	Ceri Dupree Back to the Rhinestone	3	453	43%	
30 May 23	Top Secret The Magic of Science	1	271	78%	
31 May 23	Nick Cope Family Concert	2	336	48%	
3 Jun 23	Very Best of Tommy Cooper	1	63	18%	
14 Jul 23	Cilla & The Swinging Sixties	1	339	97%	
15 Jul 23	George Harrison Project	1	339	97%	
21 Jul 23	Old Time Music Hall	3	702	67%	
27 Jul 23	Soul Train	1	331	95%	
27 Jul 23	Sooty End-of Year Awards	1	217	62%	
	TOTAL	32	6,238	56%	
	2021-22	TOTAL	16	3,113	56%

Origin of Production	Performances (21/22 in brackets)	Seats Sold (21/22 in brackets)	% change
LDS Main House Productions	109 (104)	23,249 (17,241)	+35%
LDS Studio Productions	0 (0)	0 (0)	-
Friends of LDS: Visiting Society & Fundraisers	38 (27)	8,811 (5,712)	+54%
Special Events, and Touring Productions	32 (16)	6,238 (3,113)	+100%
TOTAL	179 (147)	38,298 (26,066)	+47%

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Youth Theatre

Following the recruitment of our new Youth Theatre Leader, Andy Longley Brown and Deputy Youth Theatre Leader, Kate MacIntyre, the Society's Youth Theatre groups for both Seniors (12-18) and Juniors (8-11) continue to meet on Saturday mornings during school term time, with workshops working on key acting skills.

In the Spring term the Senior and Junior groups worked towards a production of James and the Giant Peach which played in the main house for three performances. Both groups benefited from being in a main house production this year and ticket sales were high for the run. Both groups also produced a showcase for family and friends in the Studio Theatre during the summer term.

The Youth Theatre continued to offer in depth training to young performers that developed their skills and imaginations. Youth Theatre members are also encouraged to audition for children's parts in the Adult Society's other productions, and some were involved in Shakespeare in Love in the main house during the summer term and registered interest for roles in other shows scheduled for Season 2023/24.

Our many operating teams and their volunteers

We wish to extend a huge thank you to our many volunteers who have seen us through the difficult reopening period following COVID and have taken on many additional volunteer roles since the lockdowns enabling us to rebuild our full range of activities and keep our theatre running. Whilst those directly involved in productions are regularly credited in show programmes, we detail below those who work behind the scenes that many of our audiences are unaware of, but who are just as vital to the continuing success of LDS and the Little Theatre. This section highlights the important work that they do in keeping the Theatre running and supporting our building, shows and our audiences.

Productions

Our thanks go to those volunteers who worked on the Productions operating team to plan LDS productions through the year. In addition to Joe Middleton (Productions Trustee) the team included Russell Hughes, Jenny Page, Jade Afflick, Alex Thompson, Mary Jayne Harding Scott, Simon Butler and Doreen Woolley.

Facilities

The Facilities Team, led by Facilities Trustee, Martin Scott, has continued the drive to return our buildings and systems to compliance with a whole range of regulations and requirements.

Our rehearsal rooms at 52 Albion St now have a safe and certified electrical system. The redundant boiler has gone from the garage and we continue to create valuable storage space for furniture in its place. We have now achieved more than 30% of our general lighting across our estate, being powered by LED sources which both reduces maintenance activity and running costs. The audience lift has had a checkered year, we have now changed our service provider and at last, are getting to the bottom of long-standing issues.

Many specialist visits to the heating and cooling system have marginally improved performance but the system remains inadequate to meet our needs. We are putting in place small temporary improvements and are exploring alternative solutions to this fundamental set of problems.

The Facilities Team continued to work diligently throughout the year with: Ian Connor leading on Emergency Lighting, General Lighting and Alarm systems and 52 Albion St, Simon Entwistle leading

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

on *Lifting Equipment and general topics*, Owen Lee leading on *Sensors, measurement and recording*, and Tim Neville being our chairperson and leading on IT.

Rob Mullins continues to be a critical part of our extended team and has his eyes and ears open to everything connected with our building. We are most grateful for his support.

Front of House (FOH)

Our FOH volunteers are coordinated by Fran Harris, our FOH Trustee. It has been a successful and rewarding year with excellent feedback from our audience members which is a credit to our many front of house volunteers.

Sadly we have lost some FOH staff due to illness or injury but fortunately we have gained several newcomers from the regular new members Connections evenings. New volunteers can be quickly integrated into the FOH teams and they receive full training from Fran and the FOH managers. This year, the cloakroom in the lower foyer has been converted into a staff room for FOH volunteers and rotas for forthcoming shows and pantomime are displayed there for the convenience of the teams.

The service provided by FOH volunteers is greatly appreciated by our audiences. FOH teams also keep visitors aware of forthcoming shows by giving out as many fliers as possible when the audience are leaving so that they are kept up to date with information about all performances at The Little Theatre.

Our thanks go to the 43 volunteers who worked on the Front-of-House teams through the year. In addition to Frances Harris as Front-of-House Trustee, FOH volunteers were:

Sarah Allan	Lance Huggett	Hilary Sanders
Rose Askham	Teresa Jones	Isabelle Sharman
Lynne Audley	June Kennell	Dana Simons
Mike Batho	Trish Kenyon	Ian Simons
Jo Cain	Alison Levy	Helen Skemp
Jackie Caunt	Nick McDonald	Elizabeth Spendlove
Geri Cawrey	Sue Morrell	Mary Sturgess
Hilary Cooper	Helen Musson	David Taylor
Sam Cooper	Robert Parry	Pat Thompson
Barbara Corker	Divya Patel	Kay Thompson
Kerry Cubin	Grace Philips	Maureen Vince
Hazel Curtis	Jeanette Robinson	Helena West
Linda Goode	Janet Robinson	Val Westbrook
Michelle Halloran	Peter Robinson	Kathy Williamson
Teresa Heaps		

Our thanks also go to the 52 volunteers who served our audiences behind the Bar through the year who were:

Amy Becker	Teresa Jones	Bob Parry
Ross Cartwright	Hector Julio Castro	Aarti Patel
Becca Cross-Collins	Paul Large	Chet Patel
Aiden Davis	Kat Lenthall	Divya Patel
Mrinmoy Dekka	Ali Levy	Richard Payton
Ollie Draper	Calum Lucas	Grace Phillips
Rachel Draper	Samantha Meacham Roberts	Tom Preston

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Andrew Fiol	Graham Muir	Beulah Sell
Lisa Foster	Olivia Morrisey	Helen Skemp
Diani Gatenby-Davies	Charles Moss	Izzy Skemp
Kane Gray	Charlie Mullins	Caitlin Strommen
Jordan Handford	Charlene Munday	Mary Sturgess
Jenny Harding	Diane Murphy	Luke Taylor
Mary Jayne Harding Scott	Patas Mushtaq	Ella Thomson
Sarah Higgs	Richard O'Connor	Val Westbrook
Tim Hogarth-Jones	Liz Kavanagh Knott	Carolyn Young
Darianne Hoyen-Chung	Steffi Parker	
Ken Huggett	Trisha Parker	

Costume Hire

The Costume Hire Department, located in premises owned by the Society in Albion Street closed to the public on 17th March 2020 and has remained closed since. Despite this closure, to his credit, the Head of Costumes, John Bale, has managed to earn LDS some £4,690 in costume hire fees.

Marketing

Marketing has been a key focus for the theatre this year, as we have sought to modernise our public face, and seek out new audiences. While we continue to build back from COVID, we have not been shy about exploring new marketing channels, while enhancing our existing output.

Our Marketing Trustee is Tom Young and a primary change this year has been to hire a local marketing company to assist our efforts. Cross Productions assist with social media and handle all of our design work for print and digital artwork. They have also supported on fundraising efforts, and produce our members' newsletter, Scene (the editor of which, Kerry Smith, is both a Cross Productions employee and a member of LDS and various operatic societies).

Our staple publication remains our six-monthly brochures, typically seeing 10,000 copies distributed across the county in shops, restaurants, railway stations and more, as well as an additional 5,000 copies to our mailing list of consenting audience members. An additional 5,000 copies of our most recent brochure (Autumn/Winter 2023-24) were placed inside every copy of *Niche Magazine's* summer issue, which featured the theatre as its cover story. These were distributed across the county in hotels, office complexes, and more.

Elsewhere, we have made use of a digital billboard in Rushey Mead, and another at the Tom Jones concert at Leicestershire County Cricket Ground (reaching an audience of 10,000). We had a printed hoarding at Leicester Ice Rink to promote our pantomime and Easter musical, and have placed adverts in various publications such as *Primary Times* and *Leicester Mercury*.

While previously we had one reviewer for each show, this year we have embraced a whole pool of external reviewers. This encourages word of mouth referrals and delivers some wonderful feedback on our shows.

Finally, everything we do at The Little Theatre is about community. To that end, we have made a conscious effort to actively promote the members of our extended family – our selection of local amateur operatic societies – going out of our way to showcase their productions, support our community and help present a well-rounded, contemporary programme.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

It has been hard work, but we are delighted to report that our average audience percentage was 62% across the season, up from 55% the previous year. This is an undeniably positive improvement, but we consider it a foundation to build on with plenty more work to do in the coming year

Box Office

Many members work during the day in the theatre office, supporting Graham Muir, our Theatre Manager and Carolyn Young, our Deputy Theatre Manager. This year, we have also provided a box office service in the main foyer, prior to each performance. This has been achieved by the efforts of the following 14 members who we wish to thank:

Richard Awdry	Jackie Caunt	Mary Jones
Teresa Jones	Olivia Morrissey	Sue Morrell
Jo Muggleton	Helen Musson	Steffi Parker
Grace Phillips	Jeanette Robertson	Pauline Robertson
Beulah Sell	Pat Thompson	

Membership

Membership of the Society increased over the year from 375 on 31st July 2022 to 394 on 31st July 2023. Membership of LDS offers a wide range of opportunities, on stage, backstage, front of house and in committee and administration work. We offer free membership to new volunteers for the first year to give them time to find their interests and to decide whether membership of LDS is right for them. During this year, 128 new members joined using the first-year free membership option, they were all contacted through our successful Connections evenings (organised by our membership team) and by email. Regrettably we also lose members each year for a wide range of reasons. During this year, 131 memberships have lapsed.

The membership team is led by our Membership Trustee Jackie Caunt and thanks go to team members Teresa Jones, Ali Levy, Richard Payton, David Taylor, and Val Westbrook.

Backstage Co-ordination

The backstage co-ordination team has responsibility for the stage crew, flying, set building and deconstruction, props, lighting, audio description, prompting, furniture curator and sound personnel for each fit-up, rehearsal and performance.

Our thanks go to those volunteers who worked backstage through the year who in addition to Andy Crooks as Technical Trustee included:

Graham Austen	Lily Foley	Andy Mear	Nick Sheard
Grace Bale	Diani Gatenby-Davies	David Moore	Doug Simpson
Emma Bamford	Karen Gordon	Jackie Moore	Sam Simpson
Nadine Beasley	Nadine Hall	Dave Morris	Nikki Strickland
Paul Beasley	Jenny Harding	Tim Neville	Fraser Tew
Martin Bell	Mary-Jayne Harding Scott	Andrew Northcote	Rob Thirlby
Tom Brooks	Denise Hargreaves	Daniel Northcote	Mohisha Thomas
Sandra Brown	Mark Harrison	Raegan Oates	Alex Thompson
Katherine Burns	Darianne Hoyen-Chung	Alex Oldham	Andrew Thompson
Lucy Byrne	Russell Hughes	Jenny Paige	Jeremy Thompson
Mo Carberry	Mary Jones	Steffi Parker	Dave Towers
Judy Chan	Aditi Katoch	Grace Phillips	Jane Towers
Lydia Clemence	Victoria Kirk	Tom Preston	Ed Turner

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Andy Collins	Gary Kramer	Amanda Priestly	Anneke Van De Stege
Sean Collins	Alison Lee	Ann Ratcliffe	Anouk Vidanage Serasinghe
Amy Crighton	Evie Lee	Neil Reece	Stew Wale
Alex Crooks	Owen Lee	Jill Reville	George Walker
Reema Crooks	Kat Lethall	Tim Revitt	Erin Watkins
Simon Dickens	Ali Levi	Jane Rowland	Sian Williams
Ollie Draper	Jean Lingham	Georgia Russell	Clare Windle
Simon Entwistle	Phil Liquorice	Amanda Sadler	Jon Worthy
George Faulkener	Tim Lovell	Chris Sawicki	Darren Wright
Nikki Favell	Jacob Martin	Martin Scott	Tom Young
Pete Flannery	Shelly Martin	Beulah Sell	

Archiving

The Society has a substantial archive which provides a very valuable history of LDS and the Theatre. During his retirement, our former Theatre Manager, Jim O'Donoghue carried out a huge amount of work on the Theatre's archive and a generous donation from his estate has been used to complete the conservation of production materials (programmes, photos, crits, etc) from 1922 to the 1959-60 season, in acid-free storage.

The Society's Archivists work one day a week, usually Wednesdays, completing a wide range of tasks and often working with other organisations or individuals. Donations to the archive are welcomed and these can often help to fill small gaps in our collection. This year the Archivist at De Montfort Hall (DMH) found some LDS programmes among her collection and passed them on to us. In turn, we have been able to give her some DMH programmes and advertisements as well as drawings of DMH by Christopherson. We think these were intended for the celebration of the late Queen's coronation. We were also able to contribute to an exhibition about 'The Attenboroughs in Leicester' following an approach from a Research Associate at Leicester University Library. In consequence, we learnt that in the 1980s four members of LDS were interviewed as part of the East Midlands Oral History Archive. Lisa Thirlby now has access to these interviews and will add them to our archive.

In January 2023 we were approached by Emma Steele, a grand-daughter of the late Laurence Neal who was an actor and director for LDS between 1947 and 1974. She asked if we had anything about her grandfather in our archives, and whether her parents might visit the theatre on or near her father's birthday. The family visited and were given a tour and Malcolm Neal was presented with an 80-page folder of copies of photos, programmes and newspaper crits relating to Laurie's 50 or so acting roles and 15 shows as director.

Ongoing projects include documentation of the many changes in our buildings since 1930. We would welcome more photos, particularly of backstage areas, and of Albion Street when we first bought it. A scrapbook has been created which documents the career of Rita Barsby with LDS from the 1920s through to the 1960s and a further scrapbook relating to the late James Wheeler is in preparation. The digital repair of damaged photographs (of which there are many) is also an ongoing project.

Our archivists also maintain the Memorial Books of members who have died. In the last year LDS has lost Michael Hughes, Antonia Kennell, Kathie Layfield, David Lomas, Margaret Mangan, Freda Morton (Cooper), Linda Ragg, Sue Vials and David Wilson.

We wish to thank our Archivists and everyone who works to preserve our heritage and history. This includes:

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Lisa Thirlby	Alan Freckingham	Diane Smith
Mavis Roper	John Ghent	Christine Hewson
Karen Gordon	Rob Thirlby	

IT Matters

During the year, we have continued to maintain our IT systems ensuring we are complying with best practice. This has included updating IT policies and procedures. We wish to acknowledge the contribution made by Tim Neville in providing support and advice on our IT systems throughout the year.

FINANCIAL REVIEW

The results for the year ended 31 July 2023 are shown in the Statement of Financial Activities on page 20. This, together with the balance sheet on page 21 should be read in conjunction with the related notes in accordance with the Charities SORP 2019 (FRS 102).

Total income for the year amounted to £672,291 (2022 - £444,116). The principal funding source was box office income. Total expenditure for the year amounted to £560,970 (2022 - £418,850). A breakdown of expenditure is set out in notes to the financial statements.

There was a surplus on general funds for the year totalling £51,514, a surplus on designated funds totalling £52,927 and a surplus on restricted funds totalling £6,880. This has resulted in a total increase in funds for the year of £111,321. The funds for the charity at the year-end totalled £1,036,333 which comprise general funds of £752,331, designated funds of £132,833 and restricted funds of £151,169.

The trustees have prepared forecasts for the period ended 31 July 2024 which incorporate the above measures. Based on these forecasts, the trustees are of the opinion that the charity will continue operating for at least 12 months from the date of approval of these financial statements.

On this basis, the trustees consider it appropriate to prepare the financial statements on the going concern basis.

Reserves

As is the policy, shows are chosen to maintain a level of box office income sufficient, with profits from ancillary activities, to cover running costs and maintain the infrastructure of the premises. Any surplus is used to finance improvements or build reserves. Cash reserves are kept at a prudent level for unplanned contingencies.

It is the long-term policy of the board of trustees to maintain free reserves (unrestricted funds less tangible fixed assets less amounts held in designated funds) at approximately £120,000 to cover salaries and core operational costs based on a 3-month period. At 31 July 2023, unrestricted reserves excluding fixed assets and amounts held in designated funds, which are freely available for the charity to use, totalled £217,718 (2022 - £138,854). The charity's reserves increased in this period due to tight cost management. The additional reserves are intended to be used as a contingency for future capital maintenance costs.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Investment Powers and Policy

The Society continues to invest in interest bearing accounts with the aim of maximising interest earned balanced against investment risk. Accounts are currently held in low-risk funds with the CCLA COIF Charities Investment Fund and the Charity Aid Foundation.

Principal Risks and Uncertainties

The Trustees have identified and reviewed the major risks to which the society is exposed and documented these in a comprehensive risk register. The Trustees have adopted the risk register as part of their risk management strategy and have established systems and procedures to mitigate the risks identified in the risk register.

The COVID pandemic is still considered to be a principal risk to the charity because the general public continues to remain cautious in attending indoor events due to the prevalence of the virus.

The Trustees are mindful of their duty of care towards the Society's employees and its many volunteer members. The Society has in place Sickness Absence, Equal Opportunities, Harassment / Bullying, Health & Safety, Retirement, Whistleblowing, Data Protection and Working Alone Policies. It also has Capability, Grievance and Disciplinary Procedures, Disciplinary Rules and Policy Statements on the Recruitment of Ex-Offenders and on the Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information.

As part of the Society's commitment to safeguard and promote the welfare of children, young people and vulnerable adults involved in its activities, it has in place a Child Protection Policy and a Policy on the Protection of Vulnerable Adults. The Trustees have also issued Guidelines on Appropriate Contact and Instructions on Managing Behaviour and Acceptable Restraint. Disclosure and Barring Service checks are required for those who work with children on the Society's behalf.

The Society's policies and procedures together with the Terms and Conditions of Employment are reviewed annually by the Trustees to ensure that the provisions of them continue to meet the Society's legal obligations and reflect best practice.

The Society is a member of the Little Theatre Guild of Great Britain which provides advice, training opportunities for members, and national and local contacts within the entertainment industry.

The Society takes advice from Legal and Professional external bodies when appropriate.

PLANS FOR THE FUTURE

LDS has a full range of activities and its artistic programme together with productions from its extended family of local operatic societies and special events for 2023-24 has already been published and audiences are booking these already. We are continuing to work on increasing audience numbers back to pre-Covid levels. LDS will also continue with its capital maintenance and development programme and continue to seek funding to enable delivery.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Society is a leading amateur drama organisation. It is a company limited by guarantee and a registered charity. It was founded in 1922 and incorporated in September 1932. It is governed by its Memorandum and Articles of Association.

The Board & Senior Management

The Board is the unpaid governing body of the Society. It ensures that the Society's work remains of the highest quality, and that it is managed efficiently and cost-effectively. Board members are both directors of the company and charity trustees and under company and charity law are responsible for policy, administration and general control. The Board delegates the day-to-day management of the Society to Operating Teams and staff which included:

Mr Graham Muir, Theatre Manager
 Ms Carolyn Young, Deputy Theatre Manager
 Mr John Bale, Head of Wardrobe

During the year, the Board met 11 times to ensure they were maintaining effective control over strategic, financial, organisational and compliance issues.

Board Membership

Trustees serve an initial term of three years. They may be re-elected for a second term of up to three years. Nominations for such of the roles as are due for election are sought prior to each Annual General Meeting (AGM). An election takes place at the AGM.

Anyone can become a member of the Society and acquire the right to vote at AGMs. Details relating to membership are set out in the Byelaws. The liability of the members is limited to a guarantee of an amount not exceeding £1 per member in the event of an insolvent winding-up of the Society.

Trustees who served during the year are listed in Table 5.

Table 5: Trustees			Retires
Honorary Secretary	Mrs M Jones	(resigned 19 th March 2023)	
Honorary Treasurer	Prof J Harding		2025
Company Secretary	Mr D Moore	(co-opted as Trustee 30 th April 2023)	2025
Trustee for Productions	Mr J Middleton		2025
Trustee for Marketing and Outreach	Mr T Young		2025
Trustee for Outreach	Ms A Sadler	(co-opted 30 th April 2023, resigned 20 th September 2023)	
Trustee for Facilities	Mr M Scott		2025
Trustee for Membership	Ms J Caunt		2025
Technical Trustee and Chairman	Mr A Crooks	(resigned 19 th March 2023)	
Trustee for Front-of-House	Ms F Harris	(re-elected 19 th March 2023)	2026
Trustee with responsibility for Studio	Mr R Hughes	(resigned 19 th March 2023)	

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Trustee with responsibility for Studio	Ms J Towers	(elected 19 th March 2023, resigned 11 th June 2023)	
Trustee without specific responsibility and Honorary Secretary	Mr S Dickens		2025
Trustee without special responsibility	Ms D Gatenby Davies	(co-opted 30 th April 2023)	2024

All new Trustees have access (via MS Teams and the Website) to the Society's Trustee Handbook comprising the Memorandum and Articles of Association and other key documents. There is a formal 'Roles of the Trustees and Operating Teams' document that sets out what the Society itself expects of Trustees. Trustees are currently drawn only from the membership. As such they will be familiar with the Society and are likely to have been involved with the Society for many years. The Board encourages Trustees to familiarise themselves with aspects of the organisation that they may not know so well, in particular the roles of the permanent staff.

At the March 2023 AGM, LDS members reviewed and approved a new Code of Conduct. The Code clarifies for all members, staff, visiting societies and touring production personnel how they are expected to conduct themselves whilst involved in any activities of the Little Theatre. The Code is designed to be a guide for everyone at the Little Theatre to comply with the Equality Act 2010 so that everyone is protected from bullying, harassment and discrimination, and the Health & Safety Act 1974 in terms of ensuring safe practice.

In their meetings, the Trustees were assisted by a Company Secretary. An appointment to the post of Company Secretary is made annually by the Trustees. Mr D Moore was originally appointed to this role on 27th March 2022. He was reappointed as Company Secretary in March 2023 and as a Trustee from 30th April 2023.

Operating Teams

The Board concerns itself with longer term strategic issues and the Operating Teams with day-to-day operational issues within policies and resources determined by the Board.

The Operating Teams have the following broad objectives.

- **Productions:** this team is responsible for furthering the artistic reputation of the Society by planning and implementing a programme of plays and ensuring their efficient and effective management.
- **Facilities:** this team is responsible for the day-to-day operation of the Theatre as a public venue and this includes hires of the theatre and its resources.
- **Marketing:** this team is responsible for the promotion of the Theatre's programme of plays and shows and the promotion of the Society in the wider community.
- **Membership:** this team is responsible for the recruitment and retention of the Society's members and for encouraging participation in the Theatre.
- **Backstage Co-ordination:** this team is responsible for co-ordinating the staffing of shows and planning of closed-season work.

The Trustees review teams' objectives and budgets annually.

Operating Team Membership

Members of the Operating Teams are subject to proposal and election by the members following the AGM. Operating team members are elected to serve for a two-year term with effect from 1 August in

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

the year they are elected, except for members of the backstage co-ordination Team who are all elected annually. Members may be co-opted on to each team as needed.

Employees and Volunteers

Table 6(a) shows the employees in post at the start of the financial year.

Table 6(a): Employees – at the start of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Deputy Theatre Manager (Carolyn Young)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Total	3	1	3.6

Table 6(b): Employees – at the end of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Deputy Theatre Manager (Carolyn Young)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Youth Theatre Staff			
Youth Theatre Leader (Andy Longley Brown)		1	
Youth Theatre Deputy Leader (Kate MacIntyre)		1	
Total	3	3	3.8

Freelance staff

Table 7: Freelance staff
Gemma Greaves (Scenic Designer)
Matt Sykes Hooban (Scenic Designer)
Phil Newman (Scenic Designer)
Jacob Martin (Scenic Designer)
Lynsey Reilly (Scenic Artist)
Dave Towers (Stage Carpenter)
David Cross (General Audition Workshop)
Caroline Walsh (Choreographer)

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

Paul Timms (Musical Director)
Mary Jayne Harding Scott (YT cover)

The Society also needs the hard work, enthusiasm and dedication of a large number of members if it is to continue to thrive. The Society's Main House productions commonly involve over 90 members of the Society. These include director, cast, stage crew, prompters, wardrobe, lighting crew, sound crew, wardrobe, front of house, bar and box office staff. Society members also support studio productions, special events and fundraisers.

Society members are also busy with a wide variety of tasks which help with the management and organisation of a busy venue and with recruiting, retaining training and encouraging new members of the Society. The Society has about 394 members, and many contribute to the work of two or three of the Theatre's 'departments', during daytime or evenings.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of The Leicester Drama Society Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 these 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 2019 (FRS 102);
- 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 charitable company will continue in operation.

The trustees are responsible for keeping adequate 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023


Auditors

A resolution for the reappointment of Newby Castleman LLP as auditors of the company will be proposed at the forthcoming Annual General Meeting.

Funds held as custodian trustee

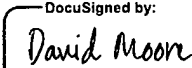
The charity and its trustees are not acting as custodian trustees.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

DocuSigned by:

C6CDB2FEA210460.....

Prof J Harding (Treasurer)
Trustee

On behalf of the Board of Trustees

DocuSigned by:

7C219D08C224466.....

Mr D Moore
Trustee

31-01-2024
Date:

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

Opinion

We have audited the financial statements of The Leicester Drama Society Limited (the 'charitable company') for the year ended 31 July 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' 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.

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

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
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; 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 page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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

We have been appointed as auditor under section 145 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 extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. However, responsibility for the prevention and detection of fraud ultimately rests with both those charged with governance and management of the charitable company.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company by considering the nature of the industry in which the charitable company operates and enquiring of management; and
- identifying the key laws and regulations considered to have a direct impact on the financial statements including the UK Companies Act 2006, UK Charities Act 2011, UK Generally Accepted Accounting Practice and UK tax legislation. Other regulations identified which were not considered to have a direct impact on the financial statements but which were considered central to the ability of the charitable company to operate were the Licensing Act 2003 and the Health and Safety at Work Act 1974; and
- assessing how the charitable company is complying with the applicable legal and regulatory framework by making further enquiries of management and observing the charitable company's control environment regarding compliance with regulations and fraud prevention; and

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

- assessing the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, by considering the effectiveness of the charitable company's accounting systems and controls and how these were monitored by management. Where the risk of material misstatement was considered to be higher in certain areas, further audit procedures were designed to address this increased risk; and
- discussing amongst the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

Audit response to risks of irregularities identified

Our procedures to respond to risks identified included the following:

- performing audit work over revenue recognition including analytical procedures and substantive tests of detail of a sample of revenue transactions; and
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- enquiry of charitable company staff responsible for compliance to identify any instances of non-compliance with laws and regulations; and
- enquiry of management, those charged with governance and other relevant parties around actual and potential litigation claims; and
- reviewing minutes of meetings of those charged with governance; and
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- communicating identified laws and regulations and potential fraud risks to all engagement team members and assessing whether there are 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 FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Newby Castleman LLP
Chartered Accountants
Statutory Auditor
West Walk Building
110 Regent Road
Leicester
LE1 7LT

1 February 2024

Newby Castleman LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2023

	Notes	Unrestricted funds general £	designated £	Restricted funds £	Total 2023 £	Total 2022 £
Income from						
Donations and legacies	3	59,032	5,130	6,954	71,116	33,258
Charitable activities	4	572,564	2,447	-	575,011	385,323
Other trading activities	5	12,231	-	-	12,231	12,939
Investments	6	13,933	-	-	13,933	12,596
Total		657,760	7,577	6,954	672,291	444,116
Expenditure on						
Raising funds	7	2,803	4,650	-	7,453	6,063
Charitable activities	8	553,443	-	74	553,517	412,787
Total		556,246	4,650	74	560,970	418,850
Net income		101,514	2,927	6,880	111,321	25,266
Transfers between funds	20	(50,000)	50,000	-	-	-
Net movement in funds		51,514	52,927	6,880	111,321	25,266
Reconciliation of funds						
Total funds brought forward		700,817	79,906	144,289	925,012	899,746
Total funds carried forward		752,331	132,833	151,169	1,036,333	925,012

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

All income and expenditure derive from continuing activities.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET

AS AT 31 JULY 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	13		617,425		644,849
Current assets					
Stocks	14	4,547		4,286	
Debtors	15	28,170		29,774	
Cash at bank and in hand		598,928		371,399	
			631,645		405,459
Liabilities					
Creditors: amounts falling due within one year	16	(212,737)		(125,296)	
Net current assets			418,908		280,163
Net assets			1,036,333		925,012
Total funds of the charity					
Restricted funds	19		151,169		144,289
Unrestricted designated funds	20		132,833		79,906
Unrestricted general funds	20		752,331		700,817
Total charity funds			1,036,333		925,012

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

For the year ending 31 July 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question with accordance with section 476.

31-01-2024

The financial statements were approved and authorised for issue by the board of trustees on and are signed on its behalf by:

DocuSigned by:



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Prof J Harding (Treasurer)

Trustee

Company Registration No. 00268828

The notes on pages 23 - 36 form part of these financial statements.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 JULY 2023

	Notes	2023		2022	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	26		216,584		66,909
Investing activities					
Purchase of tangible fixed assets		(2,988)		(1,373)	
Investment income received		13,933		12,596	
Net cash generated from investing activities			10,945		11,223
Financing activities					
Repayment of bank loans		-		(50,000)	
Net cash used in financing activities			-		(50,000)
Net increase in cash and cash equivalents			227,529		28,132
Cash and cash equivalents at beginning of year			371,399		343,267
Cash and cash equivalents at end of year			598,928		371,399

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2023

1 Accounting policies

Charity information

The Leicester Drama Society Limited is a private company limited by guarantee incorporated in England and Wales. The address of the registered office and place of business is given in the legal and administrative information page of these financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.1 Basis of preparation

The charity is a public benefit entity as defined by FRS102. These financial statements have been prepared in accordance with: The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland ("FRS 102"), Accounting and Reporting by Charities: the Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

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

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity that the trustees have decided at their discretion to set aside for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income recognition

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

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

Government grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured with reliability. If entitlement is not met, then the amounts are deferred.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

1 Accounting policies

(Continued)

Income from charitable activities comprises box office performance income, front of house income, bar sales, costume hire and youth theatre subscriptions. Income from performances is recognised in the period in which the relevant performance takes place. Income is deferred when ticket sales are received in advance of the performance of events to which they relate. Otherwise income is recognised at the point of sale.

Income from trading activities includes income earned from membership subscriptions and sponsorships. Income from subscriptions is recognised to the extent that this relates to the current period, with the remainder being deferred.

Investment income is earned through holding assets for investment purposes. It comprises car park rental income and interest receivable which are recognised on an accruals basis.

1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. 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. It is recognised under the following headings:

- Costs of raising funds includes costs incurred in seeking donations, legacies, grants and fundraising.
- Expenditure on charitable activities notably includes costs to further the delivery of the objectives of the charity.

Irrecoverable VAT is charged to support costs (note 10).

1.6 Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and costs of raising funds and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Support costs are allocated to charitable activities on a basis consistent with use of the resources.

The analysis of these costs is included in note 10.

1.7 Tangible fixed assets

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

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

Freehold land & buildings	Over 6 & 10 years on cost
Fixtures, fittings & equipment	Over 4 & 10 years on cost

Freehold land, payments on account and assets in the course of construction are not depreciated.

Apart from certain integral features, no depreciation is provided on freehold land and buildings because the trustees consider the residual value to be higher than the carrying amount.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount in order to determine the extent of the impairment loss (if any). Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the Statement of Financial Activities ("SOFA") unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

1 Accounting policies **(Continued)**

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell. Stock comprises bar and front of house stock and pantomime lighting.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

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

Debtors and creditors with no stated interest rate and receivable or payable within one year are measured at transaction price. Any losses arising from impairment are recognised in the SOFA.

1.12 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to the SOFA on a straight line basis over the term of the relevant lease.

1.15 Taxation

The Leicester Drama Society Limited is a registered charity and no taxation provision is required as its income from charitable activities falls within the various exemptions available to registered charities.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

2 Critical accounting estimates and judgements

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

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

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Useful economic lives of freehold land and buildings

The annual depreciation charge for freehold land and buildings is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates.

Allocation of support costs

The allocation of support costs is sensitive to changes in the level of work undertaken on each activity by the charity. The allocation is reassessed annually and amended when necessary to reflect current estimates.

3 Income from donations and legacies

	Unrestricted general funds 2023 £	Unrestricted designated funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations including gift aid	59,032	5,130	6,954	71,116
	<u>59,032</u>	<u>5,130</u>	<u>6,954</u>	<u>71,116</u>

	Unrestricted general funds 2022 £	Unrestricted designated funds 2022 £	Restricted funds 2022 £	Total 2022 £
Donations including gift aid	16,975	1,500	5,783	24,258
Legacies receivable	5,000	-	-	5,000
Grant income	4,000	-	-	4,000
	<u>25,975</u>	<u>1,500</u>	<u>5,783</u>	<u>33,258</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

4 Income from charitable activities

	Unrestricted general funds 2023 £	Unrestricted designated funds 2023 £	Total 2023 £	Unrestricted general funds 2022 £	Unrestricted designated funds 2022 £	Total 2022 £
Box office LDS shows	346,562	-	346,562	246,507	-	246,507
Box office special shows & Comedy Festival	34,117	2,447	36,564	23,677	1,642	25,319
Front of house	44,947	-	44,947	31,741	-	31,741
Bar	85,933	-	85,933	51,735	-	51,735
Lettings and costume hire	61,005	-	61,005	30,021	-	30,021
	<u>572,564</u>	<u>2,447</u>	<u>575,011</u>	<u>383,681</u>	<u>1,642</u>	<u>385,323</u>

5 Income from other trading activities

	Unrestricted general funds 2023 £	Total 2023 £	Unrestricted general funds 2022 £	Total 2022 £
Membership income	<u>12,231</u>	<u>12,231</u>	<u>12,939</u>	<u>12,939</u>

6 Income from investments

	Unrestricted general funds 2023 £	Total 2023 £	Unrestricted general funds 2022 £	Total 2022 £
Car park and rental income	12,653	12,653	12,027	12,027
Interest receivable	1,280	1,280	569	569
	<u>13,933</u>	<u>13,933</u>	<u>12,596</u>	<u>12,596</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

7 Expenditure on raising funds

	Unrestricted general funds 2023 £	Unrestricted designated funds 2023 £	Total 2023 £	Unrestricted general funds 2022 £	Unrestricted designated funds 2022 £	Total 2022 £
Membership schemes	2,803	-	2,803	1,273	-	1,273
Fundraising expenditure	-	4,650	4,650	-	4,790	4,790
	<u>2,803</u>	<u>4,650</u>	<u>7,453</u>	<u>1,273</u>	<u>4,790</u>	<u>6,063</u>

8 Expenditure on charitable activities

	Activities undertaken directly Note 9 £	Support Costs Note 10 £	Total 2023 £	Total 2022 £
Production	305,126	119,265	424,391	333,412
Front of house	19,109	13,992	33,101	22,581
Bar	43,764	26,749	70,513	43,672
Lettings and costume hire	6,521	18,991	25,512	13,122
	<u>374,520</u>	<u>178,997</u>	<u>553,517</u>	<u>412,787</u>
Unrestricted general funds			553,443	383,746
Restricted funds			74	29,041
			<u>553,517</u>	<u>412,787</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

9 Expenditure on activities undertaken directly

	Production	Front of house	Bar	Lettings and costume hire	Total 2023	Total 2022
	£	£	£	£	£	£
Staff costs	123,417	-	-	6,521	129,938	105,567
Depreciation	25,850	-	-	-	25,850	29,227
Box office admin	29,237	-	-	-	29,237	18,865
Direct production costs	70,574	-	-	-	70,574	65,615
Special show artistes	409	-	-	-	409	2,575
Marketing of shows	55,639	-	-	-	55,639	22,089
Front of house supplies	-	19,109	-	-	19,109	11,759
Bar supplies	-	-	43,764	-	43,764	27,438
	<u>305,126</u>	<u>19,109</u>	<u>43,764</u>	<u>6,521</u>	<u>374,520</u>	<u>283,135</u>

10 Expenditure on support costs

	2023	2022
	£	£
Depreciation	4,562	4,138
Repairs and maintenance	37,929	14,226
Rent and rates	3,844	3,189
Light & heat	36,474	30,366
Cleaning and hygiene	25,914	20,630
Administrative expenses	16,202	15,902
Insurance	14,374	10,681
Irrecoverable VAT	24,882	19,588
Audit, legal & professional	8,920	5,160
Other costs	5,896	5,772
	<u>178,997</u>	<u>129,652</u>
Allocated to:		
Charitable activities	<u>178,997</u>	<u>129,652</u>

Support costs have been allocated to activities on a relevant basis to reflect the use of the resources. Support costs include governance costs amounting to £5,740 (2022 - £5,485).

The amount charged to the SOFA in respect of auditor's remuneration was:

- statutory audit £5,740 (2022 - £5,485)
- other services £1,029 (2022 - £1,279)

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

11 Trustees

Except for the disclosures below, none of the trustees received any remuneration, benefits or reimbursements from the charity during the year, or in the previous year.

During the year, expenses were reimbursed to the following trustees:

Prof J Harding was reimbursed £665 (2022 - £1,192) for merchandise to be sold in the Kids Panto Bar;
Mr M Scott was reimbursed £1,931 (2022 - £1,334) for materials for plumbing repairs and stage lighting equipment;
Mr A Crooks was reimbursed £90 (2022 - £Nil) for stage lighting materials;
Mr J Middleton was reimbursed £91 (2022 - £91) for scripts, Facebook ads and licences;
Mr T Young was reimbursed £19 (2022 - £Nil) for materials for Sooty's Ceremony;
Ms F Harris was reimbursed £28 (2022 - £204) for cleaning materials for Front of House operations;
Mr R Hughes was reimbursed £21 (2022 - £Nil) for properties for LDS productions;
Mrs V Jones was reimbursed £767 (2022 - £1,192) for hospitality for the LTG conference and properties for LDS productions.

At the year-end, £Nil was owed to trustees (2022 - £857 was owed to 2 trustees).

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Management and administration	4	3
Youth theatre	2	-
	<u>6</u>	<u>3</u>
Employment costs	2023	2022
	£	£
Wages and salaries	124,591	102,980
Social security costs	3,171	1,207
Other pension costs	2,176	1,380
	<u>129,938</u>	<u>105,567</u>

There were no employees whose annual remuneration was £60,000 or more.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

13 Tangible fixed assets

	Freehold land & buildings £	Assets under construction £	Fixtures, fittings & equipment £	Total £
Cost				
At 1 August 2022	621,513	239,461	598,199	1,459,173
Additions	-	-	2,988	2,988
At 31 July 2023	621,513	239,461	601,187	1,462,161
Depreciation and impairment				
At 1 August 2022	311,031	-	503,293	814,324
Depreciation charged in the year	11,979	-	18,433	30,412
At 31 July 2023	323,010	-	521,726	844,736
Carrying amount				
At 31 July 2023	298,503	239,461	79,461	617,425
At 31 July 2022	310,482	239,461	94,906	644,849

Within freehold land and buildings, the cost is made up of land of £156,429 and buildings of £465,084.

14 Stocks	2023 £	2022 £
Bar	4,016	3,665
Front of house	391	621
Pantomime lights	140	-
	4,547	4,286

15 Debtors	2023 £	2022 £
Amounts falling due within one year:		
Trade debtors	2,596	400
Other debtors	-	1,694
Prepayments and accrued income	25,574	27,680
	28,170	29,774

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

16 Creditors: amounts falling due within one year

	Note	2023 £	2022 £
Other taxation and social security		5,711	4,927
Deferred income	17	160,773	100,027
Trade creditors		25,612	1,859
Accruals		20,641	18,483
		<u>212,737</u>	<u>125,296</u>

17 Deferred income

Deferred income included within note 16 above is as follows:

	2023 £	2022 £
Advance ticket sales	134,707	69,765
Membership subscriptions	3,543	3,047
Unrefunded cancelled tickets	14,922	14,922
Customer credits	2,800	8,643
Gift vouchers and order deposits	4,801	3,650
	<u>160,773</u>	<u>100,027</u>

18 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees.

The charge to the SOFA in respect of the defined contribution schemes was £2,176 (2022 - £1,380), all of this expense was unrestricted and all has been allocated as a direct cost. Expenditure has been allocated between funds and activities on a relevant basis to the nature of the underlying costs in proportion to resources used.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

19 Restricted funds

The funds of the charity include restricted funds held for specific purposes:

	Balance at 1 August 2022 £	Movement in funds			Balance at 31 July 2023 £
		Income £	Expenditure £	Transfers £	
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	61,372	6,954	-	-	68,326
Building fund - assets	43,471	-	-	-	43,471
LCC Business Development & Diversification grant	180	-	(74)	-	106
	<u>144,289</u>	<u>6,954</u>	<u>(74)</u>	<u>-</u>	<u>151,169</u>

	Balance at 1 August 2021 £	Movement in funds			Balance at 31 July 2022 £
		Income £	Expenditure £	Transfers £	
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	55,589	5,783	-	-	61,372
Building fund - assets	43,471	-	-	-	43,471
Arts Council recovery fund	28,967	-	(28,967)	-	-
LCC Business Development & Diversification grant	254	-	(74)	-	180
	<u>167,547</u>	<u>5,783</u>	<u>(29,041)</u>	<u>-</u>	<u>144,289</u>

Improvements for the benefit of the audience - this fund is represented by fixed assets, and relates to a disabled access and improvements to the box office and auditorium.

Building fund - this fund represents donations specifically given towards the costs of building projects. This is split between amounts held as cash and assets.

Arts Council recovery fund - this fund represents amounts received from the Arts Council to help cover the charity's running costs.

Leicester City Council Business Development & Diversification grant - this fund represents amounts received from Leicester City Council to develop or diversify our current operations and to enable safer working practices.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

20 Unrestricted funds

The unrestricted funds of the charity include general and designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 August 2022 £	Movement in funds			Balance at 31 July 2023 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	79,906	7,577	(4,650)	50,000	132,833
General funds	700,817	657,760	(556,246)	(50,000)	752,331
	<u>780,723</u>	<u>665,337</u>	<u>(560,896)</u>	<u>-</u>	<u>885,164</u>

	Balance at 1 August 2021 £	Movement in funds			Balance at 31 July 2022 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	76,554	3,142	(4,790)	5,000	79,906
General funds	655,645	435,191	(385,019)	(5,000)	700,817
	<u>732,199</u>	<u>438,333</u>	<u>(389,809)</u>	<u>-</u>	<u>780,723</u>

Building fund - this fund represents amounts set aside towards the costs of building projects.

During the year, the charity received a donation totalling £50,000 and as agreed by the Trustees this has been transferred to the designated building fund.

21 Building fund

The cumulative amount raised on the Building fund net of expenditure incurred increased to £244,630 (2022 - £184,749) of which £43,471 (2022 - £43,471) has been spent on planning, professional fees and archaeological investigations, leaving a balance carried forward to spend of £201,159 split between restricted and designated funds.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

22 Analysis of net assets between funds

	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2023	2023	2023	2023
	£	£	£	£
Fund balances at 31 July 2023 are represented by:				
Tangible assets	534,613	-	82,812	617,425
Current assets/(liabilities)	217,718	132,833	68,357	418,908
	<u>752,331</u>	<u>132,833</u>	<u>151,169</u>	<u>1,036,333</u>
	Unrestricted funds	designated	Restricted	Total
	general	2022	funds	2022
	2022	2022	2022	2022
	£	£	£	£
Fund balances at 31 July 2022 are represented by:				
Tangible assets	561,963	-	82,886	644,849
Current assets/(liabilities)	138,854	79,906	61,403	280,163
	<u>700,817</u>	<u>79,906</u>	<u>144,289</u>	<u>925,012</u>

23 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023	2022
	£	£
Within one year	1,727	1,727
Between two and five years	872	2,599
	<u>2,599</u>	<u>4,326</u>

Lease payments totalling £1,727 (2022: £2,267) have been recognised as an expense during the year.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2023

24 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2023 £	2022 £
Aggregate compensation	93,793	68,144

During the year, expenses were paid to 2 (2022 - 1) members of key management personnel, J Bale and G Muir, for costume expenses and general maintenance amounting to £2,298 (2022 - £1,701).

During the year, expenses were paid to MJ Harding Scott, the daughter of Mr M Scott and Prof J Harding, for youth theatre cover and printing of show photographs amounting to £235 (2022 - £Nil).

During the year, expenses were paid to D Towers, the husband of Mrs J Towers, for stage carpentry and set construction amounting to £3,780 (2022 - £Nil).

During the year, expenses were paid to A Crooks, the son of Mr A Crooks, for lighting materials amounting to £69 (2022 - £Nil). Additionally, he was paid £741 (2022 - £273) for assisting the crew with theatre productions.

25 Control relationship

The charity is under the joint control of the trustees.

26 Cash generated from operations

	2023 £	2022 £
Surplus for the year	111,321	25,266
Adjustments for:		
Investment income	(13,933)	(12,596)
(Gain)/loss on disposal of tangible fixed assets	-	1,020
Depreciation and impairment of tangible fixed assets	30,412	33,365
Movements in working capital:		
(Increase) in stocks	(261)	(1,734)
Decrease in debtors	1,604	1,873
Increase/(decrease) in creditors	87,441	19,715
Cash generated from operations	216,584	66,909

27 Analysis of changes in net funds

During the year the charitable company had no borrowings or obligations under finance leases. The changes in net funds of the charity therefore solely comprise of cash and cash equivalents.

LEICESTER DRAMA SOCIETY LIMITED

England & Wales - Charity number 214249

Accounts

Charity Registration No. 214249

Company Registration No. 00268828 (England and Wales)

THE LEICESTER DRAMA SOCIETY LIMITED

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 JULY 2022**

TUESDAY



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04/04/2023

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COMPANIES HOUSE

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr A Crooks (Chairman) Prof J Harding (Treasurer) Mrs V Jones Mr S Dickens Mr R Hughes Ms F Harris Mr M Scott Ms J Caunt Mr J Middleton Mr T Young	(Appointed 13 March 2022) (Appointed 13 March 2022) (Appointed 13 March 2022) (Appointed 13 March 2022)
Senior management	Mr G Muir Mr J Bale Ms C Young	
Secretary	Mr D Moore	(Appointed 27 March 2022)
Charity number	214249	
Company number	00268828	
Operating name	The Little Theatre	
Principal address	Dover Street Leicester LE1 6PW	
Registered office	Dover Street Leicester LE1 6PW	
Auditors	Newby Castleman LLP West Walk Building 110 Regent Road Leicester LE1 7LT	
Bankers	Yorkshire Bank Plc 29 Horsefair Street Leicester LE1 5BL	
	CCLA Investment Management COIF Charity Fund 80 Cheapside London EC2V 6DZ	

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Virgin Money
3 Eastgates
Leicester
LE1 5YA

Epworth Investment Management Limited
9 Bonhill Street
London
EC2A 4PE

Solicitors

Weightmans LLP
Waterloo House
71 Princess Road West
Leicester
LE1 6TR

THE LEICESTER DRAMA SOCIETY LIMITED

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THE LEICESTER DRAMA SOCIETY LIMITED

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 JULY 2022

It is with great pleasure that I present my report as Chair of the Leicester Drama Society (LDS) Board of Trustees for the year 2021 / 2022. We are continuing our recovery after the COVID pandemic closures, but this will be a steady climb rather than a 'quick fix'.

We have had a full season of plays, musicals and 'specials' which have covered all genres of performance. Our traditional Pantomime, 'Cinderella', was especially popular with our audiences, with an audience capacity of 94%. The company were very careful with COVID concerns and fortunately we didn't have to cancel any show. We received many compliments about the show, so I must thank the directors, cast and crew for their hard work.


Following a pause due to COVID, our Youth Theatre members staged a successful main house production of 'Pinocchio'.

We are grateful to the local musical societies, who we see as our extended family, for their productions, and we welcomed Last Word Productions for the first time. Earlier in 2022 we were approached by Soft Touch Arts to host a day of music and video workshops on July 15th ending in a stage performance for students, families and friends. This was a very successful day for all.

In January 2022, we formally celebrated the 100th birthday of LDS, having launched our Centenary Book, 'In Our Time', at a special evening attended by our patrons Richard Cadell and Sooty, and Sir Peter Soulsby, City Mayor. This book continued the story of LDS that began in John Graham's book, 'Before My Time', that covered the years 1922 to 1982 and which was published to celebrate 60 years of LDS. Also, during this special evening, we welcomed several former alumni of LDS including a new theatre patron, Andy Nyman.

I thank all our many volunteer members for their help in the many areas of the theatre, both on and off-stage; our audiences and all our supporters, many of whom have made much-needed donations on a one-off or a regular basis, or have joined our '200 Club'.

In conclusion I would like to offer sincere thanks to my colleagues on the Board of Trustees who have supported me in the day-to-day running of the theatre. Also, to our staff members – Graham Muir, Theatre Manager; Carolyn Young, Deputy Theatre Manager, John Bale, Head of Wardrobe; Rob Mullins, our Premises Officer.

DocuSigned by:

C92597CB95B8488.....

Mr A Crooks (Chairman)
Trustee

21-03-2023
Date:

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 JULY 2022

The Board of Trustees (the "Board"), who are directors of the charitable company, has pleasure in submitting its annual report and the audited financial statements for the year ended 31 July 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

The objectives and aims of The Leicester Drama Society (LDS) are to encourage the study and practice of drama for the people of Leicestershire and beyond and to promote and conduct theatre and musicals, touring shows and educate volunteers in acting and technical theatre skills. These objectives are set out formally in the governing document, which is its Memorandum and Articles of Association.

LDS aims to achieve its objectives by:

- presenting a broad range of productions;
- offering opportunities to a broad range of people to become involved in all aspects of theatre;
- providing facilities for amateur and professionals to present their productions, enabling people of all ages to work together in theatre and to produce shows.

LDS owns and operates The Little Theatre (the "Theatre") in Leicester city centre and it promotes productions and events using that name.

Activities

The Board has planned its activities for the year such that a programme of theatre is presented to appeal to a broad audience.

Particular regard is given to affordable ticket prices, access and audience development through a range of ticket schemes. Careful consideration is also given to the accessibility of the Theatre with free art exhibitions and, as part of the Connections new members' evenings, open days and backstage tours. Membership of the LDS is free in the first year of joining to encourage new members, and free acting and technical theatrical training are also available to members.

The LDS presents its own programme of shows, and also hires the Theatre to other musical and drama societies, who we like to call our extended family, as well as touring companies. LDS also develops theatre skills of young people through the LDS Youth Theatre.

The LDS seeks to develop new members' knowledge of theatres, encourage new audiences to see theatre and events, and deepen engagement through its actors' workshop and improvisation programme.

We also encourage creative theatre and LDS once again hosted heats of the All-England Drama Festival.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

A huge contribution as ever was made by the 375 current LDS member volunteers which enable the Society to deliver exciting theatre ranging from directing, acting, front-of-house to creative and technical support across all areas of the theatre throughout the year.

Public Benefit Statement

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives.

ACHIEVEMENTS AND PERFORMANCE

Productions (100th Season 2021-22)

We are proud to report on the centenary year for the Leicester Drama Society which, as it happened, was also the first full year after the COVID pandemic and in common with many other theatres attendance at the Little Theatre has been slowly building up as audiences gradually return.

As in previous years, our production year runs from September to early July with the closed season in July and August being used primarily to undertake routine maintenance of stage and lighting equipment.

LDS staged its own season of 11 plays plus a Pantomime and a Youth Theatre production in its 349-seat Main House as listed in Table 1.

Our thanks go to those volunteers who worked on the Productions operating team to plan these productions through the year who in addition to John Ghent as Productions Trustee included Russell Hughes, Laurence Jackson, Jenny Page, Marion Morley, Katie Waterfield and Doreen Woolley.

LDS also hired the Main House of the Little Theatre to our extended family of Musical Societies, with whom we have long-standing working relationships (see Table 2). We also hosted special events including fundraisers and touring productions as listed in Table 3.

As the following table shows in comparison with the last full year of productions before the pandemic, average capacity reached was just 48% compared with 78% in 2018-19. Excluding panto and studio shows, productions of plays seemed to be particularly impacted with lower audience numbers as compared with those achieved by a number of the musicals staged by some of the local societies in the extended family of LDS and Special shows from Touring Productions.

Table 1: Main House Productions: 100th Season (2021-22)					
Opening Night	Production	Author(s)	Performances	Attendance	Audience %
27 Sep 21	Blue Stockings	Jessica Swale	7	855	35%
18 Oct 21	My Mother Said I Never Should	Charlotte Keatley	7	643	26%
8 Nov 21	Private Lives	Noel Coward	7	1,059	43%
10 Dec 21	Cinderella	John Bale	24	7,905	94%
17 Jan 22	Constellations	Nick Payne	7	646	26%
31 Jan 22	Handbagged	Moira Buffini	7	814	33%
21 Feb 22	A Bunch of Amateurs	Andy Cadiff	7	1,147	47%
14 Mar 22	Up 'n' Under	John Godber	7	861	35%

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

1 Apr 22	Pinocchio (LDS Youth Theatre)	Dennis Kelly	3	391	37%
25 Apr 22	Dead Guilty	Richard Harris	7	779	32%
16 May 22	Rabbit Hole	David Lindsay- Abaire	7	487	20%
6 Jun 22	A Comedy of Tenors	Ken Ludwig	7	996	41%
27 Jun 22	Scheherazade's Arabian Nights	Jeremy Thompson & Jane Rowland	7	658	27%
		TOTAL	104	17,241	48%
	2018-19 (pre- COVID)	TOTAL	110	30,043	78%

Haywood Studio

Due to recovery from the Covid-19 pandemic it was decided not to stage any performances in the Haywood Studio during 2021-22.

Friends of LDS: Visiting Drama Societies & Fundraisers

LDS highly values its friends in other local amateur drama and operatic societies and production companies, who are supported by our technical staff to make use of our theatre and extend the range and scope of productions the Little Theatre can offer Leicester audiences.

Opening Night	Production	Company	Performances	Tickets Sold	Audience %
4 Oct 21	Six Feet Away	IDOLS	7	472	19%
16 Nov 21	Made in Dagenham	KPAOS	6	1,494	71%
10 Apr 22	One Act Play Festival	Various	2	95	14%
24 May 22	Sister Act	WAOS	6	1,827	87%
14 Jun 22	Calendar Girls	KW Productions	6	1,824	87%
		TOTAL	27	5,712	61%

Special Events and Touring Productions

The following short-run special events and touring productions were held in the main house of the "Little" during the year.

Date	Production	Performances	Tickets Sold	Audience %
28 Oct 21	Carpenters Experience	2	618	89%
6 Feb 22	ABBA Sensation	1	291	83%
8 Feb 22	Round The Horne	1	220	63%
11 Feb 22	LGS Big Band	1	177	51%
4 Mar 22	Salad Days	3	293	28%
2 May 22	Ceri Dupree: Blonde for Danger	3	449	43%
5 May 22	Jersey Beats: Oh, What a Nite!	2	649	93%

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

7 May 22	John Shuttleworth	2	229	33%
15 Jul 22	Symphonise	1	187	53%
TOTAL		16	3,113	56%

Origin of Production	Performances (18/19 in brackets)	Seats Sold
LDS Main House Productions	104 (110)	17,241
LDS Studio Productions	0 (12)	0
Friends of LDS: Visiting Drama Society & Fundraisers	27 (38)	5,712
Special Events, and Touring Productions	16 (27)	3,113
TOTAL	147 (187)	26,066

Youth Theatre

The Society's Youth Theatre groups for both Seniors (12-18) and Juniors (8-11) re-opened after the COVID lockdowns in September 2021. They continue to meet on Saturday mornings during school term time, workshopping and working on key acting skills.

In the Spring 2021 term the Senior group worked towards a production of Pinocchio which played in the main house for three performances. The Juniors worked on a showcase performance for parents and friends. The Youth Theatre continued to offer in depth training to young performers that developed their skills and imaginations. Youth Theatre members are also encouraged to audition for children's parts in the Society's other productions, and many have registered interest in auditioning for our forthcoming production of The Railway Children: A Musical scheduled for Easter in 2023.

Our many operating teams and their volunteers

We wish to extend a huge thank you to our many volunteers who have seen us through the difficult COVID period and taken on many additional roles after the lockdowns to keep our theatre running. Whilst those directly involved in productions are regularly credited in show programmes, we detail below those who work behind the scenes that many of our audiences are unaware of, but who are just as vital to the continuing success of our LDS and the Little Theatre. This section highlights the important work that they do in keeping the Theatre running and supporting our building, shows and our audiences.

Facilities

As the theatre returned to offering performances to the public, we needed to restart a whole range of activities to maintain our equipment and infrastructure. Over the period of lockdown, many of our routine maintenance contracts were cancelled and equipment therefore needed further maintenance. Most notably, the main auditorium heating and ventilation took many months to restore to working condition. Maintaining a proper flow of fresh air into the auditorium whilst ensuring a comfortable temperature are a pair of challenges not easily met by the antiquated equipment in our theatre which was built under regulations that required no insulation. Since re-opening, we have built and installed systems to measure the freshness of air in our auditorium and this has led us to the decision to require the ventilation system to always be on when there is an audience in the auditorium.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

In March 2022 we re-established a Facilities Team that meets every two weeks and organises our schedule of work and spending priorities. Team members undertake the unending tasks of maintenance on emergency lighting, toilets, alarms, security systems, telephone systems, CCTV, electrical systems and a massive quantity of lifting equipment, together with our IT infrastructure. With our smaller audiences and hence much lower income we are undertaking as much of the maintenance as we can legally do ourselves. This is a big change from the previous system of just calling in tradespeople and specialists. As ever, we are grateful to Rob Mullins, as Caretaker, for undertaking a huge number of daily maintenance tasks that keep our building ready for the public. Rob also undertakes much of our annual re-decoration.

Our thanks go to those volunteers who worked on the Facilities operating team through the year who in addition to Martin Scott as Facilities Trustee included Ian Connor, Simon Entwistle, Owen Lee and Tim Neville.

Front of House

We are pleased to report that it has been a very rewarding year for the Front-of-House team. Having overcome the challenges to reopen after the pandemic we seem to have settled into an efficient operational routine in working with our audiences. Some older volunteers have retired, but we have taken on several new ones who have fitted in remarkably well and in some cases really boosted the way the team works. Most volunteer interest in Front-of-House roles come from the Tuesday Connections meetings held before each play.

We now have our Spektrix box office booking system live at reception and this is proving very productive in pre-performance ticket sales 'on the door'. The new system of collecting the glasses left in the auditorium after performances using plastic bins is so successful that we had to ask for more boxes.

We actively promote forthcoming shows with the brochure as patrons leave at the end of each performance show and the many exuberant compliments passed to the director are recorded as great feedback.

Our thanks go to the 44 volunteers who worked on the Front-of-House operating team through the year who in addition to Frances Harris as Front-of-House Trustee were:

Sarah Allan	Lance Huggett	Hilary Sanders
Rose Askham	Teresa Jones	Isabelle Sharman
Lynne Audley	June Kennell	Dana Simons
Mike Batho	Trish Kenyon	Ian Simons
Jo Cain	Alison Levy	Helen Skemp
Jackie Caunt	Nick McDonald	Elizabeth Spendlove
Geri Cawrey	Sue Morrell	Mary Sturgess
Hilary Cooper	Helen Musson	David Taylor
Sam Cooper	Robert Parry	Pat Thompson
Barbara Corker	Divya Patel	Kay Thompson
Kerry Cubin	Grace Philips	Maureen Vince
Hazel Curtis	Jeanette Robinson	Helena West
Linda Goode	Janet Robinson	Val Westbrook
Michelle Halloran	Peter Robinson	Kathy Williamson
Teresa Heaps		

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

Our thanks also go to the 52 volunteers who served our audiences behind the Bar through the year who were:

Paul Beasley	Hector Julio Castro	Sunita Patel
Nadine Beasley	Liz Kavanagh Knott	Divya Patel
Patsy Butler	Josh Knott	Richard Payton
Becca Cross-Collins	Paul Large	Grace Phillips
Carolos Dandolo	Kat Lenthall	Tom Preston
Aiden Davis	Ali Levy	Martin Scott
Rachel Draper	Calum Lucas	Beulah Sell
Lisa Foster	Brian Marshall	Helen Skemp
Alan Freckingham	Louis Martin	Izzy Skemp
Diani Gatenby-Davies	Samantha Meacham Roberts	Caitlin Strommen
Austen Graham	Joe Middleton	Mary Sturgess
Jenny Harding	Olivia Morrisey	Luke Taylor
Mary Jayne Harding Scott	Charles Moss	Ella Thomson
Tim Hogarth-Jones	Charlene Munday	Val Westbrook
Darianne Hoyen-Chung	Patas Mushtaq	Isaac White
Ken Huggett	Trisha Parker	Sian Williams
Nina Hyamson	Bob Parry	
Teresa Jones	Chet Patel	

Costume Hire

The Costume Hire Department, located in premises owned by the Society in Albion Street closed to the public on 17th March 2020 and has remained closed since. Despite this closure, to his credit, the Head of Costumes, John Bale, has managed to earn LDS some £4,400 in costume hire fees.

Marketing

Communicating with the membership and wider public has been a major aim of our marketing this year. The use of our theatre website (www.thelittletheatre.co.uk) and social media has increased in order to achieve this, along with ensuring that the membership newsletter Scene was produced regularly and on time and contained as much interesting information as possible. In addition, we regularly send a monthly email newsletter to some 18,000 recipients, being anyone who has previously purchased a ticket and has consented to receive emails containing news about forthcoming shows. We also use a distributor to circulate 10,000 copies of each season's brochure to a variety of shops, restaurants and other venues and post 5,000 copies of our brochures to audience members who have consented and created an account with us in the last five years.

The content on our front-of-house video screens has been upgraded to provide more information, with current show photographs for LDS plays kindly taken during a dress rehearsal by Mary Jayne Harding Scott, and information about forthcoming shows. Photographs are also displayed in the upper foyer during the run of that production.

We also ensure an independent review of each show staged by the LDS is published on the day after the first performance. The aim of the review is to make people aware of the show, and also to provide those involved in a production – cast and crew – with valuable feedback.

Our thanks go to Jeremy Thompson who led our marketing effort during the year.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

Box Office

Led by Carolyn Young, our Deputy Theatre Manager, we thank the following volunteers who ensured our customers were supported in booking tickets for our productions and shows (in the 2021-22 season) as follows:

Richard Awdry	Karen Gorden	Sue Morrell
Jackie Caunt	Bill Hinds	Jeanette Robertson
Fatima Deria	Mary Jones	Rodney Spokes
Rachel Draper	Teresa Jones	Pat Thompson

Membership

We have reinstated the Tuesday Connections evenings in the week before each LDS production to welcome those interested in learning about the Theatre and to encourage people to consider joining as members. Thanks go to the Membership Committee and in particular to Mr Richard Payton for his dedicated efforts at Tuesday Connections to welcome and tour visitors around the Theatre and encourage them to volunteer for a range of roles.

Free first year of membership has enabled us this year to grow the membership from 260 members at the start of the year to 375 members at 31 July 2022. The net growth of 115 members amounted to a very encouraging 44% growth year-on-year and was made up of 144 new members and 29 not renewing their membership.

We are very encouraged by this growth in those who wish to volunteer to support our Theatre as it recovers from the COVID pandemic.

Our thanks go to those volunteers who worked on the Membership operating team through the year who in addition to Jackie Caunt as Membership Trustee included Teresa Jones, Ali Levy, David Taylor, Richard Payton and Val Westbrook.

Backstage Co-ordination

The backstage co-ordination team has responsibility for the stage, props, lighting and sound personnel for each fit-up, rehearsal and performance in the main house and the Haywood Studio, although there were no performances here during this period due to COVID considerations, as well as for on-going training and maintenance work.

Our thanks go to those volunteers who worked on the Backstage Coordination operating team through the year who in addition to Andy Crooks as Technical Trustee included Tom Brooks, Simon Dickens, Tim Neville, Neil Reece and Doug Simpson.

A full season of a variety of plays, musicals and 'specials' began in Autumn 2021. Some of these productions involved daytime support, which can be particularly challenging to provide for volunteers. We welcomed some of our 'extended family' of musical and drama societies and groups: IDOLS, WAOS and KPAOS alongside touring shows featuring the music of ABBA, The Jersey Beats and The Carpenters to name just a few. We also hosted the Leicester Grammar School Big Band and Leicestershire & Rutland heat of the All England One Act Play Festival.

We were particularly pleased to see the return of our Panto, which gives a great opportunity for newer members to be part of a much larger backstage crew. Our audiences were clearly pleased to 'be back' and the performances almost sold out, a great credit to directors, cast and crew.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

Archiving

The history of LDS productions and the Theatre are very important to our members and is captured in programmes, volunteer cast and crew information and many stage and backstage photos. Many can be seen in our recent 100-year anniversary book *In Our Time*. We continue to be very grateful to those volunteers that manage our archives which include the late Jim O'Donoghue, who sadly passed away this year, Alan Freckingham, Mavis Roper, Lisa Thirlby and Rob Thirlby.

IT Matters

During the year, we have continued to maintain our IT systems ensuring we are complying with best practice. This has included updating IT policies and procedures. We have also overhauled our CCTV systems to ensure better management and security of the Theatre premises. We wish to acknowledge the contribution made by Tim Neville in providing support and advice on our IT systems throughout the year.

FINANCIAL REVIEW

The results for the year ended 31 July 2022 are shown in the Statement of Financial Activities on page 19. This, together with the balance sheet on pages 20 – 21 should be read in conjunction with the related notes in accordance with the Charities SORP 2019 (FRS 102).

Total income for the year amounted to £444,116 (2021 - £341,775). The principal funding source was box office income. Total expenditure for the year amounted to £418,850 (2021 - £180,313). A breakdown of expenditure is set out in notes to the financial statements.

There was a surplus on general funds for the year totalling £45,172, a surplus on designated funds totalling £3,352 and a deficit on restricted funds totalling £23,258. This has resulted in a total increase in funds for the year of £25,266. The funds for the charity at the year-end totalled £925,012 which comprise general funds of £700,817, designated funds of £79,906 and restricted funds of £144,289.

The trustees have prepared forecasts for the period ended 31 July 2023 which incorporate the above measures. Based on these forecasts, the trustees are of the opinion that the charity will continue operating for at least 12 months from the date of approval of these financial statements.

On this basis, the trustees consider it appropriate to prepare the financial statements on the going concern basis.

Reserves

As is the policy, shows are chosen to maintain a level of box office income sufficient, with profits from ancillary activities, to cover running costs and maintain the infrastructure of the premises. Any surplus is used to finance improvements or build reserves. Cash reserves are kept at a prudent level for unplanned contingencies.

It is the long-term policy of the board of trustees to maintain free reserves (unrestricted funds less tangible fixed assets less amounts held in designated funds) at approximately £90,000 to cover salaries and core operational costs based on a 3-month period. At 31 July 2022, unrestricted reserves excluding fixed assets and amounts held in designated funds, which are freely available for the charity to use, totalled £138,854 (2021 - £60,744). The charity's reserves increased in this period due to tight cost

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

management. The additional reserves are intended to be used as a contingency for future capital maintenance costs.

COVID-19

The closure of the theatre to the public in March 2020 had a significant impact on the charity.

The charity has and will continue to monitor the situation and take action as appropriate to try and mitigate the impact of this closure. Grants totalling £4,000 have been recognised during the financial year as part of the economic response to the pandemic. During the year, the charity repaid the Bounce Back Loan taken out in the prior year. These measures and the ongoing support of the public has allowed the charity to continue operating.

Investment Powers and Policy

The Society continues to invest in interest bearing accounts with the aim of maximising interest earned balanced against investment risk. Accounts are currently held in low-risk funds with the CCLA COIF Charities Investment Fund and the Charity Aid Foundation.

Principal Risks and Uncertainties

The Trustees have identified and reviewed the major risks to which the society is exposed and documented these in a comprehensive risk register. The Trustees have adopted the risk register as part of their risk management strategy and have established systems and procedures to mitigate the risks identified in the risk register.

The COVID pandemic is still considered to be a principal risk to the charity because the general public continues to remain cautious in attending indoor events due to the prevalence of the virus.

The Trustees are mindful of their duty of care towards the Society's employees and its many volunteer members. The Society has in place Sickness Absence, Equal Opportunities, Harassment / Bullying, Health & Safety, Retirement, Whistleblowing, Data Protection and Working Alone Policies. It also has Capability, Grievance and Disciplinary Procedures, Disciplinary Rules and Policy Statements on the Recruitment of Ex-Offenders and on the Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information.

As part of the Society's commitment to safeguard and promote the welfare of children, young people and vulnerable adults involved in its activities, it has in place a Child Protection Policy and a Policy on the Protection of Vulnerable Adults. The Trustees have also issued Guidelines on Appropriate Contact and Instructions on Managing Behaviour and Acceptable Restraint. Disclosure and Barring Service checks are required for those who work with children on the Society's behalf.

The Society's policies and procedures together with the Terms and Conditions of Employment are reviewed annually by the Trustees to ensure that the provisions of them continue to meet the Society's legal obligations and reflect best practice.

The Society is a member of the Little Theatre Guild of Great Britain which provides advice, training opportunities for members, and national and local contacts within the entertainment industry.

The Society takes advice from Legal and Professional external bodies when appropriate.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

PLANS FOR THE FUTURE

LDS has a full range of activities and its artistic programme together with productions from its extended family of local operatic societies and special events for 2022-23 has already been published and audiences are booking these already. We are continuing to work on increasing audience numbers back to pre-Covid levels. LDS will also continue with its capital maintenance and development programme and continue to seek funding to enable delivery.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Society is a leading amateur drama organisation. It is a company limited by guarantee and a registered charity. It was founded in 1922 and incorporated in September 1932. It is governed by its Memorandum and Articles of Association.

The Board & Senior Management

The Board is the unpaid governing body of the Society. It ensures that the Society's work remains of the highest quality, and that it is managed efficiently and cost-effectively. Board members are both directors of the company and charity trustees and under company and charity law are responsible for policy, administration and general control. The Board delegates the day-to-day management of the Society to Operating Teams and staff which included:

Mr Graham Muir, Theatre Manager
 Ms Carolyn Young, Deputy Theatre Manager
 Mr John Bale, Head of Wardrobe

During the year, the Board met 11 times to ensure they were maintaining effective control over strategic, financial, organisational and compliance issues.

Board Membership

Trustees serve an initial term of three years. They may be re-elected for a second term of up to three years. Nominations for such of the roles as are due for election are sought prior to each Annual General Meeting (AGM). An election takes place at the AGM.

Anyone can become a member of the Society and acquire the right to vote at AGMs. Details relating to membership are set out in the Byelaws. The liability of the members is limited to a guarantee of an amount not exceeding £1 per member in the event of an insolvent winding-up of the Society.

Trustees who served during the year are listed in Table 5.

Table 5: Trustees			Retires
Honorary Secretary	Mrs M Jones		2025
Honorary Treasurer	Mr C Moss	(resigned 30 th January 2022)	
Honorary Treasurer	Prof J Harding	(elected 13 th March 2022)	2025
Trustee for Productions	Mr J Ghent	(retired 13 th March 2022)	
Trustee for Productions	Mr J Middleton	(elected 13 th March 2022)	2025
Trustee for Marketing	Mr J Thompson	(resigned 31 st July 2022)	

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

Trustee for Facilities	Mr M Scott	(elected 13 th March 2022)	2025
Trustee for Membership	Ms J Caunt	(elected 13 th March 2022)	2025
Technical Trustee and Chairman	Mr A Crooks		2023
Trustee without specific responsibility	Mr S Dickens	(re-elected 13 th March 2022)	2025
Trustee for Outreach (co-opted also as Trustee for Marketing on 31 st July 2022)	Mr T Young	(elected 13 th March 2022)	2025
Trustee for Front-of-House	Ms F Harris	(elected 15 th March 2020)	2023
Trustee with responsibility for Studio	Mr R Hughes	(elected 15 th March 2020)	2023
Trustee and Company Secretary	Mr R Thirlby	(resigned 13 th March 2022)	

All new Trustees have access (via MS Teams and the Website) to the Society's Trustee Handbook comprising the Memorandum and Articles of Association and other key documents. There is a formal 'Roles of the Trustees and Operating Teams' document that sets out what the Society itself expects of Trustees. Trustees are currently drawn only from the membership. As such they will be familiar with the Society and are likely to have been involved with the Society for many years. The Board encourages Trustees to familiarise themselves with aspects of the organisation that they may not know so well, in particular the roles of the permanent staff.

In their meetings, the Trustees were assisted by a Company Secretary. An appointment to the post of Company Secretary is made annually by the Trustees. Mr D Moore was appointed to this role on 27th March 2022. The Company Secretary is a member of the Society but is not a company director or charity trustee.

Operating Teams

The Board concerns itself with longer term strategic issues and the Operating Teams with day-to-day operational issues within policies and resources determined by the Board.

The Operating Teams have the following broad objectives.

- **Productions:** this team is responsible for furthering the artistic reputation of the Society by planning and implementing a programme of plays and ensuring their efficient and effective management.
- **Facilities:** this team is responsible for the day-to-day operation of the Theatre as a public venue.
- **Marketing:** this team is responsible for the promotion of the Theatre's programme of plays and shows and the promotion of the Society in the wider community.
- **Membership:** this team is responsible for the recruitment and retention of the Society's members and for encouraging participation in the Theatre.
- **Backstage Co-ordination:** this team is responsible for co-ordinating the staffing of shows and planning of closed-season work.

The Trustees review teams' objectives and budgets annually.

Operating Team Membership

Members of the Operating Teams are subject to proposal and election by the members following the AGM. Operating team members are elected to serve for a two-year term with effect from 1 August in the year they are elected, except for members of the backstage co-ordination Team who are all elected

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

annually. Members may be co-opted on to each team as needed. All Operating team members may stand for a second term.

Employees and Volunteers

Table 6(a) shows the employees in post at the start of the financial year.

Table 6(a): Employees & Casual Workers – at the start of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Total	2	1	2

Table 6(b): Employees & Casual Workers – at the end of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager (Graham Muir)	1		
Deputy Theatre Manager (Carolyn Young)	1		
Caretaker / Handyman (Robert Mullins)		1	
Production Staff			
Costume Designer & Head of Wardrobe (John Bale)	1		
Total	3	1	3.6

Freelance staff

Table 7: Freelance staff
Kevin Jenkins (Scenic Designer)
Lynsey Reilly (Scenic Artist)
Jon Brookes (Stage Carpenter)
Paige Bradshaw
Paul Phillips
Georgina Venning
Annabelle Moulder
Dave Towers
Matt Sykes-Hooban
Paul Batten

The Society also needs the hard work, enthusiasm and dedication of a large number of members if it is to continue to thrive. The Society's Main House productions commonly involve over 90 members of the

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

Society. These include director, cast, stage crew, prompters, wardrobe, lighting crew, sound crew, wardrobe, front of house, bar and box office staff. Society members also support studio productions, special events and fundraisers.

Society members are also busy with a wide variety of tasks which help with the management and organisation of a busy venue and with recruiting, retaining training and encouraging new members of the Society. The Society has about 375 members, and many contribute to the work of two or three of the Theatre's 'departments', during daytime or evenings.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of The Leicester Drama Society Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 these 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 2019 (FRS 102);
- 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 charitable company will continue in operation.

The trustees are responsible for keeping adequate 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution for the reappointment of Newby Castleman LLP as auditors of the company will be proposed at the forthcoming Annual General Meeting.

Funds held as custodian trustee

The charity and its trustees are not acting as custodian trustees.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

DocuSigned by:
Andy Crooks
C92597CB95B8488.....
Mr A Crooks (Chairman)
Trustee

On behalf of the Board of Trustees

DocuSigned by:
Jennifer Anne Harding
7BC8E41AFE954A0.....
Prof J Harding (Treasurer)
Trustee

21-03-2023
Date:

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

Opinion

We have audited the financial statements of The Leicester Drama Society Limited (the 'charitable company') for the year ended 31 July 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' 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.

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

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
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; 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 page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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

We have been appointed as auditor under section 145 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 extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. However, responsibility for the prevention and detection of fraud ultimately rests with both those charged with governance and management of the charitable company.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company by considering the nature of the industry in which the charitable company operates and enquiring of management; and
- identifying the key laws and regulations considered to have a direct impact on the financial statements including the UK Companies Act 2006, UK Charities Act 2011, UK Generally Accepted Accounting Practice and UK tax legislation. Other regulations identified which were not considered to have a direct impact on the financial statements but which were considered central to the ability of the charitable company to operate were the Licensing Act 2003; and

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

- assessing how the charitable company is complying with the applicable legal and regulatory framework by making further enquiries of management and observing the charitable company's control environment regarding compliance with regulations and fraud prevention; and
- assessing the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, by considering the effectiveness of the charitable company's accounting systems and controls and how these were monitored by management. Where the risk of material misstatement was considered to be higher in certain areas, further audit procedures were designed to address this increased risk; and
- discussing amongst the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

Audit response to risks of irregularities identified

Our procedures to respond to risks identified included the following:

- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- enquiry of charitable company staff responsible for compliance to identify any instances of non-compliance with laws and regulations; and
- enquiry of management, those charged with governance and other relevant parties around actual and potential litigation claims; and
- reviewing supporting documentation regarding actual and potential litigation claims; and
- reviewing minutes of meetings of those charged with governance; and
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- communicating identified laws and regulations and potential fraud risks to all engagement team members and assessing whether there are 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 FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Newby Castleman LLP
Chartered Accountants
Statutory Auditor
West Walk Building
110 Regent Road
Leicester
LE1 7LT

22 March 2023

Newby Castleman LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

THE LEICESTER DRAMA SOCIETY LIMITED

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

	Notes	Unrestricted funds general £	designated £	Restricted funds £	Total 2022 £	Total 2021 £
Income from						
Donations and legacies	3	25,975	1,500	5,783	33,258	309,151
Charitable activities	4	383,681	1,642	-	385,323	20,619
Other trading activities	5	12,939	-	-	12,939	4,105
Investments	6	12,596	-	-	12,596	7,900
Total		435,191	3,142	5,783	444,116	341,775
Expenditure on						
Raising funds	7	1,273	4,790	-	6,063	1,425
Charitable activities	8	383,746	-	29,041	412,787	178,888
Total		385,019	4,790	29,041	418,850	180,313
Net income/(expenditure)		50,172	(1,648)	(23,258)	25,266	161,462
Transfers between funds	22	(5,000)	5,000	-	-	-
Net movement in funds		45,172	3,352	(23,258)	25,266	161,462
Reconciliation of funds						
Total funds brought forward		655,645	76,554	167,547	899,746	738,284
Total funds carried forward		700,817	79,906	144,289	925,012	899,746

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

All income and expenditure derive from continuing activities.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET

AS AT 31 JULY 2022

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	13		644,849		677,861
Current assets					
Stocks	14	4,286		2,552	
Debtors	15	29,774		31,647	
Cash at bank and in hand		371,399		343,267	
			405,459		377,466
Liabilities					
Creditors: amounts falling due within one year	16	(125,296)		(113,914)	
Net current assets			280,163		263,552
Total assets less current liabilities			925,012		941,413
Creditors: amounts falling due after more than one year	17		-		(41,667)
Net assets			925,012		899,746
Total funds of the charity					
Restricted funds	21		144,289		167,547
Unrestricted designated funds	22		79,906		76,554
Unrestricted general funds	22		700,817		655,645
Total charity funds			925,012		899,746

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

For the year ending 31 July 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question with accordance with section 476.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 JULY 2022

21-03-2023

The financial statements were approved and authorised for issue by the board of trustees on and are signed on its behalf by:

DocuSigned by:
Andy Crooks
C92597CB95B9488:.....
Mr A Crooks (Chairman)
Trustee

DocuSigned by:
Jennifer Anne Harding
7BC6E41AFE994A0:.....
Prof J Harding (Treasurer)
Trustee

Company Registration No. 00268828

The notes on pages 23 - 37 form part of these financial statements.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 JULY 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from operations	28		66,909		66,297
Investing activities					
Purchase of tangible fixed assets		(1,373)		(63,844)	
Investment income received		12,596		7,900	
Net cash generated from/(used in) investing activities			11,223		(55,944)
Financing activities					
Proceeds of new bank loans		-		50,000	
Repayment of bank loans		(50,000)		-	
Net cash (used in)/generated from financing activities			(50,000)		50,000
Net increase in cash and cash equivalents			28,132		60,353
Cash and cash equivalents at beginning of year			343,267		282,914
Cash and cash equivalents at end of year			371,399		343,267

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2022

1 Accounting policies

Charity information

The Leicester Drama Society Limited is a private company limited by guarantee incorporated in England and Wales. The address of the registered office and place of business is given in the legal and administrative information page of these financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.1 Basis of preparation

The charity is a public benefit entity as defined by FRS102. These financial statements have been prepared in accordance with: The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland ("FRS 102"), Accounting and Reporting by Charities: the Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

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

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity that the trustees have decided at their discretion to set aside for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income recognition

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

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

Government grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured with reliability. If entitlement is not met, then the amounts are deferred.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

1 Accounting policies

(Continued)

Income from charitable activities comprises box office performance income, front of house income, bar sales, costume hire and youth theatre subscriptions. Income from performances is recognised in the period in which the relevant performance takes place. Income is deferred when ticket sales are received in advance of the performance of events to which they relate. Income from subscriptions is recognised over the period which it relates. Otherwise income is recognised at the point of sale.

Income from trading activities includes income earned from membership subscriptions and sponsorships. Income from subscriptions is recognised to the extent that this relates to the current period, with the remainder being deferred.

Investment income is earned through holding assets for investment purposes. It comprises car park rental income and interest receivable which are recognised on an accruals basis.

1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. 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. It is recognised under the following headings:

- Costs of raising funds includes costs incurred in seeking donations, legacies, grants and fundraising.
- Expenditure on charitable activities notably includes costs to further the delivery of the objectives of the charity.

Irrecoverable VAT is charged to support costs (note 10).

1.6 Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and costs of raising funds and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Support costs are allocated to charitable activities on a basis consistent with use of the resources.

The analysis of these costs is included in note 10.

1.7 Tangible fixed assets

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

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

Freehold land & buildings	Over 6 & 10 years on cost
Fixtures, fittings & equipment	Over 4 & 10 years on cost

Freehold land, payments on account and assets in the course of construction are not depreciated.

Apart from certain integral features, no depreciation is provided on freehold land and buildings because the trustees consider the residual value to be higher than the carrying amount.

THE LEICESTER DRAMA SOCIETY LIMITED

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

1 Accounting policies

(Continued)

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount in order to determine the extent of the impairment loss (if any). Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the Statement of Financial Activities ("SOFA") unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell. Stock comprises bar and front of house stock and pantomime lighting.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

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

Debtors and creditors with no stated interest rate and receivable or payable within one year are measured at transaction price. Any losses arising from impairment are recognised in the SOFA.

1.12 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.15 Taxation

The Leicester Drama Society Limited is a registered charity and no taxation provision is required as its income from charitable activities falls within the various exemptions available to registered charities.

THE LEICESTER DRAMA SOCIETY LIMITED

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

2 Critical accounting estimates and judgements

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

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

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Useful economic lives of freehold land and buildings

The annual depreciation charge for freehold land and buildings is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates.

Allocation of support costs

The allocation of support costs is sensitive to changes in the level of work undertaken on each activity by the charity. The allocation is reassessed annually and amended when necessary to reflect current estimates.

3 Income from donations and legacies

	Unrestricted general funds 2022 £	Unrestricted designated funds 2022 £	Restricted funds 2022 £	Total 2022 £
Donations including gift aid	16,975	1,500	5,783	24,258
Legacies receivable	5,000	-	-	5,000
Grant income	4,000	-	-	4,000
	<u>25,975</u>	<u>1,500</u>	<u>5,783</u>	<u>33,258</u>

	Unrestricted general funds 2021 £	Unrestricted designated funds 2021 £	Restricted funds 2021 £	Total 2021 £
Donations including gift aid	35,562	6,420	1,644	43,626
Grant income	34,158	-	231,367	265,525
	<u>69,720</u>	<u>6,420</u>	<u>233,011</u>	<u>309,151</u>

THE LEICESTER DRAMA SOCIETY LIMITED

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

4 Income from charitable activities

	Unrestricted general funds 2022 £	Unrestricted designated funds 2022 £	Total 2022 £	Unrestricted general funds 2021 £	Total 2021 £
Box office LDS shows	246,507	-	246,507	11,828	11,828
Box office special shows & Comedy Festival	23,677	1,642	25,319	1,543	1,543
Front of house	31,741	-	31,741	3,229	3,229
Bar	51,735	-	51,735	3,268	3,268
Lettings and costume hire	30,021	-	30,021	751	751
	<u>383,681</u>	<u>1,642</u>	<u>385,323</u>	<u>20,619</u>	<u>20,619</u>

5 Income from other trading activities

	Unrestricted general funds 2022 £	Total 2022 £	Unrestricted general funds 2021 £	Total 2021 £
Membership income	<u>12,939</u>	<u>12,939</u>	<u>4,105</u>	<u>4,105</u>

6 Income from investments

	Unrestricted general funds 2022 £	Total 2022 £	Unrestricted general funds 2021 £	Total 2021 £
Car park and rental income	12,027	12,027	7,869	7,869
Interest receivable	569	569	31	31
	<u>12,596</u>	<u>12,596</u>	<u>7,900</u>	<u>7,900</u>

THE LEICESTER DRAMA SOCIETY LIMITED

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

7 Expenditure on raising funds

	Unrestricted general funds 2022 £	Unrestricted designated funds 2022 £	Total 2022 £	Unrestricted general funds 2021 £	Unrestricted designated funds 2021 £	Total 2021 £
Membership schemes	1,273	-	1,273	315	-	315
Fundraising expenditure	-	4,790	4,790	-	1,110	1,110
	<u>1,273</u>	<u>4,790</u>	<u>6,063</u>	<u>315</u>	<u>1,110</u>	<u>1,425</u>

8 Expenditure on charitable activities

	Activities undertaken directly Note 9 £	Support Costs Note 10 £	Total 2022 £	Total 2021 £
Production	241,051	92,361	333,412	144,528
Front of house	11,759	10,822	22,581	13,189
Bar	27,438	16,234	43,672	18,030
Lettings and costume hire	2,887	10,235	13,122	3,141
	<u>283,135</u>	<u>129,652</u>	<u>412,787</u>	<u>178,888</u>
Unrestricted general funds			383,746	55,532
Restricted funds			29,041	123,356
			<u>412,787</u>	<u>178,888</u>

THE LEICESTER DRAMA SOCIETY LIMITED

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

9 Expenditure on activities undertaken directly

	Production	Front of house	Bar	Lettings and costume hire	Total 2022	Total 2021
	£	£	£	£	£	£
Staff costs	102,680	-	-	2,887	105,567	31,943
Depreciation	29,227	-	-	-	29,227	19,294
Box office admin	18,865	-	-	-	18,865	11,259
Direct production costs	65,615	-	-	-	65,615	13,419
Special show artistes	2,575	-	-	-	2,575	260
Marketing of shows	22,089	-	-	-	22,089	2,946
Front of house supplies	-	11,759	-	-	11,759	280
Bar supplies	-	-	27,438	-	27,438	4,964
Costume hire costs	-	-	-	-	-	141
	<u>241,051</u>	<u>11,759</u>	<u>27,438</u>	<u>2,887</u>	<u>283,135</u>	<u>84,506</u>

10 Expenditure on support costs

	2022	2021
	£	£
Depreciation	4,138	3,404
Repairs and maintenance	14,226	17,155
Rent and rates	3,189	1,501
Light & heat	30,366	13,537
Cleaning and hygiene	20,630	10,862
Administrative expenses	15,902	16,332
Insurance	10,681	9,286
Irrecoverable VAT	19,588	8,235
Audit, legal & professional	5,160	9,730
Other costs	5,772	4,340
	<u>129,652</u>	<u>94,382</u>
Allocated to:		
Charitable activities	<u>129,652</u>	<u>94,382</u>

Support costs have been allocated to activities on a relevant basis to reflect the use of the resources. Support costs include governance costs amounting to £5,485 (2021 - £5,485).

The amount charged to the SOFA in respect of auditor's remuneration was:
- statutory audit £5,485 (2021 - £5,485)
- other services £1,279 (2021 - £240)

THE LEICESTER DRAMA SOCIETY LIMITED

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

11 Trustees

Except for the disclosures below, none of the trustees received any remuneration, benefits or reimbursements from the charity during the year, or in the previous year.

During the year, expenses were paid to 6 (2021 - 6) trustees for travel, repairs and set design amounting to £3,227 (2021 - £2,092). At the year-end, £857 (2021 - £Nil) was owed to 2 (2021 - Nil) trustees of the charity for travel, repairs and set design.

During the year the trustees made unconditional donations to the theatre in the sum of £Nil (2021 - £240).

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Management and administration	3	5

Employment costs

	2022	2021
	£	£
Wages and salaries	102,980	31,710
Social security costs	1,207	-
Other pension costs	1,380	233
	<u>105,567</u>	<u>31,943</u>

There were no employees whose annual remuneration was £60,000 or more.

THE LEICESTER DRAMA SOCIETY LIMITED

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

13 Tangible fixed assets

	Freehold land & buildings	Assets under construction	Fixtures, fittings & equipment	Total
	£	£	£	£
Cost				
At 1 August 2021	621,513	239,461	600,226	1,461,200
Additions	-	-	1,373	1,373
Disposals	-	-	(3,400)	(3,400)
At 31 July 2022	621,513	239,461	598,199	1,459,173
Depreciation and impairment				
At 1 August 2021	299,052	-	484,287	783,339
Depreciation charged in the year	11,979	-	21,386	33,365
Eliminated in respect of disposals	-	-	(2,380)	(2,380)
At 31 July 2022	311,031	-	503,293	814,324
Carrying amount				
At 31 July 2022	310,482	239,461	94,906	644,849
At 31 July 2021	322,461	239,461	115,939	677,861

Within freehold land and buildings, the cost is made up of land of £156,429 and buildings of £465,084.

14 Stocks	2022 £	2021 £
Bar	3,665	2,084
Front of house	621	235
Pantomime lights	-	233
	4,286	2,552

15 Debtors	2022 £	2021 £
Amounts falling due within one year:		
Trade debtors	400	-
Other debtors	1,694	-
Prepayments and accrued income	27,680	31,647
	29,774	31,647

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

16 Creditors: amounts falling due within one year

	Note	2022 £	2021 £
Bank loans	18	-	8,333
Other taxation and social security		4,927	6,284
Deferred income	19	100,027	86,954
Trade creditors		1,859	606
Accruals		18,483	11,737
		<u>125,296</u>	<u>113,914</u>

17 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	18	-	41,667
		<u>-</u>	<u>41,667</u>

18 Loans

	2022 £	2021 £
Bank loans	-	50,000
	<u>-</u>	<u>50,000</u>
Payable within one year	-	8,333
Payable after one year	-	41,667
	<u>-</u>	<u>41,667</u>

The charity had a Bounce Back Loan which was repaid in full during the year.

19 Deferred income

Deferred income included within note 16 above is as follows:

	2022 £	2021 £
Advance ticket sales	69,765	47,522
Membership subscriptions	3,047	3,126
Unrefunded cancelled tickets	14,922	16,614
Customer credits	8,643	16,576
Gift vouchers and order deposits	3,650	3,116
	<u>100,027</u>	<u>86,954</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

20 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees.

The charge to the SOFA in respect of the defined contribution schemes was £1,380 (2021 - £233), all of this expense was unrestricted and all has been allocated as a direct cost. Expenditure has been allocated between funds and activities on a relevant basis to the nature of the underlying costs in proportion to resources used.

21 Restricted funds

The funds of the charity include restricted funds held for specific purposes:

	Balance at 1 August 2021	Movement in funds			Balance at 31 July 2022
		Income	Expenditure	Transfers	
	£	£	£	£	£
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	55,589	5,783	-	-	61,372
Building fund - assets	43,471	-	-	-	43,471
Arts Council recovery fund	28,967	-	(28,967)	-	-
LCC Business Development & Diversification grant	254	-	(74)	-	180
	<u>167,547</u>	<u>5,783</u>	<u>(29,041)</u>	<u>-</u>	<u>144,289</u>

	Balance at 1 August 2020	Movement in funds			Balance at 31 July 2021
		Income	Expenditure	Transfers	
	£	£	£	£	£
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	53,945	1,644	-	-	55,589
Building fund - assets	43,471	-	-	-	43,471
Coronavirus job retention scheme	(27,078)	27,078	-	-	-
Arts Council recovery fund	-	202,075	(121,396)	(51,712)	28,967
LCC Business Development & Diversification grant	-	2,214	(1,960)	-	254
	<u>109,604</u>	<u>233,011</u>	<u>(123,356)</u>	<u>(51,712)</u>	<u>167,547</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

21 Restricted funds

(Continued)

Improvements for the benefit of the audience - this fund is represented by fixed assets, and relates to a disabled access and improvements to the box office and auditorium.

Building fund - this fund represents donations specifically given towards the costs of building projects. This is split between amounts held as cash and assets.

Coronavirus job retention scheme - this fund represents amounts received from the Government to cover staff costs during the Covid-19 pandemic. The fund shows a deficit at 1 August 2020 because expenditure was previously accrued for as part of a restructuring provision. Income in relation to this expenditure has been recognised during the year ended 31 July 2021 from the coronavirus job retention scheme, when the charity became entitled to this income.

Arts Council recovery fund - this fund represents amounts received from the Arts Council to help cover the charity's running costs. In the year ended 31 July 2021, transfers were made from restricted funds into unrestricted funds to transfer the value of fixed assets where the restriction has lapsed.

Leicester City Council Business Development & Diversification grant - this fund represents amounts received from Leicester City Council to develop or diversify our current operations and to enable safer working practices.

22 Unrestricted funds

The unrestricted funds of the charity include general and designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 August 2021 £	Movement in funds			Balance at 31 July 2022 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	76,554	3,142	(4,790)	5,000	79,906
General funds	655,645	435,191	(385,019)	(5,000)	700,817
	<u>732,199</u>	<u>438,333</u>	<u>(389,809)</u>	<u>-</u>	<u>780,723</u>

	Balance at 1 August 2020 £	Movement in funds			Balance at 31 July 2021 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	71,244	6,420	(1,110)	-	76,554
General funds	557,436	102,344	(55,847)	51,712	655,645
	<u>628,680</u>	<u>108,764</u>	<u>(56,957)</u>	<u>51,712</u>	<u>732,199</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

25 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	1,727	2,267
Between two and five years	2,599	4,326
	<u>4,326</u>	<u>6,593</u>

Lease payments totalling £2,267 (2021: £1,946) have been recognised as an expense during the year.

26 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2022 £	2021 £
Aggregate compensation	<u>68,144</u>	<u>15,582</u>

During the prior year, MJ Harding Scott, the daughter of Mr M Scott and Prof J Harding, was paid £5,017 for her services as an employee.

27 Control relationship

The charity is under the joint control of the trustees.

28 Cash generated from operations

	2022 £	2021 £
Surplus for the year	25,266	161,462
Adjustments for:		
Investment income	(12,596)	(7,900)
Loss on disposal of tangible fixed assets	1,020	-
Depreciation and impairment of tangible fixed assets	33,365	22,698
Movements in working capital:		
(Increase)/decrease in stocks	(1,734)	827
Decrease/(increase) in debtors	1,873	(12,653)
Increase/(decrease) in creditors	19,715	(98,137)
Cash generated from operations	<u>66,909</u>	<u>66,297</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2022

29 Analysis of changes in net funds

	At 1 August 2021 £	Cash flows £	At 31 July 2022 £
Cash at bank and in hand	343,267	28,132	371,399
Bank loans	(50,000)	50,000	-
	<u>293,267</u>	<u>78,132</u>	<u>371,399</u>

LEICESTER DRAMA SOCIETY LIMITED

England & Wales - Charity number 214249

Accounts

Charity Registration No. 214249

Company Registration No. 00268828 (England and Wales)

THE LEICESTER DRAMA SOCIETY LIMITED

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 JULY 2021**

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr A Crooks (Chairman) Mr J Ghent Mrs V Jones Mr S Dickens Mr R Hughes Ms F Harris Mr J Thompson Mr R Thirlby Mr M G Scott	(Appointed 28 March 2021)
Senior management	Mrs L Thirlby	
Secretary	Mr R Thirlby	
Charity number	214249	
Company number	00268828	
Operating name	The Little Theatre	
Principal address	Dover Street Leicester LE1 6PW	
Registered office	Dover Street Leicester LE1 6PW	
Auditors	Newby Castleman LLP West Walk Building 110 Regent Road Leicester LE1 7LT	
Bankers	Yorkshire Bank Plc 29 Horsefair Street Leicester LE1 5BL	
	CCLA Investment Management COIF Charity Fund 80 Cheapside London EC2V 6DZ	

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Virgin Money
3 Eastgates
Leicester
LE1 5YA

Epworth Investment Management Limited
9 Bonhill Street
London
EC2A 4PE

Solicitors

Weightmans LLP
Waterloo House
71 Princess Road West
Leicester
LE1 6TR

THE LEICESTER DRAMA SOCIETY LIMITED

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THE LEICESTER DRAMA SOCIETY LIMITED

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 JULY 2021

It is with the greatest pleasure that I present my report as Chairman for the LDS year 2020 / 21 as we head down a path to 'normal' operating. There are many similarities to my report of a year ago.

This has definitely been a season of two distinct parts. We re-opened our theatre to the public in May for the first time in over a year, having been forced to close on Tuesday, March 17th 2020 due to Coronavirus.

The sudden lack of income from ticket sales meant that tough financial decisions had to be made to try and reduce on-going costs so that we didn't run out of money. Staff wages, utilities, and various contracts were the main costs. We were fortunate to receive a grant of £25,000 from the City Council, and later a 'bounce back' loan from our bank, which helped to allay these. We were also grateful recipients of Arts Council grants totalling £202,075 within the year which have been used to keep the building 'open' and upgrade some of our technical equipment and backstage facilities.

The government's Furlough scheme was used to pay staff wages until the end of October 2020 but with no renewed income in sight we had to take the tough decision in the summer to begin a consultation process on redundancy so that all staff except our Caretaker became redundant from the end of October 2020. We had been very fortunate in having such skilled and hard-working people with us, and the Trustees thank them all for their enormous patience and understanding in a very difficult situation.

We also had to take the decision to postpone our Pantomime 'Cinderella' to Christmas 2021, with ticket holders having their bookings transferred to new comparable dates if they wished – many did! Ticket sales were very successful with the pantomime almost selling out.

Our presence on Social Media platforms has continued during the year and this has proved invaluable in the Pandemic. Regular editions of our Little Theatre Podcast began in June 2020 and receive many 'hits'.

The fundraising for our proposed new building on the Anchor Centre site has naturally taken a backseat during the pandemic, the monies donated towards it are ring-fenced and as soon as is practical we will take further steps with this project. The demolition of the old building has taken place with the site cleared and fenced off.

With great efforts by many members, the musical entertainment Spread a Little Happiness was staged in May this year, originally planned as a Christmas show last December! The play Class followed in mid-June and our production of Chariots of Fire in July. For all these we had to observe Social Distancing protocols during rehearsals, for backstage activity and for our audiences, who had to be seated in 'bubbles': this meant that a maximum house of about 85 patrons was possible. Much preparatory work was done on Front of House in the preceding months, led by Fran Harris (our FOH Coordinator) supported by our Maintenance Officer, Rob Mullins, and this work received approval from the Risk Assessments sent to Leicester City Council.

Even though the theatre was closed we still needed a fully-functioning Office. Once the staff were furloughed in mid-April 2020, our Company Secretary Rob Thirlby ran all the office functions from home until September, quite a time-consuming job, after which Trustee Colin Hide stepped into the role of Temporary Premises Supervisor until May 2021. Rob and Colin undertook these duties in a voluntary capacity. Colin oversaw the day-to-day management of our building and several major maintenance projects. I would like to thank them both for their time and commitment during those periods. Trustees then appointed Mary Jayne Harding Scott as Temporary Theatre Manager until mid-July when Graham Muir became our newly appointed full-time Theatre Manager.

We were very fortunate in re-appointing John Bale as Head of Wardrobe and Costume Hire from April 12th 2021; John's skills and experience are proving invaluable to our productions.

In conclusion I would like to offer sincere thanks to my colleagues on the Board of Trustees who have supported me overseeing the day-to-day running of the theatre and work tirelessly to steer us through this difficult period. The Board have been meeting on Zoom twice a month during the period of this report as there has been so much to deal with.

THE LEICESTER DRAMA SOCIETY LIMITED

CHAIRMAN'S STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

I thank all our volunteer members for their help in the many areas of the theatre, both on and off-stage; our audiences and all our supporters, many of whom have made much-needed donations on a one-off or regular basis, or have joined our '200 Club'.

We are bouncing back after the Pandemic, we reach our 100th birthday in 2022 and we have plans for big celebrations, so please join us for them. A 'Centenary Book' will be available as part of these.

Mr A Crooks (Chairman)
Trustee

Date: 9 February 2022

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 JULY 2021

The Board of Trustees (the "Board"), who are directors of the charitable company, has pleasure in submitting its annual report and the audited financial statements for the year ended 31 July 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice for charities applying FRS 102, the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

The objectives and aims of the Society are to encourage the study and practice of dramatic art amongst the inhabitants of Leicester, Leicestershire, and elsewhere, and to promote and conduct theatrical and musical performances, lectures, concerts and such other educational enterprises as may tend to the attainment of this object. These objectives are set out in the governing document, which is its Memorandum and Articles of Association.

The strategies employed to achieve the Society's objects are to:

- present a broad range of productions for enjoyment and education;
- offer opportunities to a broad range of people to become involved in all aspects of the dramatic arts;
- provide facilities for amateur and professional artists to develop; and
- involve young people in the dramatic arts to help encourage a culture in which different age ranges play a complementary part.

The Society owns and operates a theatre in Leicester city centre. It markets its programme of productions under the banner of The Little Theatre (the "Theatre") and this is the name by which its patrons know it.

Activities

In developing its strategies and planning its activities for the year, the Board considered the Charity Commission's guidance on public benefit including the guidance on public benefit and fee charging. The artistic programme is planned so that across a full year it will cover a wide range of theatre, appealing to a broad audience. Particular regard is given to ticket-pricing, affordability, access and audience development through a range of discount ticket schemes and its £5 standby ticket scheme for young people aged 16-25. Careful consideration is given to the accessibility of the Theatre to those on low incomes, through concessions, free art exhibitions and, as part of new members' evenings, backstage tours. Free first year membership and free acting and technical training are also available to members.

The objectives and aims are achieved through the presentation of the Society's own artistic programme, the hiring of the Theatre to other amateur and professional visiting companies and the development of young people through a range of educational activities.

The Society sought to develop new members and audiences and deepen engagement through its actors' workshop programme, and by other activities both on-site and via social media. The Theatre

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

plans to host the Leicestershire and Rutland Drama Festival for the fourth year running. Local artistes and groups also featured in the Theatre's programme of fundraising events.

A significant contribution was made by volunteers to enable the Society to carry out its activities, mostly in the form of a pool of around 300 members who provided essential support across all areas of the theatre throughout the year.

Sadly, many of these planned activities were brought to a sudden halt on 17th March 2020. The Government restrictions imposed as a result of the coronavirus (COVID-19) pandemic resulted in the closure of the theatre to the public, and the theatre has only just been able to tentatively reopen during May and June 2021.

ACHIEVEMENTS AND PERFORMANCE

In the summer of 2020, with our theatre closed since March, our planned productions for 2020-21 cancelled or postponed, and with no sign when it would be safe to fully open again, we put our minds to activities for our membership to underline the fact that we had every desire to open up for business just as soon as we safely could. It was always our intention to only postpone productions, and every effort would be made to find slots for those shows in our new season whenever that might be. Some had already been designed and cast. One of those would certainly be our grand family pantomime of Cinderella, which had already sold well in its original December 2020 slot, and another would be our final show before lockdown, which was Blue Stockings, with only one performance under its belt when the doors were closed and the shutters came down.

At first it seemed impossible to think of staging anything that required full rehearsals with a cast working in a rehearsal room. That would not have been a safe way to go. Approaching Christmas 2020 we decided to utilise the excellent musical talent in the Society and stage a musical evening entitled We Need a 'Little' Christmas, for it could be done with those taking part rehearsing their numbers at home and only coming together for one socially distanced rehearsal onstage immediately prior to the performance. Unfortunately, due to the increasing Covid numbers and nationwide concerns, this was another show that finally had to be cancelled. At the time our thoughts were that the show could easily be titled "We Need a 'Little' Easter" or whatever the festival.

One of our quiz-fan members organised a few Zoom quizzes which were much enjoyed and another member wrote her own adaptation of the Mary Webb novel Precious Bane, which was cast and rehearsed online with the intention of sometime presenting it as a bar evening whenever Covid restrictions allowed.

When Covid news finally started to improve, and restrictions were lifting, it was decided to stage a programme of shows in the main house in the summer of 2021, socially distanced of course, which were designed to encourage our loyal patrons to return. The Christmas musical evening now became Spread a 'Little' Happiness with a little restructuring, and Precious Bane, which had its bar evening, and made it on to the stage of the main house for one performance. Class, a production from the last studio season also made it to the main stage for a run of five performances.

To bring this unusually short season to a close for the summer, the trustee board decided to stage Chariots of Fire, an adaptation of the popular British film. It was felt that the large cast it required would be just the thing for encouraging our acting membership to get back into harness.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

And so, we weathered the rest of the 2020-21 season after lockdown in a way far from anticipated when we began it the previous September. Although we are certainly not out of the Covid woods yet, we are primed and ready and looking forward to embarking on a brand-new season 2021-22, which will be allowing Blue Stockings to finish the run it began well over a year before.

Dates	Title	Author(s)	Performances	Attendance ***	Audience %
22 & 24-27 May 2021	Spread a 'Little' Happiness *	Devised by John Ghent	5	343	76%
5 June 2021	Precious Bane **	Mary Webb (adapted by Katy Weaver)	1	21	23%
15-19 June 2021	Class	Iseult Golden & David Horan	5	257	57%
12-17 July 2021	Chariots of Fire	Mike Bartlett	7	516	92%
TOTAL			18	1137	73%

* The opening production after 15 months' closure due to the Covid-19 pandemic.

** A rehearsed reading.

*** Seating for all these productions was 'socially distanced' with capacity around 90 (80 for Chariots of Fire).

Due to the Covid-19 pandemic there were no performances in the Haywood Studio during 2020-21.

Special Events and Fundraisers

The Society usually presents a varied programme of special events and fundraising shows during the season (Table 2) featuring both amateur and professional artists. During this very strange season, two or three such events were planned but did not reach the stage. Then the Society was approached by Graham Fellows who was seeking a venue for the première of a documentary film. Leicester Comedy Festival in February 2021 was entirely 'virtual' and the Society was not able to take part.

Date	Title	Note	Performances	Tickets Sold	Audience %
2 July 2021	Father Earth *	Première of this documentary film by Graham Fellows	1	75	83%
3 July 2021	One Act Play Festival	National semi-finals	2	86	48%
TOTAL			3	151	56%

* Seating for these productions was 'socially distanced' with capacity of around 90.

Workshops

Thursday Workshop: The Society's weekly workshop for members exploring a range of performance disciplines remained closed until the autumn of 2021.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

The Values Scheme: Run by Voluntary Action Leicestershire, these drama groups for people with learning difficulties remained closed until the autumn of 2021.

Youth Theatre

The Society's Youth Theatre groups for eight- to eighteen-year-olds remained closed until late in September 2021.

Facilities

The Facilities Team is responsible for the maintenance of the Theatre's premises, overseeing the running of the Costume Hire Department, the licensed public Bar, the Box Office, Front of House, and other areas that affect the operation of the Theatre as a public venue, including health and safety. Its goal is to streamline operations in order to maximise the Society's limited resources. This year, however, activity has been different, with the focus switching to cost reduction and essential maintenance only during the theatre's period of forced closure.

Now that the Society employs fewer staff, more of our activity has to be accomplished by volunteer members, supported by contractors when essential. We have taken the opportunity to complete many long outstanding upgrade tasks that are difficult to complete when the theatre is operating with a busy performance schedule. We have upgraded the paint-shop facilities, the Theatre office/Box office telephone systems, and installed a much needed, safety rail on the grid above the stage. Wi-Fi throughout the theatre and rehearsal rooms has been improved. The focus on maintenance of our emergency lighting system has brought that to a standard that we have never achieved before, mainly thanks to Ian Connor for carrying out all that work. Display lighting has been installed in the Upper Foyer and several areas have been decorated. Further upgrades in many areas have been planned.

An Asbestos survey revealed that we still had a small amount of asbestos insulation on the premises. This was removed by specialist contractors and we think that we are now completely clear of this hazard.

As a theatre, we have a lot (hundreds of items) of lifting equipment which is regulated under Health and Safety Rules, the break in our normal operations meant tests had been missed and documents were missing. We have now restored the system to a good working level.

The change to a volunteer run and bottle-only bar has brought a need to adjust how we operate this important facility. We thank Mary Jayne Harding Scott who undertook the huge task of re-organising and deep cleaning the bar counter and store, organising the removal of the dispensing taps and preparing the initial bar volunteers. As audience numbers gradually increase, we will have to learn quickly and adjust our processes to suit. We are still learning just how many bottles are moved, poured, emptied and binned during the course of a show night. The recently installed Contactless payment system seems to be working well for us and bar volunteers are gradually gaining experience with this.

Alongside the bar and front of house, the office will move towards contactless payment, discouraging the use of cash by audience members. This is firmly in line with government guidelines on minimising contact during Covid-19, and as such it was felt to be timely to implement this change, with most people now using contactless payment by default.

The theatre's main entrance doors have been upgraded. The electrically-operated doors provide a greater degree of flexibility and safety, and will allow less person-to-surface contact at a pinch-point in

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

the venue. We now operate our venue without a specific door person helping the FOH team. This results in some minor changes to how bar users leave our building after closing time.

For re-opening, to meet the Government guidelines for safe operation of a venue under Covid-19 conditions, we instigated a thorough and complicated regime of sanitisation. Early every day, the office, auditorium, workshops, kitchen, toilets, studio and FOH areas were treated by fogging. Hand gel points were added at many points around the building and topped-up daily. Rob Mullins dedicated several hours a day to this work for many months. Carpets in the bar, auditorium and foyer were cleaned and the whole building deep cleaned. To enable productions to take place in the main house we also had to install air management systems in the lighting and sound box and ensure that our auditorium air management system was always turned on. All of these measures had to be declared and inspected by the Local Authority before we could open.

A significant part of the cost of all this cleaning, protecting and upgrading was met by grants that we received. Members of the Society worked diligently and long hours to complete grant applications which when won, allowed us to undertake this work.

The facilities team also continued to look after the weekly lettings of the Theatre to local amateur operatic/musical groups and its use by other organisations. During the 2020-21 financial year the Theatre was hired by the Leicestershire and Rutland All England Play Festival to host the National Semi-Finals of their competition. None of the regular Operatic Letting societies were in a position to mount a production in the 20-21 season but should be back with us next season (21-22).

The 2020-21 season was a challenge for the Society as a whole. For the facilities team, it meant concentrating on opening the venue safely while putting many projects for improving the buildings on the back burner at a time of reduced income. With few employed staff, the process of ensuring that the venue is secure in terms of safety, fire, evacuation and security falls on volunteers: therefore, all offers of help will be gratefully received!

Due to the closure of the theatre from March 2020 until May 2021 there were no productions by hirers of The Little Theatre.

The Theatre was open as a venue for 21 performances (2019-20: 113 performances). For details, please see Table 3.

Table 3: Total Performances in the Theatre: 2020-21	
Company	Performances
Main House Productions by the Society	18
Special Events, Comedy Festival and Fundraisers	3
TOTAL	21

Front of House

It has been a very testing year for Front of House as several members chose to stay away immediately due to Covid whilst others remained to see if they would feel safe with all the protection we had put into place. As the months have gone on others have left for either their health or elderly family safety. Fortunately, we have taken on some new members and they are very keen.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

All the existing volunteers were put through an update safety programme which took several weeks as we could only train the limited number allowed at any one time. Safety measures were put into force throughout front of house including a one-way system.

Sanitiser units are still in place and are well used. All handrails have been coated in Trust Shield which has saved staff sanitising three times for each performance. Other sanitation is still in place. The protection shields have remained on the front desk for staff protection. Temperatures were taken by the first aid staff and the Track and Trace QR, complete with manual forms, was used by all visitors. Although not compulsory, the QR and forms have remained for visitors use. Masks are not now required, but we do provide them for anyone wishing to use them and they have been well received.

Initially we had to cover the extra jobs necessary by increasing the number of members on duty per show but have now returned to our usual quota. Since reopening on 22nd May 2021, we have covered 2 shows, 1 radio play, 1 play and 2 specials.

In addition to the preparation and overseeing of all front of house rotas, first aiders have been included so that we know who should be on duty. This is to plan ahead so that coverage can be provided for last minute absenteeism.

Costume Hire

The Costume Hire Department, located in premises owned by the Society in Albion Street closed on 17th March 2020 and has remained closed. When John Bale, Head of Wardrobe, returned to work in April 2021 he spent some time tidying and sorting through the costume stock, the laundry room and the sewing area.

Marketing

Throughout the period of forced closure for the theatre, marketing efforts switched from promoting shows to communicating with the membership to try to keep them informed of developments. The use of social media increased in order to achieve this, along with ensuring that the membership newsletter Scene was produced on time and contained information on the current situation. We also introduced a new podcast, where trustees and others who could be active during the pandemic contributed to an entertaining and informative format aimed at keeping members, and the wider theatrical community in Leicester, involved and informed. In addition, we introduced a new regular monthly email newsletter to anyone who had purchased a ticket from the theatre in the last two years (over 11,000), with news about forthcoming shows and the situation with re-opening.

The pandemic affected the marketing team significantly, with several long-standing members deciding to step back from involvement. This has resulted in fewer active members carrying out more work. However, since re-opening, the diminished marketing team has managed to undertake much the same activities, although severely limited in terms of advertising budget available. The major budget spend was on the season programme, an A5 booklet which was distributed county-wide with 11,000 copies in 'what's on' displays.

The use of video trailers for shows has continued, with all shows since May having been promoted with a video through social media. Facebook and Twitter have been used extensively, with a small budget being available to 'boost' posts to a wider audience. We have introduced additional resources on our website for members so that they can help promote shows by downloading copies of posters, a press release and graphics for social media use; and each show is now previewed in more depth on the

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

website to encourage more ticket sales through a better understanding of a show. Video has also been used on newly-installed screens in the theatre to promote forthcoming shows and inform patrons about other aspects of the society's work.

The marketing team has also been responsible for designing and producing all theatre posters, flyers and programmes, fortunately with design being provided free of charge. The team has also helped out in promoting other theatre activities, such as Tuesday Connection and in trying to encourage new members to join the society. In addition, we have assisted in promoting visiting shows, including local society lets and visiting companies.

Since May 2021 we have reinstated arranging an independent review of each show staged by the LDS, with the aim partly of promoting a show (the review is published the day after the first performance), and partly so that those involved in a production have feedback on it. The team is also looking at getting reviews posted more widely.

Where marketing has struggled is in achieving coverage in the local media, with newspaper and radio in particular seemingly being uninterested; perhaps that is explained by the fact that few local newspapers are truly local now, most being syndicates, and there are other issues that have obviously taken up the column inches. Local online media has been responsive, however, but there is more work to be done in getting a wider media interested in the theatre once more.

The year has been a challenging one for the marketing team, with a period of there being little to market followed by an expectation that things post-pandemic will 'go back to normal'. It is clear that that is far from the case, with some audience reluctant to return to public spaces while Covid persists. There are signs that that is now changing (the 2021 pantomime sales are at 80% capacity at the time of writing, which is very encouraging), but it does make marketing to an audience that is virus-wary doubly difficult, especially when budgets are virtually non-existent (spending on advertising is not an option at the moment).

Membership

Membership numbers declined somewhat to around 300 during the year as the society was unable to operate normally, including new members evenings, for most of the year and the lack of office staff meant that no routine reminders of subscription expiries were sent. An enthusiastic volunteer has taken over this function for the financial year 21-22 and numbers are improving.

Backstage Co-ordination

As our re-opening was not possible until May, and with restrictions in place before then, members of the backstage team found themselves unable to work in the building for a time. They have since caught up with the routine maintenance that was postponed.

The set for Spread a 'Little' Happiness was built for a December opening date, but Lockdown postponed that until May. Careful planning of the use of the backstage areas to give each artist a dedicated 'dressing room' space was needed, and this continued with the larger cast of Chariots of Fire.

Just 18 drama performances of all kinds were possible before the end of July, plus one film screening and the Leicestershire and Rutland One Act Play Festival.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

The technical team is required to staff at least 4 dress / technical rehearsals for each LDS play and is responsible for the building and dismantling of the sets for each of them, as well as the overall Health and Safety of backstage members.

IT Matters

One of the larger IT projects during the 2020-21 period was the update of the society's telephone system whereby the old system has been upgraded to an internet-based system. The upgrade has enabled us to achieve a greater flexibility of the system and reduced operational costs of our telephone system.

During the year we have also commissioned a brand-new local area network across the Dover Street site, which has enabled much wider and quicker internet and data communication around the building. The new network has also enabled better Wi-Fi coverage for devices, staff, cast, crews, and audiences. During this process, the main internet connection has been upgraded for faster connectivity to the outside world.

The society's new network has also allowed investment in the Square point-of-sale system for taking card payments from customers around the theatre including the bar and auditorium. We have also taken the opportunity to improve our understanding of our door access control system which is also networked.

We have also undertaken several smaller projects to improve the society's IT systems and security including the introduction of a secure password vault for IT and trustees. All the key business domains have also been renewed to their supported maximum to protect our brand. We have also upgraded the computers in the office to improve productivity and future-proof our systems.

FINANCIAL REVIEW

The results for the year ended 31 July 2021 are shown in the Statement of Financial Activities on page 22. This, together with the balance sheet on pages 23 - 24 should be read in conjunction with the related notes in accordance with the Charities SORP (FRS 102).

Total income for the year amounted to £341,775 (2020 - £600,973). The principal funding source was grant income. Total expenditure for the year amounted to £180,313 (2020 - £634,947). A breakdown of expenditure is set out in notes to the financial statements.

After transfers between funds there was a surplus on general funds for the year totalling £98,209, a surplus on designated funds totalling £5,310 and a surplus on restricted funds totalling £57,943. This has resulted in a total increase in funds for the year of £161,462. The funds for the charity at the year-end totalled £899,746 which comprise general funds of £655,645, designated funds of £76,554 and restricted funds of £167,547.

Reserves

As is the policy, shows are chosen to maintain a level of box office income sufficient, with profits from ancillary activities, to cover running costs and maintain the infrastructure of the premises. Any surplus is used to finance improvements or build reserves. Cash reserves are kept at a prudent level for unplanned contingencies.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

It is the long-term policy of the board of trustees to maintain free reserves (unrestricted funds less tangible fixed assets less amounts held in designated funds) at approximately £55,000, to cover expenditure based on a 12-month period of 60% sale rates for LDS plays. For the year ended 31 July 2021 the charity's reserves totalled £899,746 (2020 - £738,284), of which £732,199 (2020 - £628,680) are unrestricted, and £167,547 (2020 - £109,604) are restricted. Unrestricted reserves excluding fixed assets and amounts held in designated funds, which are freely available for the charity to use, totalled £60,744 (2020 - £3,458). The charity's reserves increased in this period, despite the Covid-19 pandemic, due to the support of the Arts Council.

COVID-19

The closure of the theatre to the public in March 2020 has had a significant impact on the charity.

The charity has and will continue to monitor the situation and take action as appropriate to try and mitigate the impact of this closure. Grants totalling £265,525 have been recognised during the financial year as part of the economic response to the pandemic. During the year, the charity also took out a loan of £50,000, which is interest free for the first year, as part of the Bounce Back Loan Scheme. The charity also made use of the Coronavirus Job Retention Scheme with most staff being made redundant. These measures and the ongoing support of the public has allowed the charity to continue operating.

The trustees have prepared forecasts for the period ended 31 July 2022 which incorporate the above measures. Based on these forecasts and the reduction in staffing levels during the year, the trustees are of the opinion that the charity will continue operating for at least 12 months from the date of approval of these financial statements.

On this basis, the trustees consider it appropriate to prepare the financial statements on the going concern basis.

Investment Powers and Policy

The Society continues to invest in interest bearing accounts with the aim of maximising interest earned balanced against investment risk. Accounts are currently held in low-risk funds with the CCLA COIF Charities Investment Fund and the Charity Aid Foundation but the state of the financial markets mean interest rates are less than 1%.

Principal Risks and Uncertainties

The Trustees have identified and reviewed the major risks to which the society is exposed and documented these in a comprehensive risk register. The Trustees have adopted the risk register as part of their risk management strategy and have established systems and procedures to mitigate the risks identified in the risk register.

The coronavirus (Covid-19) pandemic is still considered to be a principal risk to the charity because the virus is still in general circulation and Government restrictions could easily be re-imposed. The general public also continues to remain cautious in attending indoor events due to the prevalence of the virus.

The Trustees are mindful of their duty of care towards the Society's employees and its many volunteer members. The Society has in place Sickness Absence, Equal Opportunities, Harassment / Bullying, Health & Safety, Retirement, Whistleblowing, Data Protection and Working Alone Policies. It also has Capability, Grievance and Disciplinary Procedures, Disciplinary Rules and Policy Statements on the

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Recruitment of Ex-Offenders and on the Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information.

As part of the Society's commitment to safeguard and promote the welfare of children, young people and vulnerable adults involved in its activities, it has in place a Child Protection Policy and a Policy on the Protection of Vulnerable Adults. The Trustees have also issued Guidelines on Appropriate Contact and Instructions on Managing Behaviour and Acceptable Restraint. Disclosure and Barring Service checks are required for those who work with children on the Society's behalf.

The Society's policies and procedures together with the Terms and Conditions of Employment are reviewed annually by the Trustees to ensure that the provisions of them continue to meet the Society's legal obligations and reflect best practice.

The Society is a member of the Little Theatre Guild of Great Britain which provides advice, training opportunities for members, and national and local contacts within the entertainment industry.

The Society takes advice from Legal and Professional external bodies when appropriate.

PLANS FOR THE FUTURE

The Society will aim to re-open the theatre as soon as practically possible and to work towards a return to its full artistic programme and range of activities. The Society will then continue its capital development plans.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Society is a leading amateur drama organisation. It is a company limited by guarantee and a registered charity. It was founded in 1922 and incorporated in September 1932. It is governed by its Memorandum and Articles of Association.

The Board

The Board is the unpaid governing body of the Society. It ensures that the Society's work remains of the highest quality, and that it is managed efficiently and cost-effectively. Board members are both directors of the company and charity trustees and under company and charity law are responsible for policy, administration and general control. The Board delegates the day-to-day management of the Society to Operating Teams and senior management which included:

MJ Harding Scott – May to July 2021

G Muir – from July 2021

J Bale – from April 2021

JA Harding

L Thirlby

The frequency of Board meetings was increased to fortnightly in April 2020 and this continued until June 2021 when monthly meetings resumed. During the year the Board met 22 times to ensure they were maintaining effective control over strategic, financial, organisational and compliance issues. Operating teams did not meet during the period of closure except for the Productions Team which continued to meet occasionally via Zoom.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Board Membership

The Articles of Association provide for the election of members to up to twelve roles on the Board with the responsibilities shown in Table 4.

Table 4: Roles
Honorary Secretary Elect
Honorary Treasurer Elect
Trustee with responsibility for the Facilities Team
Trustee with responsibility for the Marketing Team
Trustee with responsibility for Membership
Trustee with responsibility for the Productions Teams
Trustee with responsibility for the Technical (Backstage Co-ordination) Team
Trustee with responsibility for Outreach
Trustee with responsibility for Front-of-House
Trustee with responsibility for the Studio
Trustee without specific responsibility

Two of these roles, Honorary Secretary Elect and Honorary Treasurer Elect, shadow the existing post-holders without being charity trustees or company directors themselves for a period of up to twelve months before those post holders leave office and, subject to approval by the Trustees, they assume trusteeship and directorship as Honorary Secretary or Honorary Treasurer.

Trustees serve an initial term of three years. They may be re-elected for a second term of up to three years. Nominations for such of the roles as are due for election are sought prior to each Annual General Meeting (AGM). An election takes place at the AGM.

Anyone can become a member of the Society and acquire the right to vote at AGMs. Details relating to membership are set out in the Byelaws. The liability of the members is limited to a guarantee of an amount not exceeding £1 per member in the event of an insolvent winding-up of the Society.

Trustees who served during the year are listed in Table 5, together with the number of Board meetings that they attended.

Table 5: Trustees		Attendance	Retires
Honorary Secretary	Mrs V M Jones	21 / 22	2025
Honorary Treasurer	Mr C.J. Moss (resigned 30 January 2021)	20 / 22	2024
Trustee for Productions	Mr J D Ghent	22 / 22	2022
Trustee for Facilities	Mr. M. G. Scott (co-opted 28 th March 2021)	6 / 6	2022
Trustee for Facilities	Mr. J.B. Thompson (from 15 th March 2020)	17 / 22	2023
Trustee for Marketing	Mr. J.B. Thompson (from 28 th March 2021)		

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Trustee for Membership		(Vacancy)		
Technical Trustee	Mr A Crooks	(Chairman from 29 th March 2020)	22 / 22	2023
Trustee without specific responsibility	Mr S J Dickens		21 / 22	2022
Trustee for Outreach	Mr. C.P. Hide	(resigned June 2021)	19 / 20	
Trustee for Front-of-House	Ms F.V.E. Harris		22 / 22	2022
Trustee for the Studio	Mr. R.S. Hughes		17 / 22	2023
Trustee and Company Secretary	Mr. R. Thirlby	(co-opted as a Trustee in July 2020)	21 / 22	2022
Development Programme Director	Professor J.A. Harding	(co-opted as a Trustee in June 2021, resigned September 2021)	2 / 2	2022

Because of lockdown restrictions relating to the Covid-19 Pandemic, no Annual General Meeting was held in 2021. Mr. J.D. Ghent and Mr. S.J. Dickens, who completed 3 years' service in 2021, will therefore be eligible for re-election in 2022 for a further two years, rather than three. Ms. F.V.E. Harris, who was elected for 1 year in 2020 and completed this in 2021, will be eligible for election for a further 1 year.

In March 2021, Mr. J.B. Thompson agreed to move from the post of Trustee for Facilities to that of Trustee for Marketing, and in April 2021 Mr. M.G. Scott was co-opted as Trustee for Facilities. He will be eligible for election in March 2022.

At the Board meeting on 29th March 2020, the Board co-opted Professor J.A. Harding to the Board (without Trustee Voting Rights) as Development Programme Director for another year. In June 2021 she was appointed a Trustee with voting rights, before resigning in September 2021.

All new Trustees have access (via Teams and the Website) to the Society's Trustee Handbook comprising the Memorandum and Articles of Association and other key documents. There is a formal 'Roles of the Trustees and Operating Teams' document that sets out what the Society itself expects of Trustees. Trustees are currently drawn only from the membership. As such they will be familiar with the Society and are likely to have been involved with the Society for many years. The Board encourages Trustees to familiarise themselves with aspects of the organisation that they may not know so well, in particular the roles of the permanent staff.

In their meetings, the Trustees were assisted by a Company Secretary. An appointment to the post of Company Secretary is made annually by the Trustees. Mr R Thirlby was re-appointed to this role on 29th March 2020. The Company Secretary is a member of the Society but is not a company director or charity trustee, however in order to assist his dealings with companies and other organisations during the current crisis Mr Thirlby was co-opted to the Board in July 2020 until the next AGM. Mrs L Thirlby (senior management) has fulfilled the role of Minutes Secretary since 31st March 2019.

Operating Teams

The Board concerns itself with longer term strategic issues and the Operating Teams with day-to-day operational issues within policies and resources determined by the Board.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

The Operating Teams have the following broad objectives.

- **Productions:** this team is responsible for furthering the artistic reputation of the Society by planning and implementing a programme of plays and ensuring their efficient and effective management.
- **Facilities:** this team is responsible for the day-to-day operation of the Theatre as a public venue.
- **Marketing:** this team is responsible for the promotion of the Theatre's programme of plays and shows and the promotion of the Society in the wider community.
- **Membership:** this team is responsible for the recruitment and retention of the Society's members and for encouraging participation in the Theatre.
- **Backstage Co-ordination:** this team is responsible for co-ordinating the staffing of shows and planning of closed-season work.

The Trustees review teams' objectives and budgets annually.

Operating Team Membership.

Members of the Operating Teams are subject to proposal and election by the members following the AGM. Operating team members are elected to serve for a two-year term with effect from 1 August in the year they are elected, except for members of the backstage co-ordination Team who are all elected annually. All Operating team members may stand for a second term.

Operating Teams ceased to meet after the theatre closed on 17th March 2020. No elections have been held for the year 2020-21. Elections will be held for the year 2022-23.

Employees and Volunteers

Table 6(a) shows the employees in post at the start of the financial year. The Society took full advantage of the Government's furlough scheme for its full- and part-time employees. Redundancy consultations began in July 2020 and most were made redundant at the end of October 2020. The part-time payroll clerk was made redundant at the end of November. The Maintenance Officer was kept on in his part-time role to look after the maintenance and security of our buildings throughout the closure period.

Table 6(a): Employees & Casual Workers – at the start of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager & Premises Supervisor (Philip Royley)	1		
Deputy Theatre Manager & Box Office Manager (Richard Dixon)	1		
Administrative Assistant (Colin Bowles)		1	
Payroll Clerk (Hayden Ayres)		1	
Caretaker / Handyman (Robert Mullins)		1	3.1
Production Staff			
Stage:			
Production and Workshop Manager (Anna Field)	1		
Scenic Artist and Workshop Assistant (Lynsey Brecknell)	1		2
Wardrobe			
Costume Designer & Head of Wardrobe (John Bale)	1		

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Wardrobe Assistant – Design & Making (Christine Bradley)		1	
Wardrobe Assistant – Stock & Hire (Karen Gordon)		1	2.5
Youth Theatre			
Youth Theatre Leader (Paul Phillips)		1	
Youth Theatre Assistant (Paige Bradshaw)		1	0.5
Total	5	7	10.1

As the Society moved towards re-opening the theatre in the Spring of 2021, three full-time staff were sought: a Theatre Manager, a Head of Wardrobe and a Production Manager. At the end of July 2021, the staff listed in Table 6(b) had been appointed.

Table 6(b): Employees & Casual Workers – at the end of the financial year	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Acting Theatre Manager & Premises Supervisor (Mary Jayne Harding Scott) (from 10 th May – 15 th July 2021)	1		
Theatre Manager & Premises Supervisor (Graham Muir) (from 12 th July 2021)	1		
Maintenance Officer (Rob Mullins)		1	
Production Staff			
Wardrobe			
Costume Designer & Head of Wardrobe (John Bale) (from 12 th April 2021)	1		
Total	3	1	2.5

Freelance staff

Just three freelance staff were used between August 2020 and the end of July 2021 for the production of Chariots of Fire.

Table 7: Freelance staff
Kevin Jenkins (Scenic Designer)
Lynsey Brecknell (Scenic Artist)
Jon Brookes (Stage Carpenter)

The Society also needs the hard work, enthusiasm and dedication of a large number of members if it is to continue to thrive. The Society's Main House productions commonly involve over 90 members of the Society. These include director, cast, stage crew, lighting crew, sound crew, wardrobe, front of house and box office staff. Society members also support studio productions, special events and fundraisers.

Society members are also busy with a wide variety of tasks which help with the management and organisation of a busy venue and with recruiting, retaining training and encouraging new members of the Society. The Society has about 300 members, and many contribute to the work of two or three of the Theatre's 'departments', during daytime or evenings.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

During closure our members have been very supportive and pro-active in initiating fund-raising and organising on-line activities to maintain members' interest and keep them connected. A Go Fund Me initiative was launched by Jonathan Barnes via Facebook which raised approximately £1,200 during the year. A major campaign was launched, mainly driven by Debbie Morse, to raise funds to ensure the survival of the theatre in the absence of any significant income. This involved an email-shot to many thousands of patrons who had recently booked seats encouraging them to donate on a monthly basis for a year. This initiative has raised over £21,000 including gift aid during the year end. Many of these donations are monthly commitments and will shortly expire, steps are being taken to ask the donors to renew their commitments where possible. This was followed up with a paper-mail based appeal to some of those patrons who do not have email, the costs being met through generous sponsorship by Optical3 of Anstey. This has raised approximately £1,600 during the year.

The overall total for donations to the general fund for the year was over £35,000.

STATEMENT OF TRUSTEES' RESPONSIBILITES

The trustees (who are also directors of The Leicester Drama Society Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the 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 these 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 2019 (FRS 102);
- 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 charitable company will continue in operation.

The trustees are responsible for keeping adequate 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution for the reappointment of Newby Castleman LLP as auditors of the company will be proposed at the forthcoming Annual General Meeting.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Funds held as custodian trustee

The charity and its trustees are not acting as custodian trustees.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Mr A Crooks (Chairman)
Trustee

On behalf of the Board of Trustees

Mr R Thirlby
Trustee

Date: 9 February 2022

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

Opinion

We have audited the financial statements of The Leicester Drama Society Limited (the 'charitable company') for the year ended 31 July 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' 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.

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

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
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; 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 page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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

We have been appointed as auditor under section 145 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 extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. However, responsibility for the prevention and detection of fraud ultimately rests with both those charged with governance and management of the charitable company.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company by considering the nature of the industry in which the charitable company operates and enquiring of management; and
- identifying the key laws and regulations considered to have a direct impact on the financial statements including the UK Companies Act 2006, UK Charities Act 2011, UK Generally Accepted Accounting Practice and UK tax legislation. Other regulations identified which were not considered to have a direct impact on the financial statements but which were considered central to the ability of the charitable company to operate were the Licensing Act 2003; and

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

- assessing how the charitable company is complying with the applicable legal and regulatory framework by making further enquiries of management and observing the company's control environment regarding compliance with regulations and fraud prevention; and
- assessing the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, by considering the effectiveness of the charitable company's accounting systems and controls and how these were monitored by management. Where the risk of material misstatement was considered to be higher in certain areas, further audit procedures were designed to address this increased risk; and
- discussing amongst the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

Audit response to risks of irregularities identified

Our procedures to respond to risks identified included the following:

- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- enquiry of charitable company staff responsible for compliance to identify any instances of non-compliance with laws and regulations; and
- enquiry of management, those charged with governance and other relevant parties around actual and potential litigation claims; and
- reviewing supporting documentation regarding actual and potential litigation claims; and
- reviewing minutes of meetings of those charged with governance; and
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- communicating identified laws and regulations and potential fraud risks to all engagement team members and assessing whether there are 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 FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Newby Castleman LLP

Chartered Accountants
Statutory Auditor
West Walk Building
110 Regent Road
Leicester
LE1 7LT

9 February 2022

Newby Castleman LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2021

	Notes	Unrestricted funds general £	designated £	Restricted funds £	Total 2021 £	Total 2020 £
Income from						
Donations and legacies	3	69,720	6,420	233,011	309,151	140,930
Charitable activities	4	20,619	-	-	20,619	442,547
Other trading activities	5	4,105	-	-	4,105	8,261
Investments	6	7,900	-	-	7,900	9,235
Total		102,344	6,420	233,011	341,775	600,973
Expenditure on						
Raising funds	7	315	1,110	-	1,425	1,649
Charitable activities	8	55,532	-	123,356	178,888	499,726
Other	11	-	-	-	-	133,572
Total		55,847	1,110	123,356	180,313	634,947
Net income/(expenditure)		46,497	5,310	109,655	161,462	(33,974)
Transfers between funds		51,712	-	(51,712)	-	-
Net movement in funds		98,209	5,310	57,943	161,462	(33,974)
Reconciliation of funds						
Total funds brought forward		557,436	71,244	109,604	738,284	772,258
Total funds carried forward		655,645	76,554	167,547	899,746	738,284

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

All income and expenditure derive from continuing activities.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET AS AT 31 JULY 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	14		677,861		636,715
Current assets					
Stocks	15	2,552		3,379	
Debtors	16	31,647		18,994	
Cash at bank and in hand		343,267		282,914	
		<u>377,466</u>		<u>305,287</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(113,914)		(203,718)	
Net current assets			263,552		101,569
Total assets less current liabilities			<u>941,413</u>		<u>738,284</u>
Creditors: amounts falling due after more than one year	18		(41,667)		-
Net assets			<u>899,746</u>		<u>738,284</u>
Total funds of the charity					
Restricted funds	22		167,547		109,604
Unrestricted designated funds	23		76,554		71,244
Unrestricted general funds	23		655,645		557,436
Total charity funds			<u>899,746</u>		<u>738,284</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

For the year ending 31 July 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question with accordance with section 476.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 JULY 2021

The financial statements were approved and authorised for issue by the board of trustees on 9 February 2022 and are signed on its behalf by:

Mr A Crooks (Chairman)
Trustee

Mr R Thirlby
Trustee

Company Registration No. 00268828

The notes on pages 26 - 41 form part of these financial statements.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 JULY 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	30		66,297		12,684
Investing activities					
Purchase of tangible fixed assets		(63,844)		(18,397)	
Investment income received		7,900		9,235	
Net cash used in investing activities			(55,944)		(9,162)
Financing activities					
Proceeds of new bank loans		50,000		-	
Net cash generated from/(used in) financing activities			50,000		-
Net increase in cash and cash equivalents			60,353		3,522
Cash and cash equivalents at beginning of year			282,914		279,392
Cash and cash equivalents at end of year			343,267		282,914

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies

Charity information

The Leicester Drama Society Limited is a private company limited by guarantee incorporated in England and Wales. The address of the registered office and place of business is given in the legal and administrative information page of these financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.1 Basis of preparation

The charity is a public benefit entity as defined by FRS102. These financial statements have been prepared in accordance with: The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland ("FRS 102"), Accounting and Reporting by Charities: the Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. More detail is included in the Trustees' Report on how the Coronavirus (COVID-19) pandemic has impacted the charity and the measures the trustees have taken to try and mitigate its impact.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity that the trustees have decided at their discretion to set aside for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income recognition

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

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

Government grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured with reliability. If entitlement is not met, then the amounts are deferred.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies

(Continued)

Income from charitable activities comprises box office performance income, front of house income, bar sales, costume hire and youth theatre subscriptions. Income from performances is recognised in the period in which the relevant performance takes place. Income is deferred when ticket sales are received in advance of the performance of events to which they relate. Income from subscriptions is recognised over the period which it relates. Otherwise income is recognised at the point of sale.

Income from trading activities includes income earned from membership subscriptions and sponsorships. Income from subscriptions is recognised to the extent that this relates to the current period, with the remainder being deferred.

Investment income is earned through holding assets for investment purposes. It comprises car park rental income and interest receivable which are recognised on an accruals basis.

1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. 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. It is recognised under the following headings:

- Costs of raising funds includes costs incurred in seeking donations, legacies, grants and fundraising.
- Expenditure on charitable activities notably includes costs to further the delivery of the objectives of the charity.

Irrecoverable VAT is charged against the category of resources expensed for which it was incurred.

1.6 Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and costs of raising funds and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Support costs are allocated to charitable activities on a basis consistent with use of the resources.

The analysis of these costs is included in note 10.

1.7 Tangible fixed assets

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

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

Fixtures, fittings & equipment	Over 4 & 10 years on cost
--------------------------------	---------------------------

Freehold land, payments on account and assets in the course of construction are not depreciated.

No depreciation is provided on freehold land and buildings because the trustees consider the residual value of these assets to be higher than their carrying amount. This is a change in estimate in comparison to the previous period.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies

(Continued)

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount in order to determine the extent of the impairment loss (if any). Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the Statement of Financial Activities ("SOFA") unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell. Stock comprises bar and front of house stock and pantomime lighting.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

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

Debtors and creditors with no stated interest rate and receivable or payable within one year are measured at transaction price. Any losses arising from impairment are recognised in the SOFA.

1.12 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.15 Taxation

The Leicester Drama Society Limited is a registered charity and no taxation provision is required as its income from charitable activities falls within the various exemptions available to registered charities.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

2 Critical accounting estimates and judgements

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

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

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates.

Allocation of support costs

The allocation of support costs is sensitive to changes in the level of work undertaken on each activity by the charity. The allocation is reassessed annually and amended when necessary to reflect current estimates.

3 Income from donations and legacies

	Unrestricted general funds 2021 £	Unrestricted designated funds 2021 £	Restricted funds 2021 £	Total 2021 £
Donations	35,562	6,420	1,644	43,626
Grant income	34,158	-	231,367	265,525
	<u>69,720</u>	<u>6,420</u>	<u>233,011</u>	<u>309,151</u>
	Unrestricted general funds 2020 £	Unrestricted designated funds 2020 £	Restricted funds 2020 £	Total 2020 £
Donations	55,594	8,080	10,516	74,190
Grant income	25,000	-	41,740	66,740
	<u>80,594</u>	<u>8,080</u>	<u>52,256</u>	<u>140,930</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

4 Income from charitable activities

	Unrestricted general funds 2021 £	Total 2021 £	Unrestricted general funds 2020 £	Unrestricted designated funds 2020 £	Total 2020 £
Box office LDS shows	11,828	11,828	283,522	-	283,522
Box office special shows & Comedy Festival	1,543	1,543	38,142	12,838	50,980
Front of house	3,229	3,229	30,619	-	30,619
Bar	3,268	3,268	42,498	-	42,498
Lettings and costume hire	751	751	28,965	-	28,965
Youth theatre subscription	-	-	5,963	-	5,963
	<u>20,619</u>	<u>20,619</u>	<u>429,709</u>	<u>12,838</u>	<u>442,547</u>

5 Income from other trading activities

	Unrestricted general funds 2021 £	Total 2021 £	Unrestricted general funds 2020 £	Total 2020 £
Membership income	4,105	4,105	8,261	8,261
	<u>4,105</u>	<u>4,105</u>	<u>8,261</u>	<u>8,261</u>

6 Income from investments

	Unrestricted general funds 2021 £	Total 2021 £	Unrestricted general funds 2020 £	Total 2020 £
Car park and rental income	7,869	7,869	8,754	8,754
Interest receivable	31	31	481	481
	<u>7,900</u>	<u>7,900</u>	<u>9,235</u>	<u>9,235</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

7 Expenditure on raising funds

	Unrestricted general funds 2021 £	Unrestricted designated funds 2021 £	Total 2021 £	Unrestricted general funds 2020 £	Total 2020 £
Membership schemes	315	1,110	1,425	1,649	1,649

8 Expenditure on charitable activities

	Activities undertaken directly Note 9 £	Support Costs Note 10 £	Total 2021 £	Total 2020 £
Production	79,121	65,407	144,528	412,937
Front of house	280	12,909	13,189	22,556
Bar	4,964	13,066	18,030	54,609
Lettings and costume hire	141	3,000	3,141	9,624
	84,506	94,382	178,888	499,726
Unrestricted general funds			55,532	489,746
Unrestricted designated funds			-	4,490
Restricted funds			123,356	5,490
			178,888	499,726

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

9 Expenditure on activities undertaken directly

	Production	Front of house	Bar	Lettings and costume hire	Total 2021	Total 2020
	£	£	£	£	£	£
Staff costs	31,943	-	-	-	31,943	165,145
Depreciation	19,294	-	-	-	19,294	30,908
Box office admin	11,259	-	-	-	11,259	20,067
Direct production costs	13,419	-	-	-	13,419	68,063
Special show artistes	260	-	-	-	260	23,950
Marketing of shows	2,946	-	-	-	2,946	35,459
Front of house supplies	-	280	-	-	280	14,540
Bar supplies	-	-	4,964	-	4,964	25,568
Costume hire costs	-	-	-	141	141	171
	<u>79,121</u>	<u>280</u>	<u>4,964</u>	<u>141</u>	<u>84,506</u>	<u>383,871</u>

10 Expenditure on support costs

	2021 £	2020 £
Depreciation	3,404	5,455
Repairs and maintenance	17,155	12,053
Rent and rates	1,501	1,990
Light & heat	13,537	22,084
Cleaning and hygiene	10,862	15,184
Administrative expenses	16,332	13,405
Insurance	9,286	14,598
Irrecoverable VAT	8,235	19,033
Audit, legal & professional	9,730	5,902
Other costs	4,340	6,151
	<u>94,382</u>	<u>115,855</u>
Allocated to:		
Charitable activities	<u>94,382</u>	<u>115,855</u>

Support costs have been allocated to activities on a relevant basis to reflect the use of the resources. Support costs include governance costs amounting to £5,485 (2020 - £5,485).

The amount charged to the SOFA in respect of auditor's remuneration was:

- statutory audit £5,485 (2020 - £5,485)
- other services £240 (2020 - £Nil)

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

11 Other expenditure

	Unrestricted funds general 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds general 2020 £	Restricted funds 2020 £	Total 2020 £
Wages	-	-	-	-	41,740	41,740
Termination payments and legal fees	-	-	-	64,754	27,078	91,832
	<u>-</u>	<u>-</u>	<u>-</u>	<u>64,754</u>	<u>68,818</u>	<u>133,572</u>

12 Trustees

Except for the disclosures below, none of the trustees received any remuneration, benefits or reimbursements from the charity during the year, or in the previous year.

During the year, expenses were paid to 6 (2020 - 6) trustees for travel, repairs and set design amounting to £2,092 (2020 - £1,086).

During the year, Mr C Moss received a prize of £Nil (2020 - £250) from the 200 Club raffle.

Mr T Hogarth-Jones who was a trustee, was given complimentary theatre tickets as a thank you for providing the wardrobe department with wigs for productions. The face value of the tickets provided during the year ended 31 July 2021 was £Nil (2020 - £87).

During the year the trustees made unconditional donations to the theatre in the sum of £240 (2020 - £780).

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Bar staff	-	5
Production and costume staff	-	12
Management and administration	5	5
	<u>5</u>	<u>22</u>

Employment costs

	2021 £	2020 £
Wages and salaries	31,710	195,427
Social security costs	-	7,943
Other pension costs	233	3,515
Termination payments	-	91,082
	<u>31,943</u>	<u>297,967</u>

There were no employees whose annual remuneration was £60,000 or more.

14 Tangible fixed assets

	Freehold land & buildings £	Payments on account and assets under construction £	Fixtures, fittings & equipment £	Total £
Cost				
At 1 August 2020	621,513	239,461	536,382	1,397,356
Additions	-	-	63,844	63,844
	<u>621,513</u>	<u>239,461</u>	<u>600,226</u>	<u>1,461,200</u>
At 31 July 2021	621,513	239,461	600,226	1,461,200
Depreciation and impairment				
At 1 August 2020	299,052	-	461,589	760,641
Depreciation charged in the year	-	-	22,698	22,698
	<u>299,052</u>	<u>-</u>	<u>484,287</u>	<u>783,339</u>
At 31 July 2021	299,052	-	484,287	783,339
Carrying amount				
At 31 July 2021	<u>322,461</u>	<u>239,461</u>	<u>115,939</u>	<u>677,861</u>
At 31 July 2020	<u>322,461</u>	<u>239,461</u>	<u>74,793</u>	<u>636,715</u>

Within freehold land and buildings, the cost is made up of land of £156,429 and buildings of £465,084.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

15	Stocks		2021	2020
			£	£
	Bar		2,084	3,092
	Front of house		235	54
	Pantomime lights		233	233
			<u>2,552</u>	<u>3,379</u>
16	Debtors		2021	2020
			£	£
	Amounts falling due within one year:			
	Trade debtors		-	438
	Prepayments and accrued income		31,647	18,556
			<u>31,647</u>	<u>18,994</u>
17	Creditors: amounts falling due within one year		2021	2020
		Note	£	£
	Bank loans	19	8,333	-
	Other taxation and social security		6,284	5,278
	Deferred income	20	86,954	91,570
	Trade creditors		606	211
	Accruals		11,737	106,659
			<u>113,914</u>	<u>203,718</u>
18	Creditors: amounts falling due after more than one year		2021	2020
		Notes	£	£
	Bank loans	19	41,667	-
			<u>41,667</u>	<u>-</u>
19	Loans		2021	2020
			£	£
	Bank loans		50,000	-
			<u>50,000</u>	<u>-</u>
	Payable within one year		8,333	-
	Payable after one year		41,667	-
			<u>41,667</u>	<u>-</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

19 Loans

(Continued)

The charity has a Bounce Back Loan which is repayable by 60 monthly instalments from October 2021 and is due to come to an end in September 2026. In accordance with the Bounce Back Loan Scheme the interest rate is fixed at 2.5% and the UK Government acts as guarantor.

20 Deferred income

Deferred income included within note 18 above is as follows:

	2021 £	2020 £
Advance ticket sales	47,522	48,016
Membership subscriptions	3,126	216
Unrefunded cancelled tickets	16,614	20,684
Customer credits	16,576	19,656
Gift vouchers and order deposits	3,116	2,998
	<u>86,954</u>	<u>91,570</u>

21 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees.

The charge to the SOFA in respect of the defined contribution schemes was £233 (2020 - £3,515), all of this expense was unrestricted and all has been allocated as a direct cost. Expenditure has been allocated between funds and activities on a relevant basis to the nature of the underlying costs in proportion to resources used.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

22 Restricted funds

The funds of the charity include restricted funds held for specific purposes:

	Balance at 1 August 2020	Movement in funds		Transfers	Balance at 31 July 2021
	£	Income £	Expenditure £	£	£
Improvements for the benefit of the audience	39,266	-	-	-	39,266
Building fund - cash	53,945	1,644	-	-	55,589
Building fund - assets	43,471	-	-	-	43,471
Coronavirus job retention scheme	(27,078)	27,078	-	-	-
Arts Council recovery fund	-	202,075	(121,396)	(51,712)	28,967
LCC Business Development & Diversification grant	-	2,214	(1,960)	-	254
	<u>109,604</u>	<u>233,011</u>	<u>(123,356)</u>	<u>(51,712)</u>	<u>167,547</u>

	Balance at 1 August 2019	Movement in funds		Transfers	Balance at 31 July 2020
	£	Income £	Expenditure £	£	£
Improvements for the benefit of the audience	44,756	-	(5,490)	-	39,266
Building fund - cash	43,429	10,516	-	-	53,945
Building fund - assets	43,471	-	-	-	43,471
Coronavirus job retention scheme	-	41,740	(68,818)	-	(27,078)
	<u>131,656</u>	<u>52,256</u>	<u>(74,308)</u>	<u>-</u>	<u>109,604</u>

Improvements for the benefit of the audience - this fund is represented by fixed assets, and relates to a disabled access and improvements to the box office and auditorium.

Building fund - this fund represents donations specifically given towards the costs of the building project. This is split between amounts held as cash and assets.

Coronavirus job retention scheme - this fund represents amounts received from the Government to cover staff costs during the Covid-19 pandemic. The fund shows a deficit at the start of the year because expenditure was previously accrued for as part of a restructuring provision. Income in relation to this expenditure has been recognised during the year from the coronavirus job retention scheme, when the charity became entitled to this income.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

22 Restricted funds

(Continued)

Arts Council recovery fund - this fund represents amounts received from the Arts Council to help cover the charity's running costs. Transfers have been made from restricted funds into unrestricted funds to transfer the value of fixed assets where the restriction has lapsed.

Leicester City Council Business Development & Diversification grant - this fund represents amounts received from Leicester City Council to develop or diversify our current operations and to enable safer working practices.

23 Unrestricted funds

The income funds of the charity include general and designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 August 2020 £	Movement in funds			Balance at 31 July 2021 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	71,244	6,420	(1,110)	-	76,554
General funds	557,436	102,344	(55,847)	51,712	655,645
	<u>628,680</u>	<u>108,764</u>	<u>(56,957)</u>	<u>51,712</u>	<u>732,199</u>

	Balance at 1 August 2019 £	Movement in funds			Balance at 31 July 2020 £
		Income £	Expenditure £	Transfers £	
Designated funds:					
Building fund - cash	54,816	20,918	(4,490)	-	71,244
General funds	585,786	527,799	(556,149)	-	557,436
	<u>640,602</u>	<u>548,717</u>	<u>(560,639)</u>	<u>-</u>	<u>628,680</u>

Building fund - this fund represents amounts set aside towards the costs of the building project.

24 Building fund

During the year £1,644 (2020 - £10,516) was raised in direct donations to the building fund and the Trustees set aside a further £6,420 (2020 - £20,918) for this purpose, a total of £8,064 (2020 - £31,434).

Therefore the cumulative amount raised on the Building fund increased to £175,614 of which £43,471 has been spent on planning, professional fees and archaeological investigations, leaving a balance carried forward of £132,143, split between restricted and designated funds.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

25 Analysis of net assets between funds

	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2021	2021	2021	2021
	£	£	£	£
Fund balances at 31 July 2021 are represented by:				
Tangible assets	594,901	-	82,960	677,861
Current assets/(liabilities)	102,411	76,554	84,587	263,552
Long term liabilities	(41,667)	-	-	(41,667)
	<u>655,645</u>	<u>76,554</u>	<u>167,547</u>	<u>899,746</u>

	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2020	2020	2020	2020
	£	£	£	£
Fund balances at 31 July 2020 are represented by:				
Tangible assets	553,978	-	82,737	636,715
Current assets/(liabilities)	3,458	71,244	26,867	101,569
	<u>557,436</u>	<u>71,244</u>	<u>109,604</u>	<u>738,284</u>

26 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	2,267	1,716
Between two and five years	4,326	4,069
	<u>6,593</u>	<u>5,785</u>

Lease payments totalling £1,946 (2020: £1,913) have been recognised as an expense during the year.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

27 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2021 £	2020 £
Aggregate compensation	15,582	82,479

During the year, MJ Harding Scott, the daughter of Mr M G Scott and Professor J A Harding, was paid £5,017 (2020: £Nil) for her services as an employee.

28 Events after the reporting date

Despite the relaxation of Government restrictions imposed as a result of the coronavirus (COVID-19) pandemic these could easily be re-imposed because the virus is still in general circulation. The charity continues to monitor the situation and will take action as appropriate. More detail is included in the Trustees' Report on how the pandemic has impacted the charity and the measures the trustees have taken to try and mitigate its impact.

29 Control relationship

The charity is under the joint control of the trustees.

30 Cash generated from operations	2021 £	2020 £
Surplus/(deficit) for the year	161,462	(33,974)
Adjustments for:		
Investment income	(7,900)	(9,235)
Depreciation and impairment of tangible fixed assets	22,698	36,363
Movements in working capital:		
Decrease/(increase) in stocks	827	(18)
(Increase)/decrease in debtors	(12,653)	10,735
Increase/(decrease) in creditors	(98,137)	8,813
Cash generated from operations	66,297	12,684

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

31 Analysis of changes in net funds

	At 1 August 2020 £	Cash flows £	At 31 July 2021 £
Cash at bank and in hand	282,914	60,353	343,267
Bank loans	-	(50,000)	(50,000)
	<u>282,914</u>	<u>10,353</u>	<u>293,267</u>

LEICESTER DRAMA SOCIETY LIMITED

England & Wales - Charity number 214249

Accounts

Charity Registration No. 214249

Company Registration No. 00268828 (England and Wales)

THE LEICESTER DRAMA SOCIETY LIMITED

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 JULY 2020**

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr A Crooks (Chairman) Mr C Moss (Treasurer) Mr J Ghent Mrs V Jones Mr S Dickens Mr R Hughes Mr C Hide Ms F Harris Mr J Thompson Mr R Thirlby	(Appointed 15 March 2020) (Appointed 15 March 2020) (Appointed 15 March 2020) (Appointed 13 July 2020)
Senior management	Mrs L Thirlby Mrs J Harding	
Secretary	Mr R Thirlby	
Charity number	214249	
Company number	00268828	
Operating name	The Little Theatre	
Principal address	Dover Street Leicester LE1 6PW	
Registered office	Dover Street Leicester LE1 6PW	
Auditors	Newby Castleman LLP West Walk Building 110 Regent Road Leicester LE1 7LT	
Bankers	Yorkshire Bank Plc 29 Horsefair Street Leicester LE1 5BL	
	CCLA Investment Management COIF Charity Fund 80 Cheapside London EC2V 6DZ	

THE LEICESTER DRAMA SOCIETY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Virgin Money
3 Eastgates
Leicester
LE1 5YA

Epworth Investment Management Limited
9 Bonhill Street
London
EC2A 4PE

Solicitors

Weightmans LLP
Waterloo House
71 Princess Road West
Leicester
LE1 6TR

THE LEICESTER DRAMA SOCIETY LIMITED

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THE LEICESTER DRAMA SOCIETY LIMITED

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 JULY 2020

It is with the greatest pleasure that I present my report as Chairman for the LDS year 2019/20.

This has definitely been a season of two distinct parts. We had planned to reopen our theatre to the public in early December 2020 for the first time in many months, having been forced to close on Tuesday March 17th due to Coronavirus. Unfortunately, due to the government restrictions imposed as a result of the pandemic, we had to postpone this re-opening and are still unsure of a new date for it.

Our production of *Blue Stockings* had played for just its opening night when we entered 'lockdown', a huge blow to the director, cast and crew who had worked hard during rehearsals, so were eager to share the fruits of their labours with audiences that week.

The Trustees were faced with an unparalleled situation: how to keep "The Little Theatre" alive. The situation in the country was changing all the time and at first, we hoped for a return to 'normality' fairly quickly, but it was soon clear that this was to be a long-term issue and we would have to postpone the rest of the 2019-2020 season. Over the following weeks ticket holders for the LDS productions due to be staged up to July were contacted and offered a choice of moving their booking to a future play, having a refund or giving their ticket money to LDS as a donation – we were heartened by the number of people who chose to donate. Three musicals were also postponed.

The sudden lack of income from ticket sales meant that tough financial decisions had to be made to try to reduce on-going costs so that we didn't run out of money. Staff wages, utilities, and various contracts were the main costs. We were fortunate to receive a grant of £25,000 from the City Council, and later a 'bounce back' loan from our bank, which helped to defray these. The Government's Furlough scheme was used to pay staff wages until the end of October, but with no renewed income in sight we had to take the tough decision in the summer to begin a consultation process on redundancy so that all staff except our caretaker became redundant from the end of October. We had been very fortunate in having such skilled and hard-working people with us, and the Trustees thank them all for their enormous patience and understanding in a very difficult situation.

In July, the Arts Council announced details of the Culture Recovery Fund which is intended to help Theatres and other Arts organisations recover and plan to re-open from October 2020 onwards. Led by our Development Programme Director, Jenny Harding, the mammoth task of writing a substantial application to this fund for submission during August was undertaken. We were delighted to learn that we had been awarded a grant, which has proved to be a 'life saver' for us.

We also had to take the decision to postpone *Cinderella* to Christmas 2021, with ticket holders having their bookings transferred to new comparable dates if they wished – many did!

As this report covers the season beginning in September 2019, it is extremely hard to remember that time in the light of the current situation. Back then we were looking forward to our 98th season of plays and musicals, not forgetting our Pantomime *Robin Hood* and some 'one nighters', including Comedy Festival shows and a visit from the Leicester Grammar School Big Band. This was a good variety of productions to attract audiences; financially we were on course to show a surplus in our accounts.

The season opened in September with a members' Gala Evening of musical talent, which was very successful. A second such evening, *Raising the Roof*, was staged as a fund raiser for us and again proved popular. Members performed the radio play *Precious Bane* in the bar and studio, a departure from our usual plays, and it was well-received. Our Haywood Studio would offer a musical entertainment with cheese and wine before Christmas and several plays. The last of these, *Class*, ended days before we closed.

Our Youth Theatre, led by Paul Phillips and Paige Bradshaw, was re-starting after the summer break and looking forward to a production of *James and the Giant Peach*, our Thursday acting workshops with David Cross were to re-start. We had successful displays by local artists in the upper foyer and maintained our link with local playwright Joe Orton by displaying a plaque from the film *Prick Up Your Ears* next to the picture of him in the foyer.

THE LEICESTER DRAMA SOCIETY LIMITED

CHAIRMAN'S STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

The installation of a new lift had been planned for some time and it was installed in November 2019; this lift can be used in an evacuation on the authority of the attending fire service.

Our presence on social media platforms has increased during the year and this has proved invaluable in the Pandemic. The first edition of our Little Theatre Podcast was launched in June 2020 and received many 'hits'.

The fundraising for our proposed new building on the Anchor Centre site has naturally taken a backseat during the pandemic; the monies donated towards it are ring-fenced and as soon as is practical we will take further steps with this project. During the year, a "200 Club", masterminded by Jenny Page, was set up to help raise funds for this project. The demolition of the old building is on-going as I write.

In conclusion I would like to offer sincere thanks to my colleagues on the Board of Trustees who have supported me by stepping up to take on the day-to-day running of the theatre and work tirelessly to steer us through so far. The Board has been meeting twice a month as there has been so much to deal with.

I thank all our volunteer members for their help in the many areas of the theatre, both on and off-stage; our audiences and all our supporters, many of whom have made much-needed donations on a one-off or regular basis, or have joined our '200 Club'.

We will bounce back after the Pandemic; we reach our 100th birthday in 2022 and we have plans for big celebrations, so please join us for them.

Mr A Crooks (Chairman)
Trustee

Date: 29/3/21

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 JULY 2020

The Board of Trustees (the "Board"), who are directors of the charitable company, has pleasure in submitting its annual report and the audited financial statements for the year ended 31 July 2020.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), Accounting and Reporting by Charities: Statement of Recommended Practice for charities applying FRS 102, the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

The objectives and aims of the Society are to encourage the study and practice of dramatic art amongst the inhabitants of Leicester, Leicestershire, and elsewhere, and to promote and conduct theatrical and musical performances, lectures, concerts and such other educational enterprises as may tend to the attainment of this object. These objectives are set out in the governing document, which is its Memorandum and Articles of Association.

The strategies employed to achieve the Society's objects are to:

- present a broad range of productions for enjoyment and education;
- offer opportunities to a broad range of people to become involved in all aspects of the dramatic arts;
- provide facilities for amateur and professional artists to develop; and
- involve young people in the dramatic arts to help encourage a culture in which different age ranges play a complementary part.

The Society owns and operates a theatre in Leicester city centre. It markets its programme of productions under the banner of The Little Theatre (the "Theatre") and this is the name by which its patrons know it.

Activities

In developing its strategies and planning its activities for the year, the Board considered the Charity Commission's guidance on public benefit including the guidance on public benefit and fee charging. The artistic programme is planned so that across a full year it will cover a wide range of theatre, appealing to a broad audience. Particular regard is given to ticket-pricing, affordability, access and audience development through a range of discount ticket schemes and its £5 standby ticket scheme for young people aged 16-25. Careful consideration is given to the accessibility of the Theatre to those on low incomes, through concessions, free art exhibitions and, as part of new members' evenings, backstage tours. Free first year membership and free acting and technical training are also available to members.

The objectives and aims are achieved through the presentation of the Society's own artistic programme, the hiring of the Theatre to other amateur and professional visiting companies and the development of young people through a range of educational activities.

The Society sought to develop new members and audiences and deepen engagement through its actors' workshop programme, and by other activities both on-site and via social media. A one act play festival was held in the Haywood Studio for new directors. The Theatre planned to host the

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

Leicestershire and Rutland Drama Festival for the fourth year running. Local artistes and groups also featured in the Theatre's programme of fundraising events.

A significant contribution was made by volunteers to enable the Society to carry out its activities, mostly in the form of a growing pool of around 350 members who provided essential support across all areas of the theatre throughout the year.

Sadly, many of these planned activities were brought to a sudden halt on 17th March 2020. The Government restrictions imposed as a result of the coronavirus (COVID-19) pandemic resulted in the closure of the theatre to the public, and unfortunately the theatre has not been able to reopen since.

ACHIEVEMENTS AND PERFORMANCE

The closure of the theatre in March 2020, as a result of the COVID-19 pandemic, has had a significant impact on the charity's achievements and performance during and after the year. Up to March 2020 the charity had been performing on par with previous years.

Productions (98th Season: 2019-20)

The production year runs from September to early July. The closed season during July and August is used primarily for members to undertake routine maintenance of stage and lighting equipment.

The Society's work falls into three main areas of activity; its own season of twelve plays and a Christmas production in its 349-seat Main House (Table 1(a)), and in the Society's studio theatre, the Haywood Studio (Table 1(b)); the letting of the Theatre to other amateur and professional companies, many of whom are long-standing visitors (Table 2 and Table 3), and a range of educational activities. The Society aims to stage a diverse repertoire that is challenging for its members, popular with its audiences and experimental so as to encourage the development of new areas of work.

Table 1(a): Main House Productions: 98th Season (2019-20)					
Dates	Title	Author(s)	Performances	Attendance	Audience %
9-14 Sep 2019	<i>The Importance of Being Earnest</i>	Oscar Wilde	7	1,616	66%
30 Sep-5 Oct 2019	<i>Single Spies</i>	Alan Bennett	7	1,250	51%
21-26 Oct 2019	<i>Lettice and Lovage</i>	Peter Shaffer	7	1,607	66%
11-16 Nov 2019	<i>Cat on a Hot Tin Roof</i>	Tennessee Williams	7	1,562	64%
13 Dec 2019-5 Jan 2020	<i>Robin Hood</i>	John Bale	25	8,511	98%
20-25 Jan 2020	<i>Bracken Moor</i>	Alexi Kaye Campbell	7	1,692	69%
3-8 February 2020	<i>Around the World in 80 Days</i>	Jules Verne, adapted by Laura Eason	7	1,885	77%
24-29 Feb 2020	<i>Beyond Reasonable Doubt</i>	Jeffrey Archer	7	1,732	71%

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

16 March 2020	<i>Blue Stockings</i>	Jessica Swale	1	*312	13%
TOTAL			75	20,167	

* *Blue Stockings* played just one performance of the seven planned. 312 tickets sold includes the Monday night audience and other tickets not refunded.

Table 1(b): Haywood Studio Productions: 98th Season (2019-20)					
Dates	Title	Author(s)	Performances	Attendance	Audience %
6-9 Nov 2019	Play Parade 19:-		4	153	85%
	<i>Beyond the White Noise</i>	Steven A. Shapiro			
	<i>Road Toll</i>	Sarah Tighe			
	<i>One Foot Under</i>	Jordan Handford			
11-14 Mar 2020	<i>Class</i>	Iseult Golden & David Horan	4	136	76%
TOTAL			8	289	

Special Events and Fundraisers

The Society also presents a varied programme of special events and fundraising shows during the season (Table 2) featuring both amateur and professional artists. For several years we have presented shows as part of Leicester Comedy Festival.

Table 2: Special Events: 98th Season (2019-20)					
Date	Title	Note	Performances	Tickets Sold	Audience %
15 Sep 2019	Rob Delaney		1	345	99%
19 & 20 Sep	<i>Poison by Lot Vekemans</i> (trans. Rina Vergano)	presented by Rogue Space Theatre in the Haywood Studio in support of The Little Theatre Building Fund	2	64	71%
27 Oct 2019	Wigston Male Voice Choir		1	347	99%
30 October 2019	<i>The Nutcracker</i>	presented by Vienna Festival Ballet	1	292	84%
1 Nov 2019	Sofie Hagan: The Bumswing		1	97	28%
2 Nov 2019	La Voix		1	157	45%
17 Nov 2019	Maisie Adam: Hang Fire	In the Haywood Studio	1	37	82%
23 Nov 2019	<i>Raising the Roof</i>	In support of The Little Theatre New Building Fund	1	191	55%

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

24 Nov 2019	<i>Autumn Leaves</i>	Presented by Octave in the Haywood Studio, in support of The Little Theatre New Building Fund	2	106	88%
17 Dec 2019	A Special Evening with Gervase Phinn	In support of The Little Theatre New Building Fund	1	339	97%
9 Feb 2020	Dad's Army Radio Show	Part of Leicester Comedy Festival	1	341	98%
12 Feb 2020	Jersey Beats, Oh What a Nite!		1	338	97%
14 Feb 2020	The LGS Big Band	In support of The Little Theatre New Building Fund	1	324	93%
15 Feb 2020	John Shuttleworth's Back	Part of Leicester Comedy Festival	2	692	99%
TOTAL			17	3,670	

Workshops

Thursday Workshop: The Society continued to run a series of practical workshops on Thursday evenings, exploring a range of performance disciplines. These actors' workshops allow members to extend their knowledge and understanding of the elements and processes of making theatre, exploring their own creativity at the same time.

The Values Scheme: Run by Voluntary Action Leicestershire, these drama groups for people with learning difficulties were held in the Haywood Studio on Tuesday and Thursday afternoons.

Youth Theatre

The Society's Youth Theatre groups for eight- to eighteen-year-olds continued to meet on Saturday mornings in school term-time, working towards their own productions. Under qualified leadership, the Youth Theatre continued to offer in-depth training to young performers that stretched their skills and imaginations. Youth Theatre members are also encouraged to audition for children's parts in the Society's other productions.

A Richard Attenborough Bursary is open to members of the Youth Theatre and young members of the Society to support activities which would develop their skills in any aspect of theatre.

Unfortunately, due to COVID-19, all the Society's activities were suspended in March 2020 and the theatre was forced to close.

Facilities

The Facilities Team is responsible for the maintenance of the Theatre's premises, overseeing the running of the Costume Hire Department, the licensed public bar, the Box Office, Front of House, and other areas that affect the operation of the Theatre as a public venue, including health and safety. Its goal is to streamline operations in order to maximise the Society's limited resources. Since March 2020, however, any planned activity has ceased, with the focus switching to cost reduction and essential maintenance only during the theatre's period of forced closure.

Prior to closure, the most significant facilities upgrade was to the lift. Following a review of the Fire Risk Assessment and Evacuation Procedures in December 2017, a fire evacuation lift to replace our current lift was installed. In the event of fire, and with the agreement of the attending Fire Officer, the lift will

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

give a significant improvement in evacuation safety for audience members who are physically impaired and for whom the stairs pose a challenge in an emergency.

Since March, with severe constraints being placed upon the ability to carry out any physical activity in the buildings, efforts have concentrated on protecting the building's infrastructure, maintaining and repairing where absolutely necessary, and in planning for the challenges ahead posed by a Society that has lost nearly all of its employed staff.

Following a review of the bar, it has been decided to cease the sale of beers on draught and to provide a bottle bar only. This facilitates the staffing of the bar by volunteers, as training in keg management is no longer required. Additionally, the bar, along with Front of House and the Office, will move to contactless payment, discouraging the use of cash by audience members. This is firmly in line with government guidelines on minimising contact during COVID 19, and as such it was felt to be timely to implement this change, with most people now using contactless payment by default. The purchase of new sales equipment, which offers better value for operations where trading is intermittent, has been agreed and was installed in late 2020.

The theatre's main entrance doors have also been considered for upgrade. Work is under way to replace the existing doors with electrically-operated doors that provide a greater degree of flexibility and safety, and which, again, will allow less person-to-surface contact at a pinch-point in the venue. It is hoped to have the new doors installed before the theatre re-opens.

The facilities team also continued to look after the weekly lettings of the Theatre to local amateur operatic/musical groups and its use by other organisations, until closure in March. During the 2019-20 financial year the Theatre was hired by two local amateur groups (Table 3). Together with the Society's own productions and special productions, the Theatre was open as a venue for 113 performances (2018-19: 187 performances), the sharp decrease being solely as a result of closure in March (see Table 4b), after which 67 scheduled performances were cancelled. For further details of all performances and cancelled shows, see Tables 1-4.

Margaret Damant stepped down from her position as Front of House Co-ordinator at the end of the 2018-19 season, and was replaced by Frances Harris. Since June, Frances' work has concentrated on research into and procurement of PPE to enable the theatre to re-open, along with working to implement COVID-safe working practices for Front of House staff.

The 2020-21 season will be a challenge for the Society as a whole. For the facilities team, it will mean concentrating on opening the venue safely, while putting any projects for improving the buildings on the back burner at a time of reduced income. With few employed staff, the process of ensuring that the venue is secure in terms of safety, fire, evacuation and security falls on volunteers: therefore, all offers of help will be gratefully received!

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

Table 3: Hirers of the Theatre: 2019-20			
Dates	Company	Title	Performances
7-12 Oct 2019	The Infirmary Dramatic, Operatic & Literary Society (IDOLS)	<i>Oliver!</i>	7
3-7 March 2020	Leicester Gilbert & Sullivan Musical Society	<i>HMS Pinafore</i>	6
TOTAL			13

The Theatre was open as a venue for 113 performances (2018-19: 187 performances). For details, please see Table 4(a).

Table 4(a): Total Performances in the Theatre: 2019-20	
Company	Performances
Main House Productions by the Society	75
Studio Productions by the Society	8
Youth Theatre Productions by the Society	0
Special Events, Comedy Festival and Fundraisers	17
Productions by other societies	13
TOTAL	113

After closure on 17th March 2020 because of the COVID-19 pandemic, the theatre cancelled the following performances:

Table 4(b) Total Cancelled Performances: February to July 2020	
Company	Performances
Main House Productions by the Society	34
Studio Productions by the Society	8
Youth Theatre Productions by the Society	2
Special Events, Comedy Festival and Fundraisers	2
Productions by other societies	21
TOTAL	67

Front of House

Prior to the pandemic we started off extremely well with many shows in the Main House and Studio with several special events and Visiting Societies. From September we covered 15 shows before the pantomime, then 10 before *Blue Stockings* which sadly only ran for one performance. We had many new volunteers and although some were very good, they didn't stay. Of course, we have had to put new applicants on hold which they understand, but there is quite a list to deal with when we can offer them something definite.

The Front of House Sub Committee has been put on hold at the moment but we will be discussing whether or not to continue as we now have a representative on the board and any matters can be taken straight to the top.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

I would like to take this opportunity to thank everyone for their wonderful support during the year. We have very dedicated and loyal volunteers without whom the system wouldn't run so smoothly.

Costume Hire

The Costume Hire Department, located in premises owned by the Society in Albion Street, continued to maintain its reputation for helpful, knowledgeable advice and for providing clean, good quality costumes. After the theatre closed on 17th March, the Costume Hire staff and volunteers worked until the 23rd (when the country went into lockdown) recalling all items out on hire, cancelling future orders, and taking steps to ensure the security of the costume stock.

Marketing

The Marketing Team sought to make sure the Theatre's audience reflected the entire local population and worked on building new audiences for the future. The average attendance for the eight Main House productions put on by the Society (excluding Youth Theatre and Specials) was 77%; the ninth production only gave one performance. This average compares with 78% for a full season in 2018-19 and 75% in 2017-18.

Marketing continued through conventional, paper-based methods, including brochures, newspapers and magazines which have in the past worked well for the Theatre's loyal audience. In addition, we continued to advertise on poster sites in the City. More Facebook advertising was used, Twitter activities increased and a greater following has been built on Instagram. More Marketing Team members with the required social media skills were recruited. Email marketing continued to be used and consistently brought a good response in ticket sales.

As part of the Society's commitment to the enjoyment of all the arts, there were free exhibitions of artwork in the Upper Foyer until March. Local artists and groups have exhibited there, and sales of the artwork generate a small commission for the Society.

Membership

Activities to recruit and retain members and encourage participation in the Theatre continued to be the remit of the Membership Team. Membership numbers have remained steady throughout the year. For a number of years, the Society has recruited members to help Front of House by advertising with Voluntary Action Leicester. This season advertising with VAL was extended to include opportunities in various backstage roles.

New Members evenings were held prior to each production to give prospective new members a full tour of the Theatre and the opportunity to see all departments in operation. The Society has also provided tours and talks to local groups, colleges and universities.

Backstage Co-ordination

In the last year the Backstage Co-ordination Team have staffed 97 performances, 8 in the studio and 89 in the main house. This comprises 8 LDS shows amounting to 50 performances, 25 performances of the pantomime, 2 studio plays of 8 performances and 14 "one-nighters".

The technical team is also required to staff at least 4 dress/technical rehearsals per LDS show. The pantomime alone requires 10 backstage staff.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

In addition, the team oversees the health and safety planning and provision for each performance and the building and destruction of at 12 different sets.

The count would have been much higher had the pandemic not stopped us.

IT Matters

By August 2019, the Society had moved most of its business-critical systems to the cloud: Quickbooks Online, Spektrix, and external hosting of both the box office and members' websites.

During the initial COVID lockdown, in the spring and summer of 2020, with the staff on furlough, we moved our email systems and Microsoft office functions to the cloud-based Windows 365, leaving the payroll and the access control systems as the only business critical functions hosted locally. It is intended to finally decommission the server before we re-open for business. It is planned to outsource the payroll and move the access control system to a suitable local system during the Autumn of 2020 to complete the transition to the cloud.

FINANCIAL REVIEW

The results for the year ended 31 July 2020 are shown in the Statement of Financial Activities on page 21. This, together with the balance sheet on page 22 should be read in conjunction with the related notes in accordance with the Charities SORP (FRS 102).

Total income for the year amounted to £600,973 (2019 - £681,400). The principal funding source continued to be theatre ticket sales. Total expenditure for the year amounted to £634,947 (2019 - £629,547). A breakdown of expenditure is set out in notes to the financial statements.

There was a deficit on general funds for the year totalling £28,350, a surplus on designated funds totalling £16,428 and a deficit on restricted funds totalling £22,052. This has resulted in a total decrease in funds for the year of £33,974. The funds for the charity at the year-end totalled £738,284 which comprise general funds of £557,436, designated funds of £71,244 and restricted funds of £109,604.

Reserves

As is the policy, shows are chosen to maintain a level of box office income sufficient, with profits from ancillary activities, to cover running costs and maintain the infrastructure of the premises. Any surplus is used to finance improvements or build reserves. Cash reserves are kept at a prudent level for unplanned contingencies.

It is the long-term policy of the board of trustees to maintain free reserves (unrestricted funds less tangible fixed assets less amounts held in designated funds) at approximately £55,000, to cover expenditure based on a 12-month period of 60% sale rates for LDS plays. For the year ended 31 July 2020 the charity's reserves totalled £738,284 (2019 - £772,258), of which £628,680 (2019 - £640,602) are unrestricted, and £109,604 (2019 - £131,656) are restricted. Unrestricted reserves excluding fixed assets and amounts held in designated funds, which are freely available for the charity to use, totalled £3,458 (2019 - £19,332).

COVID-19

The closure of the theatre to the public in March 2020 has had a significant impact on the charity. The full financial effect of the pandemic cannot currently be estimated because the virus is still in general

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

circulation and despite planned easing of restrictions over the coming months these could easily be delayed or re-imposed.

The charity has and will continue to monitor the situation and take action as appropriate to try and mitigate the impact of this closure. Government grants from the local authority and the Arts Council have been received both during and after the year as part of the Government's economic response to the pandemic. After the year end the charity also took out a loan of £50,000, which is interest free for a year, as part of the Bounce Back Loan Scheme. The charity also made use of the Coronavirus Job Retention Scheme with most staff being made redundant. The Coronavirus Job Retention Scheme fund shows a deficit at the year-end because expenditure has been accrued for as part of a restructuring provision. Income in relation to this expenditure has been received after the year-end from the coronavirus job retention scheme, however the charity is not entitled to this income at the year end. These measures and the ongoing support of the public has allowed the charity to continue operating.

The trustees have prepared forecasts for the period ended 31 March 2022 which incorporate the above measures as well as contingencies if restrictions are not eased as early as anticipated. Based on these forecasts the trustees are of the opinion that the charity will continue operating for at least 12 months from the date of approval of these financial statements. However, the date when the theatre is able to reopen is intrinsically uncertain and the ongoing support of the charity's current donors and supporters will be fundamental until then.

On this basis, the trustees consider it appropriate to prepare the financial statements on the going concern basis.

Investment Powers and Policy

The Society continues to invest in interest bearing accounts with the aim of maximising interest earned balanced against investment risk. Accounts are currently held in low-risk funds with the CCLA COIF Charities Investment Fund and the Charity Aid Foundation but the state of the financial markets mean interest rates are less than 1%.

Principal Risks and Uncertainties

The Trustees have identified and reviewed the major risks to which the society is exposed and documented these in a comprehensive risk register. The Trustees have adopted the risk register as part of their risk management strategy and have established systems and procedures to mitigate the risks identified in the risk register.

The principal risk and uncertainty currently facing the charity is the COVID-19 pandemic and the date when the theatre can reopen. The impact of this is noted in greater detail in the Chairman's and throughout the Trustees' Report.

The Trustees are mindful of their duty of care towards the Society's employees and its many volunteer members. The Society has in place Sickness Absence, Equal Opportunities, Harassment / Bullying, Health & Safety, Retirement, Whistleblowing, Data Protection and Working Alone Policies. It also has Capability, Grievance and Disciplinary Procedures, Disciplinary Rules and Policy Statements on the Recruitment of Ex-Offenders and on the Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

As part of the Society's commitment to safeguard and promote the welfare of children, young people and vulnerable adults involved in its activities, it has in place a Child Protection Policy and a Policy on the Protection of Vulnerable Adults. The Trustees have also issued Guidelines on Appropriate Contact and Instructions on Managing Behaviour and Acceptable Restraint. Disclosure and Barring Service checks are required for those who work with children on the Society's behalf.

The Society's policies and procedures together with the Terms and Conditions of Employment are reviewed annually by the Trustees to ensure that the provisions of them continue to meet the Society's legal obligations and reflect best practice.

The Society is a member of the Little Theatre Guild of Great Britain which provides advice, training opportunities for members, and national and local contacts within the entertainment industry.

The Society takes advice from Legal and Professional external bodies when appropriate.

PLANS FOR THE FUTURE

The Society will aim to re-open the theatre as soon as practically possible and to work towards a return to its full artistic programme and range of activities. The Society will then continue its capital development plans.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Society is a leading amateur drama organisation. It is a company limited by guarantee and a registered charity. It was founded in 1922 and incorporated in September 1932. It is governed by its Memorandum and Articles of Association.

The Board

The Board is the unpaid governing body of the Society. It ensures that the Society's work remains of the highest quality, and that it is managed efficiently and cost-effectively. Board members are both directors of the company and charity trustees and under company and charity law are responsible for policy, administration and general control. During the year, the Board delegated the day-to-day management of the Society to Operating Teams and senior management which included:

P Royley

J Bale

A Field

JA Harding

R Thirlby

L Thirlby

The frequency of Board meetings was increased to fortnightly in April 2020. During the year the Board met 16 times to ensure they were maintaining effective control over strategic, financial, organisational and compliance issues. The Board received and considered regular reports from the Operating Teams.

Board Membership

The Articles of Association were amended by Special Resolution at the AGM held on 15th March 2020 to provide for the election of members to up to twelve roles on the Board with the responsibilities shown in Table 5.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

Table 5: Roles
Honorary Secretary Elect
Honorary Treasurer Elect
Trustee with responsibility for the Facilities Team
Trustee with responsibility for the Marketing Team
Trustee with responsibility for Membership
Trustee with responsibility for the Productions Teams
Trustee with responsibility for the Technical (Backstage Co-ordination) Team
Trustee without specific responsibility
Trustee without specific responsibility
Trustee without specific responsibility

Two of these roles, Honorary Secretary Elect and Honorary Treasurer Elect, shadow the existing post-holders without being charity trustees or company directors themselves for a period of up to twelve months before those post holders leave office and, subject to approval by the Trustees, they assume trusteeship and directorship as Honorary Secretary or Honorary Treasurer.

Trustees serve an initial term of three years. They may be re-elected for a second term of up to three years. Nominations for such of the roles as are due for election are sought prior to each Annual General Meeting (AGM). An election takes place at the AGM.

Anyone can become a member of the Society and acquire the right to vote at AGMs. Details relating to membership are set out in the Byelaws. The liability of the members is limited to a guarantee of an amount not exceeding £1 per member in the event of an insolvent winding-up of the Society.

Trustees who served during the year are listed in Table 6, together with the number of Board meetings that they attended.

Table 6: Trustees			Attendance	Retires
Honorary Secretary	Mrs V M Jones		14/16	2025
Honorary Treasurer	Mr C J Moss		15/16	2026
Trustee for Productions	Mr J D Ghent	(Chairman until 15 th March 2019)	16/16	2021
Trustee for Facilities	Mr J H Simpson	(retired 15 th March 2020)	4/6	
Trustee for Facilities	Mr J B Thompson	(from 15 th March 2020)	7/10	2023
Trustee for Marketing	Mr D Kimmins	(resigned 1 st June 2020)	11/12	
Trustee for Membership	Mr T Hogarth-Jones	(retired 15 th March 2020)	6/6	
Technical Trustee	Mr A Crooks	(Chairman from 29 th March 2020)	14/16	2022
Trustee without specific responsibility	Mr S J Dickens		11/16	2022

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

Trustee without specific responsibility	Mr D H Cooper	(resigned November 2019)	3/4	
Trustee without specific responsibility	Mr P Wintle	(from June 2019 until 15 th March 2020)	5/6	2020
Trustee without specific responsibility	Mr R S Hughes	(from June 2019 until 15 th March 2020)	4/6	2020
Trustee for Outreach	Mr C P Hide	(elected 15 th March 2020)	9/10	2021
Trustee for Front-of-House	Ms F V E Harris	(elected 15 th March 2020)	9/10	2021
Trustee for the Studio	Mr R S Hughes	(elected 15 th March 2020)	9/10	2023
Trustee and Company Secretary	Mr R Thirlby	(co-opted 13 th July 2020)	2/2	2021

At the Annual General Meeting held on 15th March 2020 the members passed a special resolution to amend Article 23 of the Articles of Association so that the maximum number of trustees shall be not more than twelve and to amend Article 27 to rename three posts from 'trustee without specific responsibility' to trustee for Outreach, trustee for Front of House and trustee for the Studio.

At the AGM, Mr C Moss was elected as Treasurer for a term of six years, Mr J B Thompson was elected Trustee for Facilities, Mr C P Hide was elected Trustee for Outreach, Ms F V E Harris was elected Trustee for Front-of-House and Mr R S Hughes was elected Trustee for the Studio all for terms of three years.

There were no nominations for the post of Trustee for Membership. Under the Articles the trustees can fill the vacancy until the next AGM by appointing an existing trustee or a person willing to act as a trustee to do it. They can also co-opt others (who are not trustees) to assist them in their work, provided that full responsibility remains with the elected trustees. The Chairman of the Society is appointed annually by Trustees at their first meeting following the AGM. At that meeting, the Trustees appointed Mr A Crooks as Chairman for the year.

At the Board meeting on 29th March 2020, the Board co-opted Professor J A Harding to the Board (without Trustee Voting Rights) as Development Programme Director for another year. Mr D P Kimmins resigned from his post as Trustee for Marketing on 1st June 2020.

All new Trustees receive the Society's Trustee Handbook comprising the Memorandum and Articles of Association and other key documents. There is a formal 'Roles of the Trustees and Operating Teams' document that sets out what the Society itself expects of Trustees. Trustees are currently drawn only from the membership. As such they will be familiar with the Society and are likely to have been involved with the Society for many years. The Board encourages Trustees to familiarise themselves with aspects of the organisation that they may not know so well, in particular the various roles of the permanent staff.

In their meetings, the Trustees were assisted by a Company Secretary. An appointment to the post of Company Secretary is made annually by the Trustees. Mr R Thirlby was re-appointed to this role on 29th March 2020. The Company Secretary is a member of the Society but is not a company director or charity trustee, however in order to assist his dealings with companies and other organisations during

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

the current crisis Mr Thirlby was co-opted to the Board in July 2020 until the next AGM. Mrs L Thirlby (senior management) has fulfilled the role of Minutes Secretary since March 31st 2019.

Operating Teams

The Board concerns itself with longer term strategic issues and the Operating Teams with day-to-day operational issues within policies and resources determined by the Board.

The Operating Teams have the following broad objectives.

- **Productions:** this team is responsible for furthering the artistic reputation of the Society by planning and implementing a programme of plays and ensuring their efficient and effective management.
- **Facilities:** this team is responsible for the day-to-day operation of the Theatre as a public venue.
- **Marketing:** this team is responsible for the promotion of the Theatre's programme of plays and shows and the promotion of the Society in the wider community.
- **Membership:** this team is responsible for the recruitment and retention of the Society's members and for encouraging participation in the Theatre.
- **Backstage Co-ordination:** this team is responsible for co-ordinating the staffing of shows and planning of closed-season work.

The Trustees review teams' objectives and budgets annually.

Operating Team Membership

Members of the Operating Teams are subject to proposal and election by the members following the AGM. Operating team members are elected to serve for a two-year term with effect from 1 August in the year they are elected, except for members of the backstage co-ordination Team who are all elected annually. All Operating team members may stand for a second term.

Operating Teams ceased to meet after the theatre closed on 17th March 2020, and elections have not been held for Teams for the year beginning 1st August 2020.

Employees and Volunteers

During the year to 31 July 2020 Leicester Drama Society employed 22 people (Table 7).

Table 7: Employees & Casual Workers	Full-time	Part-time	Full-time equivalents
Administrative & Box Office staff			
Theatre Manager & Premises Supervisor (Philip Royley)	1		
Deputy Theatre Manager & Box Office Manager (Richard Dixon)	1		
Administrative Assistant (Colin Bowles)		1	
Payroll Clerk (Hayden Ayres)		1	
Caretaker / Handyman (Robert Mullins)		1	3.1
Production Staff			
Stage:			
Production and Workshop Manager (Anna Field)	1		
Scenic Artist and Workshop Assistant (Lynsey Brecknell)	1		2

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

Wardrobe			
Costume Designer & Head of Wardrobe (John Bale)	1		
Wardrobe Assistant – Design & Making (Christine Bradley)		1	
Senior Wardrobe Assistant – Stock & Hire (Shelley Branston) (retired 6 March 2020)		1	
Wardrobe Assistant – Stock & Hire (Karen Gordon) (Senior Wardrobe Assistant from 10 March 2020)		1	2.5
Wardrobe Assistant - Stock & Hire (Elizabeth Newton) (10 - 20 March 2020)			
Youth Theatre			
Youth Theatre Leader (Paul Phillips)		1	
Youth Theatre Assistant (Paige Bradshaw)		1	0.5
Casual Workers			
Front of House & Bar:			
*Foyer Supervisors (John [Fred] Hyman, Ken Piggins, Victoria Kirk, Joey Perez-Jones).		3	*
**Bar Manager (Kathy Anderton) and casual bar staff		5	**
Thursday Workshop Leader (D. Cross)		1	
Total	5	17	10.1

*One Foyer Supervisor is on duty at any public performance.

**Between 1 and 4 bar staff, according to likely demand, are on duty at any time the bar is open.

In addition to the staff listed above, the Society contracts with freelance professional scenic designers and during the season five people designed and implemented thirteen productions (Table 8). Four productions did not complete implementation due to closure in March.

Table 8: Freelance Scenic Design staff	Number
Alec Davis	2
Kevin Jenkins	5
Ruby Savage	4
Matt Sykes-Hooban	2

The Society is fortunate to have loyal and committed staff, many of whom have worked for the Society for a great many years. We are grateful to all of them for their hard work and their commitment to the organisation and its productions over the years.

Shelley Branston retired on 6th March 2020 after 16 years of sterling service in Costume Hire. Elizabeth Newton was employed from 10th March 2020 to bring the staffing at Costume Hire back to two. She worked until lockdown began, but sadly after that her employment was ended under the terms of her contract.

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

Table 7 shows the Employees and Casual Workers in post when the theatre closed on 17th March 2020. The Society took full advantage of the Government's furlough scheme for its full- and part-time employees. Seven permanent staff were placed on furlough from 1st April. The three office staff followed in mid-April after heroic efforts to contact all of our patrons and those of three regular hirers who held tickets for shows up to the end of the season (a total face value of over £100,000). The Company Secretary then took over most of the work of the office and box office, working from home until September. The Caretaker/ Handyman was kept on in his part-time role to look after the maintenance and security of our buildings. The part-time Payroll Clerk was also kept on.

At the end of April, the Board agreed not to furlough casual workers any longer and to write to them accordingly, thanking them for their service, some of them over a very long time. The Trustees continued to monitor the situation regarding likely re-opening of the theatre but by the end of June the Board had reached the extremely painful conclusion that in order to secure the future of the Society and its theatre it had no choice but to make all permanent staff (except the caretaker) redundant at the end of October 2020. The formal consultation process took place during July and at the end of that month the first redundancy notices were issued to the longest serving staff.

The Society also needs the hard work, enthusiasm and dedication of a large number of members if it is to continue to thrive. The Society's Main House productions commonly involve over 90 members of the Society. These include director, cast, stage crew, lighting crew, sound crew, wardrobe, front of house and box office staff. Society members also support studio productions, special events and fundraisers.

Society members are also busy with a wide variety of tasks which help with the management and organisation of a busy venue and with recruiting, retaining training and encouraging new members of the Society. The Society has about 350 members, and many contribute to the work of two or three of the Theatre's 'departments', during daytime or evenings.

During closure our members have been very supportive and pro-active in initiating fund-raising and organising on-line activities to maintain members' interest and keep them connected. A Go Fund Me initiative was launched by Jonathan Barnes via Facebook which raised £554 (with a further £1,121 following in August 2020). A major campaign was launched, mainly driven by Debbie Morse, to raise funds to ensure the survival of the theatre in the absence of any significant income. This involved an email-shot to many thousands of patrons who had recently booked seats encouraging them to donate on a monthly basis for a year. This initiative raised over £8,900 including gift aid by the year end. Many of these donations are monthly commitments and this will produce a further £11,748 over the next financial year. This will be followed up with a paper-mail based appeal to those patrons who do not have email, the costs being met through generous sponsorship by Optical3 of Anstey.

In addition, many of our customers very generously donated their tickets for cancelled shows, which amounted to approximately £35,000. The overall total for donation to the general fund for the year was over £47,000.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of The Leicester Drama Society Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

THE LEICESTER DRAMA SOCIETY LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2020

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the 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 these 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 2019 (FRS 102);
- 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 charitable company will continue in operation.

The trustees are responsible for keeping adequate 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution for the reappointment of Newby Castleman LLP as auditors of the company will be proposed at the forthcoming Annual General Meeting.

Funds held as custodian trustee

The charity and its trustees are not acting as custodian trustees.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Mr A Crooks (Chairman)
Trustee

Mr C Moss (Treasurer)
Trustee

On behalf of the Board of Trustees

Date: 28/3/21

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

Opinion

We have audited the financial statements of The Leicester Drama Society Limited (the 'charitable company') for the year ended 31 July 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's affairs as at 31 July 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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.

THE LEICESTER DRAMA SOCIETY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE LEICESTER DRAMA SOCIETY LIMITED

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
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; 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 17-18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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

We have been appointed as auditor under section 145 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Newby Castleman LLP

Chartered Accountants
Statutory Auditor
West Walk Building
110 Regent Road
Leicester
LE1 7LT

6 April 2021

Newby Castleman LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2020

	Notes	Unrestricted funds general £	designated £	Restricted funds £	Total 2020 £	Total 2019 £
Income from						
Donations and legacies	3	80,594	8,080	52,256	140,930	17,973
Charitable activities	4	429,709	12,838	-	442,547	644,042
Other trading activities	5	8,261	-	-	8,261	7,204
Investments	6	9,235	-	-	9,235	12,181
Total		<u>527,799</u>	<u>20,918</u>	<u>52,256</u>	<u>600,973</u>	<u>681,400</u>
Expenditure on						
Raising funds	7	1,649	-	-	1,649	2,672
Charitable activities	8	489,746	4,490	5,490	499,726	626,875
Other	11	64,754	-	68,818	133,572	-
Total		<u>556,149</u>	<u>4,490</u>	<u>74,308</u>	<u>634,947</u>	<u>629,547</u>
Net (expenditure)/income for the year/ Net movement in funds		(28,350)	16,428	(22,052)	(33,974)	51,853
Reconciliation of funds						
Total funds brought forward		<u>585,786</u>	<u>54,816</u>	<u>131,656</u>	<u>772,258</u>	<u>720,405</u>
Total funds carried forward		<u><u>557,436</u></u>	<u><u>71,244</u></u>	<u><u>109,604</u></u>	<u><u>738,284</u></u>	<u><u>772,258</u></u>

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

All income and expenditure derive from continuing activities.

THE LEICESTER DRAMA SOCIETY LIMITED

BALANCE SHEET AS AT 31 JULY 2020

	Notes	2020 £	£	2019 £	£
Fixed assets					
Tangible assets	14		636,715		654,681
Current assets					
Stocks	15	3,379		3,361	
Debtors	16	18,994		29,729	
Cash at bank and in hand		282,914		279,392	
		<u>305,287</u>		<u>312,482</u>	
Liabilities					
Creditors: amounts falling due within one year	17	(203,718)		(194,905)	
Net current assets			101,569		117,577
Net assets			<u>738,284</u>		<u>772,258</u>
Total funds of the charity					
Restricted funds	20		109,604		131,656
Unrestricted designated funds	21		71,244		54,816
Unrestricted general funds	21		557,436		585,786
Total charity funds			<u>738,284</u>		<u>772,258</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

For the year ending 31 July 2020 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question with accordance with section 476.

The financial statements were approved and authorised for issue by the board of trustees on 29 March 2021 and are signed on its behalf by:

Mr A Crooks (Chairman)
Trustee

Mr C Moss (Treasurer)
Trustee

Company Registration No. 00268828

The notes on pages 24 - 39 form part of these financial statements.

THE LEICESTER DRAMA SOCIETY LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 JULY 2020

	Note	2020 £	£	2019 £	£
Cash flows from operating activities					
Cash generated from operations	29		12,684		137,239
Investing activities					
Purchase of tangible fixed assets		(18,397)		(99,081)	
Investment income		9,235		12,181	
Net cash used in investing activities			(9,162)		(86,900)
Net increase in cash and cash equivalents			3,522		50,339
Cash and cash equivalents at beginning of year			279,392		229,053
Cash and cash equivalents at end of year			282,914		279,392

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2020

1 Accounting policies

Charity information

The Leicester Drama Society Limited is a private company limited by guarantee incorporated in England and Wales. The address of the registered office and place of business is given in the legal and administrative information page of these financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.1 Basis of preparation

The charity is a public benefit entity as defined by FRS102. These financial statements have been prepared in accordance with: The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland ("FRS 102"), Accounting and Reporting by Charities: the Statement of Recommended Practice for charities applying FRS 102 (2019), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. More detail is included in the Trustees' Report on how the Coronavirus (COVID-19) pandemic has impacted the charity and the measures the trustees have taken to try and mitigate its impact.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity that the trustees have decided at their discretion to set aside for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income recognition

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

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

Legacies are recognised at the earlier of the charity being notified of an impending distribution, or the legacy being received.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

1 Accounting policies

(Continued)

Government grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured with reliability. If entitlement is not met, then the amounts are deferred.

Income from charitable activities comprises box office performance income, front of house income, bar sales, costume hire and youth theatre subscriptions. Income from performances is recognised in the period in which the relevant performance takes place. Income is deferred when ticket sales are received in advance of the performance of events to which they relate. Income from subscriptions is recognised over the period which it relates. Otherwise income is recognised at the point of sale.

Income from trading activities includes income earned from membership subscriptions and sponsorships. Income from subscriptions is recognised to the extent that this relates to the current period, with the remainder being deferred.

Investment income is earned through holding assets for investment purposes. It comprises car park rental income and interest receivable which are recognised on an accruals basis.

1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. 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. It is recognised under the following headings:

- Costs of raising funds includes costs incurred in seeking donations, legacies, grants and fundraising.
- Expenditure on charitable activities notably includes costs to further the delivery of the objectives of the charity.

Irrecoverable VAT is charged against the category of resources expensed for which it was incurred.

1.6 Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and costs of raising funds and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Support costs are allocated to charitable activities on a basis consistent with use of the resources.

The analysis of these costs is included in note 10.

1.7 Tangible fixed assets

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

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

Freehold land & buildings	Over 25 & 50 years on cost
Fixtures, fittings & equipment	Over 4 & 10 years on cost

Freehold land, payments on account and assets in the course of construction are not depreciated.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

1 Accounting policies

(Continued)

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount in order to determine the extent of the impairment loss (if any). Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the Statement of Financial Activities ("SOFA") unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell. Stock comprises bar and front of house stock and pantomime lighting.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

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

Debtors and creditors with no stated interest rate and receivable or payable within one year are measured at transaction price. Any losses arising from impairment are recognised in the SOFA.

1.12 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.15 Taxation

The Leicester Drama Society Limited is a registered charity and no taxation provision is required as its income from charitable activities falls within the various exemptions available to registered charities.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

2 Critical accounting estimates and judgements

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

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

The trustees do not consider there to be any key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements.

3 Income from donations and legacies

	Unrestricted general funds £	Unrestricted funds designated £	Restricted funds £	Total 2020 £	Total 2019 £
Donations	55,594	8,080	10,516	74,190	17,973
Government grants	25,000	-	41,740	66,740	-
	<u>80,594</u>	<u>8,080</u>	<u>52,256</u>	<u>140,930</u>	<u>17,973</u>
Unrestricted general funds					2,664
Unrestricted designated funds					-
Restricted funds					15,309
					<u>17,973</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

4 Income from charitable activities

	Unrestricted general funds £	Unrestricted designated funds £	Restricted funds £	Total 2020 £	Total 2019 £
Box office LDS shows	283,522	-	-	283,522	406,228
Box office special shows & Comedy Festival	38,142	12,838	-	50,980	53,270
Front of house	30,619	-	-	30,619	45,257
Bar	42,498	-	-	42,498	73,119
Lettings and costume hire	28,965	-	-	28,965	57,993
Youth theatre subscription	5,963	-	-	5,963	8,175
	<u>429,709</u>	<u>12,838</u>	<u>-</u>	<u>442,547</u>	<u>644,042</u>

Unrestricted general funds					644,042
Unrestricted designated funds					-
Restricted funds					-
					<u>644,042</u>

5 Income from other trading activities

	Unrestricted general funds £	Restricted funds £	Total 2020 £	Total 2019 £
Membership income	8,261	-	8,261	7,204
	<u>8,261</u>	<u>-</u>	<u>8,261</u>	<u>7,204</u>

Unrestricted general funds				7,204
Restricted funds				-
				<u>7,204</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

6 Income from investments

	Unrestricted general funds £	Restricted funds £	Total 2020 £	Total 2019 £
Car park and rental income	8,754	-	8,754	12,021
Interest receivable	481	-	481	160
	<u>9,235</u>	<u>-</u>	<u>9,235</u>	<u>12,181</u>
Unrestricted general funds				12,181
Restricted funds				-
				<u>12,181</u>

7 Expenditure on raising funds

	Unrestricted general funds £	Restricted funds £	Total 2020 £	Total 2019 £
Membership schemes	1,649	-	1,649	2,672
	<u>1,649</u>	<u>-</u>	<u>1,649</u>	<u>2,672</u>
Unrestricted general funds				2,672
Restricted funds				-
				<u>2,672</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

8 Expenditure on charitable activities

	Activities undertaken directly Note 9 £	Support Costs Note 10 £	Total 2020 £	Total 2019 £
Box office	323,806	89,131	412,937	481,018
Front of house	14,540	8,016	22,556	32,803
Bar	43,484	11,125	54,609	79,144
Lettings and costume hire	2,041	7,583	9,624	33,910
	<u>383,871</u>	<u>115,855</u>	<u>499,726</u>	<u>626,875</u>
Unrestricted general funds			489,746	621,385
Unrestricted designated funds			4,490	-
Restricted funds			5,490	5,490
			<u>499,726</u>	<u>626,875</u>

9 Expenditure on activities undertaken directly

	Box office £	Front of house £	Bar £	Lettings and costume hire £	Total 2020 £	Total 2019 £
Staff costs	145,359	-	17,916	1,870	165,145	234,996
Depreciation	30,908	-	-	-	30,908	31,829
Box office admin	20,067	-	-	-	20,067	24,654
Direct production costs	68,063	-	-	-	68,063	87,602
Special show artistes	23,950	-	-	-	23,950	18,860
Marketing of shows	35,459	-	-	-	35,459	32,277
Front of house supplies	-	14,540	-	-	14,540	22,881
Bar supplies	-	-	25,568	-	25,568	37,639
Costume hire costs	-	-	-	171	171	425
	<u>323,806</u>	<u>14,540</u>	<u>43,484</u>	<u>2,041</u>	<u>383,871</u>	<u>491,163</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

10 Expenditure on support costs

	2020	2019
	£	£
Depreciation	5,455	3,352
Repairs and maintenance	12,053	18,877
Rent and rates	1,990	2,768
Light & heat	22,084	27,002
Cleaning and hygiene	15,184	21,852
Administrative expenses	13,405	12,323
Insurance	14,598	12,474
Irrecoverable VAT	19,033	24,117
Audit, legal & professional	5,902	5,485
Other costs	6,151	7,462
	<u>115,855</u>	<u>135,712</u>
Allocated to:		
Charitable activities	<u>115,855</u>	<u>135,712</u>

Support costs have been allocated to activities on a relevant basis to reflect the use of the resources. Support costs include governance costs amounting to £5,485 (2019 - £5,485).

The amount charged to the SOFA in respect of auditor's remuneration was £5,485 (2019 - £5,485).

11 Other expenditure

	Unrestricted general funds	Restricted funds	Total 2020	Total 2019
	£	£	£	£
Wages	-	41,740	41,740	-
Termination payments and legal fees	64,754	27,078	91,832	-
	<u>64,754</u>	<u>68,818</u>	<u>133,572</u>	<u>-</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

12 Trustees

Except for the disclosures below, none of the trustees received any remuneration, benefits or reimbursements from the charity during the year, or in the previous year.

During the year, expenses were paid to 6 (2019 - 9) trustees for travel and set design amounting to £1,086 (2019 - £2,391).

During the year, Mr C Moss received a prize of £250 from the 200 Club raffle.

Mr T Hogarth-Jones who is a trustee, was given complimentary theatre tickets as a thank you for providing the wardrobe department with wigs for productions. The face value of the tickets provided during the year ended 31 July 2020 was £87 (2019 - £176). Mr T Hogarth-Jones also had the benefit of exclusive use of a room for storage, rent free, at the theatre, which an external valuer advised trustees (in 2018) has a rental value, plus related theatre overhead costs, equal to £660 (2019 - £1,020).

During the year the trustees made unconditional donations to the theatre in the sum of £780 (2019 - £Nil).

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2020	2019
	Number	Number
Bar staff	5	7
Production and costume staff	12	12
Management and administration	5	5
	<hr/>	<hr/>
	22	24
	<hr/> <hr/>	<hr/> <hr/>

Employment costs

	2020	2019
	£	£
Wages and salaries	195,427	222,760
Social security costs	7,943	9,073
Other pension costs	3,515	3,163
Termination payments	91,082	-
	<hr/>	<hr/>
	297,967	234,996
	<hr/> <hr/>	<hr/> <hr/>

There were no employees whose annual remuneration was £60,000 or more.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

14 Tangible fixed assets

	Freehold land & buildings	Payments on account and assets under construction	Fixtures, fittings & equipment	Total
	£	£	£	£
Cost				
At 1 August 2019	587,404	259,926	531,629	1,378,959
Additions	-	13,644	4,753	18,397
Transfer of asset under construction	34,109	(34,109)	-	-
At 31 July 2020	621,513	239,461	536,382	1,397,356
Depreciation and impairment				
At 1 August 2019	283,035	-	441,243	724,278
Depreciation charged in the year	16,017	-	20,346	36,363
At 31 July 2020	299,052	-	461,589	760,641
Carrying amount				
At 31 July 2020	322,461	239,461	74,793	636,715
At 31 July 2019	304,369	259,926	90,386	654,681

Within freehold land and buildings, the cost is made up of land of £156,429 and buildings of £465,084.

15 Stocks

	2020 £	2019 £
Bar	3,092	2,752
Front of house	54	311
Pantomime lights	233	298
	3,379	3,361

16 Debtors

	2020 £	2019 £
Amounts falling due within one year:		
Trade debtors	438	1,778
Prepayments and accrued income	18,556	27,951
	18,994	29,729

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

17 Creditors: amounts falling due within one year

	Note	2020 £	2019 £
Other taxation and social security		5,278	8,394
Deferred income	18	91,570	134,526
Trade creditors		211	27,293
Accruals		106,659	24,692
		<u>203,718</u>	<u>194,905</u>

18 Deferred income

Deferred income included within note 17 above is as follows:

	2020 £	2019 £
Advance ticket sales	48,016	132,353
Theatre hire deposits	-	440
Membership subscriptions	216	1,733
Unrefunded cancelled tickets	20,684	-
Customer credits	19,656	-
Gift vouchers and order deposits	2,998	-
	<u>91,570</u>	<u>134,526</u>

19 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees.

The charge to the SOFA in respect of the defined contribution schemes was £3,515 (2019 - £3,163), all of this expense was unrestricted and all has been allocated as a direct cost. Expenditure has been allocated between funds and activities on a relevant basis to the nature of the underlying costs in proportion to resources used.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

20 Restricted funds

The funds of the charity include restricted funds held for specific purposes:

	Balance at 1 August 2019	Movement in funds		Transfers	Balance at 31 July 2020
	£	Income £	Expenditure £	£	£
Improvements for the benefit of the audience	44,756	-	(5,490)	-	39,266
Building fund - cash	43,429	10,516	-	-	53,945
Building fund - assets	43,471	-	-	-	43,471
Coronavirus job retention scheme	-	41,740	(68,818)	-	(27,078)
	<u>131,656</u>	<u>52,256</u>	<u>(74,308)</u>	<u>-</u>	<u>109,604</u>

	Balance at 1 August 2018	Movement in funds		Transfers	Balance at 31 July 2019
	£	Income £	Expenditure £	£	£
Improvements for the benefit of the audience	50,246	-	(5,490)	-	44,756
Building fund - cash	71,591	15,309	-	(43,471)	43,429
Building fund - assets	-	-	-	43,471	43,471
	<u>121,837</u>	<u>15,309</u>	<u>(5,490)</u>	<u>-</u>	<u>131,656</u>

Improvements for the benefit of the audience - this fund is represented by fixed assets, and relates to a disabled access and improvements to the box office and auditorium. Expenditure represents depreciation being charged over the estimated useful lives of the assets.

Building fund - this fund represents donations specifically given towards the costs of the building project. This is split between amounts held as cash and assets.

Coronavirus job retention scheme - this fund represents amounts received from the Government to cover staff costs during the Covid-19 pandemic. The fund shows a deficit at the year-end because expenditure has been accrued for as part of a restructuring provision. Income in relation to this expenditure has been received after the year-end from the coronavirus job retention scheme, however the charity is not entitled to this income at the year-end.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

21 Unrestricted funds

The income funds of the charity include general and designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 August 2019	Movement in funds		Transfers	Balance at 31 July 2020
		Income	Expenditure		
	£	£	£	£	£
Designated funds:					
Building fund - cash	54,816	20,918	(4,490)	-	71,244
General funds	585,786	527,799	(556,149)	-	557,436
	<u>640,602</u>	<u>548,717</u>	<u>(560,639)</u>	<u>-</u>	<u>628,680</u>

	Balance at 1 August 2018	Movement in funds		Transfers	Balance at 31 July 2019
		Income	Expenditure		
	£	£	£	£	£
Designated funds:					
Building fund - cash	29,794	-	-	25,022	54,816
General funds	568,774	666,091	(624,057)	(25,022)	585,786
	<u>598,568</u>	<u>666,091</u>	<u>(624,057)</u>	<u>-</u>	<u>640,602</u>

Building fund - this fund represents amounts set aside towards the costs of the building project.

22 Building fund

During the year £10,516 (2019 - £15,309) was raised in direct donations to the building fund and the Trustees set aside a further £20,918 (2019 - £25,022) of net box office income from special shows put on for this purpose, a total of £31,434 (2019 - £40,331).

This left the Building fund total at £168,660 of which £43,471 has been spent on planning, professional fees and archaeological investigations.

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

23 Analysis of net assets between funds

	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2020	2020	2020	2020
	£	£	£	£
Fund balances at 31 July 2020 are represented by:				
Tangible assets	553,978	-	82,737	636,715
Current assets/(liabilities)	3,458	71,244	26,867	101,569
	<u>557,436</u>	<u>71,244</u>	<u>109,604</u>	<u>738,284</u>

	Unrestricted funds		Restricted	Total
	general	designated	funds	
	2019	2019	2019	2019
	£	£	£	£
Fund balances at 31 July 2019 are represented by:				
Tangible assets	566,454	-	88,227	654,681
Current assets/(liabilities)	19,332	54,816	43,429	117,577
	<u>585,786</u>	<u>54,816</u>	<u>131,656</u>	<u>772,258</u>

24 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020	2019
	£	£
Within one year	1,716	1,913
Between two and five years	4,069	5,073
	<u>5,785</u>	<u>6,986</u>

Lease payments totalling £1,913 (2019: £1,031) have been recognised as an expense during the year.

25 Capital commitments

	2020	2019
	£	£
At 31 July 2020 the charitable company had capital commitments as follows:		
Contracted for but not provided in the financial statements:		
Acquisition of property, plant and equipment	-	10,711
	<u>-</u>	<u>10,711</u>

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

26 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2020 £	2019 £
Aggregate compensation	82,479	85,910

Other than those transactions disclosed in note 12 to the accounts, there were no other related party transactions.

27 Events after the reporting date

The Government restrictions imposed as a result of the coronavirus (COVID-19) pandemic resulted in the closure of the theatre to the public in March 2020, and it has not been able to reopen since. This has had a significant impact on the charity, the full financial effect of the pandemic cannot currently be estimated because the virus is still in general circulation and despite planned easing of restrictions over the coming months these could easily be delayed or re-imposed.

The charity has and will continue to monitor the situation and take action as appropriate. Government grants have been received both during and after the year as part of the Government's economic response to the pandemic, this included the Coronavirus Job Retention Scheme. After the year end the charity took out a Bounce Back Loan to help secure the future of the charity. More detail is included in the Trustees' Report on how the pandemic has impacted the charity and the measures the trustees have taken to try and mitigate its impact.

28 Control relationship

The charity is under the joint control of the trustees.

29 Cash generated from operations

	2020 £	2019 £
(Deficit)/surplus for the year	(33,974)	51,853
Adjustments for:		
Investment income	(9,235)	(12,181)
(Gain)/loss on disposal of tangible fixed assets	-	2,264
Depreciation and impairment of tangible fixed assets	36,363	35,181
Movements in working capital:		
(Increase) in stocks	(18)	(353)
Decrease in debtors	10,735	4,920
increase/(decrease) in creditors	8,813	55,555
Cash generated from operations	12,684	137,239

THE LEICESTER DRAMA SOCIETY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2020

30 Analysis of changes in net funds

During the year the charitable company had no borrowings or obligations under finance leases. The changes in net funds of the charity therefore solely comprise of cash and cash equivalents.