

PIONEER THEATRES LIMITED

England & Wales · Charity number 233801

Details

Other names	THE THEATRE ROYAL STRATFORD EAST, THEATRE ROYAL - STRATFORD EAST
Status	Registered
Legal form	Charitable company
Company number	00556251
Registered	1964-04-15
Register	View on the Charity Commission register

Contact

Address	Theatre Royal Stratford East Gerry Raffles Square London E15 1BN
Phone	02082791100
Email	theatreroyal@stratfordeast.com
Website	www.stratfordeast.com

Activities

Objects: TO PROMOTE, MAINTAIN, IMPROVE AND ADVANCE EDUCATION, PARTICULARLY BY THE PRODUCTION OF EDUCATIONAL PLAYS AND THE ENCOURAGEMENT OF THE ARTS INCLUDING THE ARTS OF DRAMA, MIME, DANCE, SINGING AND MUSIC.

Activities: To promote, maintain and advance education, particularly by the production of educational plays and the encouragement of the arts, including the arts of drama, mime, dance, singing and music.

Classification

- **How:** Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** EAST LONDON
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,339,631	£4,486,728	£1,950,640	88
2024-03-31	£4,496,296	£4,646,683	£2,097,736	99
2023-03-31	£4,296,643	£4,410,469	£2,248,124	93
2022-03-31	£3,538,272	£3,461,820	£2,361,950	98
2021-03-31	£3,004,326	£1,962,939	£2,285,498	65

Trustees

Name	Role	Appointed
Bindiya Karia	Chair	2025-09-17
Bryan Alan Raven		2019-07-10
Christopher Clarke Hird		2018-03-20
Cllr Joshua Isaac Daniel Garfield		2019-03-28
David Olaniregun		2022-12-06
Dr Elizabeth Glyn		2020-03-26
Francesca Caroline Carrodus Moody		2023-12-19
Francesca May Hutchin		2023-06-20
Martin George Pilgrim MBE MA		2017-12-05
PATRICIA KEIKO HAMZAHEE		2021-09-29
Simon Russell Haynes		2019-09-26

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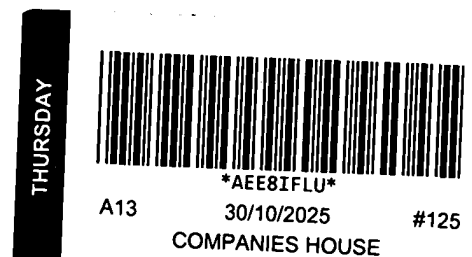
Accounts

Company number: 00556251
Charity Number: 233801

Pioneer Theatres Limited

Trading as "Theatre Royal Stratford East"

Report and financial statements
For the year ended 31 March 2025



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Pioneer Theatres Limited (Theatre Royal Stratford East)

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Pioneer Theatres Limited (Theatre Royal Stratford East)

Reference and administrative information

For the year ended 31 March 2025

Company number 00556251 – incorporated in the United Kingdom

Charity number 233801 – registered in England and Wales

Registered office and Gerry Raffles Square

Operational address Stratford
London
E15 1BN

Trading name Theatre Royal Stratford East

Trustees *Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:*

Baroness Hodge of Barking, Chair (resigned 28 February 2025)

Cllr Joshua Garfield

Dr Elizabeth Glyn

Patricia Hamzahee

Simon Haynes

Christopher Hird (Interim Co-Chair)

Francesca Hutchin

Francesca Moody (Interim Co-Chair)

David Olaniregun

Martin Pilgrim MBE

Bryan Raven

Paula Roberts

Robert Whiteman (resigned 1 July 2025)

Artistic Director Lisa Spirling

Executive Director Hanna Streeter

Bankers Natwest Bank plc,
1 Stratford Broadway
London
E15 4DX

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
LONDON
EC1Y 0TG

Trustees' annual report

For the year ended 31 March 2025

Chair's Statement

2024–25 has been an artistically excellent year for Stratford East. Both on our stage and across our learning & participation work, we have delivered a vibrant programme which speaks to our audiences and our local community, while celebrating our 140th Birthday with a series of community events which reflect on our history and our values. We have achieved critical acclaim for all productions, 2 Olivier Award nominations and significant box office success in the second half of the year.

It has also been a year of significant leadership change for the theatre, with the departure of our Artistic Director, Nadia Fall, our Executive Director, Eleanor Lang and our Chair, Rt Hon Dame Margaret Hodge MP and we would like to extend our thanks to all of them for everything they have done for Stratford East over the past 8 years.

We continue to face tough challenges, with inflation, standstill statutory funding, the loss of our local authority grant, a challenging environment for fundraising and significant investment needed to maintain our Grade II listed building for another 140 years.

In keeping with tradition, our shows during the year aimed to tell important stories, stories that were entertaining, moving and challenging. Our work included the extraordinary *Now I See*, written, choreographed and directed by Lanre Manalou, a sold out revival of Mike Leigh's classic *Abigail's Party*, directed by Nadia Fall, a hugely successful production of *Animal Farm* in a new version by Tatty Hennessy, co-produced with Leeds Playhouse and Nottingham Playhouse and Azuka Oforika's searing new play, *The Women of Llanrumney*, co-produced with the Sherman Theatre. Our annual pantomime this year was *Pinocchio*, which delighted adults and children alike and reunited Stratford East pantomime regular's Trish Cooke (book and lyrics), Rob Hyman (music and lyrics) and Omar F Okai (director).

Our Learning & Participation work continues to have a profound local impact. Our adult drama programme continues to be very popular, as has our community social programme. But our main focus remains with young people, with the Young Company, Young Techs and Technical Insight Days all contributing to our offer. Our Community Ambassador's scheme continues this year, and we have built a team of exceptional volunteers who are reaching out to groups and networks in East London and bringing new audiences to our theatre. Our Freelance Royalty Scheme also continues to grow, and now has over 1,500 members, as we provide much needed free support to local freelancers.

On behalf of the Board, we would like to express heartfelt thanks to the whole team, led by Nadia Fall, Artistic Director, and Eleanor Lang, our Executive Director, for all their hard work and dedication. At the same time, we are also delighted to welcome Lisa Spirling as our new Artistic Director this year, and very much look forward to a new phase for Stratford East, and

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2025

the renewed energy and creative thinking which Lisa and incoming Executive Director Hanna Streeter will bring.

The year ahead will no doubt present new challenges, and it will certainly be another year of change, but we remain confident that the theatre is in a strong position. We would also like to extend our thanks to the trustees, who have provided important advice and support to the organisation and who give of their time freely.

The trustees are grateful to Arts Council England for their ongoing support and to the London Borough of Newham for their funding this year, as well as to all our supporters who have supported the work we do both on and off the stage.

Christopher Hird and Francesca Moody
Interim Co Chairs

TRUSTEE REPORT

The trustees present their report and the audited group financial statements for the year ending 31 March 2025. The financial statements have been prepared in accordance with current statutory requirements; Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Objectives and activities

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The objects of the charity as set out in the Articles of Association are:

to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefor provided that all objects of the Company shall be of a charitable nature.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Structure

Pioneer Theatres Limited (trading as Theatre Royal Stratford East) is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association as amended 18th November 2015. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charitable company.

Pioneer Theatres Limited has two wholly owned subsidiaries. The results of Stratford East Trading Limited are consolidated into these financial statements. Stratford East Productions Limited is a dormant company.

Trustees' annual report

For the year ended 31 March 2025

Our aims

Stratford East has six key aims:

- **Produce bold, exciting and outstanding theatre**

The quality of the work on the stages is vital to the success of Stratford East, and we are committed to producing extraordinary shows which are accessible and affordable for all

- **Grow our audiences**

We have slowly seen audiences returning to the theatre over the past 2 years, and we will continue to place audience development at the heart of our work, appealing to our local community and a wider theatre going audience from the rest of London and beyond.

- **Develop creative talent**

We want to grow our talent development work, ensuring that the industry remains diverse and that barriers to working in the industry are reduced. We will work with young people and artists in East London to provide development and support. We want to centre this work and to be a flagship for talent development.

Three further aims underpin our organisational values and will be integral to the delivery of the first three aims.

- **Embed Representation, Belonging, and Justice in our organisation**

We want our organisation to reflect the community in which we work. We want the programming on our stage to speak to the people who come to the theatre. We want everyone who works with us to feel empowered and supported, and we want our theatre to feel accessible to anyone, no matter their background.

- **Reduce our environmental impact**

Climate change is the biggest threat facing humanity. We want to ensure that we work in an environmentally responsible way, from how we make productions, to how we work in the office, and ensure that all decisions consider the environmental impact and how to reduce it.

- **Ensure we are resilient for the future**

We will continue to review and refresh our strategic plans to ensure that our financial position and business models are robust and resilient for the future. We need to make sure that the choices we make and the work that we do balances risk, with commercial viability to protect the charity long term.

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For the year ended 31 March 2025

ACTIVITY IN 2024–25

Public Benefit

Over the course of the year Stratford East has fulfilled its charitable objectives through continuing to engage with the widest possible audiences.

- 67,275 people saw our work on stage
- 11 productions with 217 performances
- 25 nights of music and comedy
- Engaged with 10,104 young people
- Worked with 2179 adults in our community work
- Hosted 3 artist scratch nights
- Employed 209 freelancers
- Provided 5 free workshops for our freelance network
- Gave away 600 hours of free space for artists to use
- Engaged 1500 freelancers in our freelance network
- Recruited and trained 9 Community Ambassadors who allocated XXX free tickets to first time
- Gave away 2981 free pantomime tickets to secondary school students
- Celebrated our 140th Birthday with a year round programme of performances, talks, tours, open days and workshops.

Artistic Programme

2024–25 included several visiting shows alongside Stratford East's own produced programme of bold and diverse work in a season which marked the end of Nadia Fall's tenure as Artistic Director. Stratford East productions were all highly acclaimed, receiving 4 and 5 star reviews and 2 Olivier Nominations.

April 2024

Cheeky Little Brown: by Papatango Prize winning playwright Nkenna Akunna, with original songs, this coming-of-age story examines a friendship between two Black women, on diverging paths of self-love and acceptance.

A tiata fahodzi production. Original tour co-produced by tiata fahodzi, Bristol Old Vic & Belgrade Theatre.

"Irresistibly funny" ★ ★ ★ ★ The Stage

Trustees' annual report

For the year ended 31 March 2025

May 2024

Now I See: the second instalment in a trilogy written, choreographed and directed by Lanre Malaolu that excavates and celebrates the truth of being a Black man in contemporary Britain. Now I See was nominated for outstanding achievement in an affiliate theatre in the 2025 Olivier Awards. Produced by Stratford East.

"remarkable for its emotional punch, gut-wrenching performances and formal invention"

★ ★ ★ ★ The Guardian

June 2024

Black is the Colour of My Voice: Inspired by the life of Nina Simone and featuring many of her most iconic songs performed live, Apphia Campbell's acclaimed play follows a successful singer and civil rights activist as she seeks redemption after the untimely death of her father. She reflects on the journey that took her from a young piano prodigy destined for a life in the service of the church, to a renowned jazz vocalist at the forefront of the Civil Rights Movement.

'Moving portrayal of determination and survival.' ★★★★★ The Times

'Nothing short of sensational... will make you cheer for her, smile with her and then sting your eyes with tears' ★★★★★ Broadway Baby

July 2024

Birthmarked: an award-winning gig-musical, written and composed by Brook Tate, tells the story – Tate's own story – of a young gay Jehovah's Witness, coming to terms with his sexuality and finding his feet (and high heels) in a world he once believed would be destroyed at Armageddon. With original music performed with his onstage band and directed by Olivier Award winning director Sally Cookson, Tate weaves the crafts of songwriter, storyteller and drag artist into a performance that is unlike any other. Originally commissioned by Bristol Old Vic.

★★★★ *"joyful, life-affirming show"* The Stage

★★★★ *"Sincerity, generosity & glorious cheek...bursting with revelation"* The Guardian

We All Know How This Ends: A big-hearted new play about life, death, and all that stuff in between, performed by Stratford East Young Company – a group of young artists who work together for just under a year with Director Katie Greenall. In collaboration with the writer Molly Taylor, they developed a brand-new play for the Stratford East stage to share the story they want to tell.

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September / October 2024

Abigail's Party: Mike Leigh's tragicomic portrait of social class, materialism, and sexual tension in 1970s England. Directed by Nadia Fall. Abigail's Party was well received by audiences and critics and played to sold out houses over a six week run.

"A brilliantly cast Tamzin Outhwaite plays hostess in this cleverly tweaked take on Mike Leigh's immortal social satire" ★★★★★ TimeOut

"Whip-smart and surprisingly energetic" ★★★★★ The Stage

Wonderboy: Olivier Award-winner Sally Cookson directed the critically acclaimed Bristol Old Vic production of Wonder Boy by Ross Willis, a heart-warming and inspiring story about the power of communication.

'An audaciously inventive, sparky yet sensitive, giddily enjoyable new play that deserves to be packed to the rafters'

★★★★★ The Guardian

'Audience roaring with laughter and love from the first minute'

★★★★★ WhatsOnStage

Ballet Black returned to Stratford East in October 2024 with their new double bill; **Heroes** Ballet Black has transformed the landscape of British ballet, creating a prominent platform for dancers and artists of Black and Asian descent, as well as establishing a new canon of ballet repertoire that resonates with audiences around the world. They are an extremely popular element of our programme and shows are well attended.

The Mountaintop; Katori Hall's seminal play, a thrilling and often funny reimagining of Dr. King's final hours, confronting life, legacy and everything in between. Directed by Nathan Powell and presented by Curve and MAST Mayflower Studios, by arrangement with Josef Weinberger Ltd.

December 2024

Pinocchio: our annual pantomime this year was a new version of the fairy tale classic which proved popular with both adults and children. Written by Stratford East pantomime regulars Trish Cooke (book and lyrics) and Rob Hyman (music and lyrics) and directed by Omar F Okai.

Trustees' annual report

For the year ended 31 March 2025

"Upbeat song and dance-led pantomime with strong message and performances."

★★★★ The Stage

"Excellently realised and perfectly performed, Stratford East's Pinocchio is a highlight of the festive season thus far, and one that it would be a shame to miss. Gorgeous to look out, delightful to listen to, and sending everyone – no matter their age – home with plenty to think about, and with important lessons learned, pantomimes rarely come better than this glorious, utterly heartfelt offering."

★★★★ All That Dazzles

January / February 2025

Animal Farm: George Orwell's classic, in a new adaptation by Tatty Hennesy, explores loss of identity, the seductive allure of greed, and the corrupting nature of political power. Directed by Amy Leach, presented by Stratford East and Leeds Playhouse, in association with Nottingham Playhouse. The production sold out over a 4 week run and was nominated for an Olivier Award as an outstanding achievement in an affiliate theatre.

"muddy, sweaty production updates Orwell's classic with astounding results"

★★★★★ The Guardian

"Every generation deserves a defining production of this school-syllabus favourite... Surely this is it."

★★★★★ The Stage

"It's essential viewing in the current political climate."

★★★★★ Broadway World

March 2025

The Women of Llanrumney: Set in 18th century colonial Jamaica, Azuka Oforka's searing yet witty new play powerfully explores the experience of women during slavery – those who benefited from it, those who were brutalised by it and those who fought to destroy it. THE WOMEN OF LLANRUMNEY puts Wales's role in slavery centre stage; illuminating a hidden chapter of British history.

Presented by Stratford East and Sherman Theatre. Originally produced by Sherman Theatre.

"Azuka Oforka's drama is a tremendous and powerful debut, impeccably acted and produced and fully deserving of its London transfer" ★★★★★ The Telegraph

In addition to our main artistic programme, we continued with our successful one night events of comedy, music, cabaret, and storytelling. With performances from a range of artists including Sophie Duker, Jeff Innocent, Nina Conti, Ivo Graham, Kiell Smith Bynoe, Patterson Joseph, the Comedy Store Players and the extraordinary Palestinian comedian and

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For the year ended 31 March 2025

actor Alaa Shehada. Music nights encompassed Gospel, Gershwin, Fleetwood Mac, 70s disco, Sounds of the 50s and 60s, Bollywood and Soul.

We look forward in 25–26 to a full programme of productions, including a new musical, *Lovestuck*, a community production of *Romeo and Juliet*, a revival of the hit musical *The Harder They Come* and our 2025 pantomime, *Mama Goose*.

Lisa Spirling joined Stratford East, taking over from Nadia Fall as Artistic Director in January 2025 and Lisa will be announcing her first season of work in the Autumn.

140th Celebrations

During the year, and as part of our 140th celebrations, we ran a hugely successful Open Day in October – attended by over 300 people. Free workshops throughout the day included stage combat, stage design, lighting design, writing, and acting, comedy for kids, improvisation, and BSL interpretation. There was face painting and live music in the bar and heritage tours throughout the day. A second open day will take place in July 2025.

Other 140th events this year included 2 panel talks:

Championing Black and Asian Voices (chaired by Chinonyerem Odimba, with Roy Williams, Tanika Gupta, Dipo Baruwa Etti and Tamika Empson)

Politics and Theatre (chaired by comedian Mark Thomas with Bonnie Greer, directors Suba Das and Amy Leach and academic Tom Six).

One more event, another talk and a Variety Night will be taking place in 2025/26.

Learning & Participation

Learning and Participation is at the very heart of Stratford East and we offered a range of free creative programmes for young people throughout the year, most of them specifically for Newham residents and all of it free to access.

Key pillars of the 24/25 Learning and Participation programme were

- Giving a platform to emerging artists
- Providing training pathways for jobs and careers in theatre
- Opening up the theatre and creating a welcoming civic hub for our Newham community.

Youth Theatre and Junior Youth Theatre continued, and we have moved the criteria for both groups to Newham only. Both are heavily oversubscribed with a total of 34 young people aged between 12 –15 (Junior Youth Theatre) and 16 – 19 (Youth Theatre) taking part in weekly sessions which run during the academic year and culminated in sharings for an invited audience.

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For the year ended 31 March 2025

Our **Young Company** consists of 12 young people aged 19 – 25 (recruited in September 2023) who continued to in the first quarter of 24–25, working towards a production.

We All Know How This Ends was written by Molly Taylor, with input from the young people, supported by a professional director and creative team and played in the theatre to a paying public audience for 4 performances in July 2024.

A new Young Company cohort was recruited in September 2024, with weekly sessions starting in the Autumn. This group will be working towards a large-scale community production of *Romeo and Juliet*, in collaboration with young dancers from Sadlers Wells East and our adult community company. *Romeo and Juliet* will be presented at Stratford East in August as part of our 140th Season.

Young Technicians is a free 7-week training programme (Jan– March 25) for local young people (18 – 25-year-olds) to learn and develop practical skills in technical theatre. This year we recruited 9 Young Technicians for the 4th iteration of the programme, and we increased the age eligibility to enable participants to move straight to paid work once they have completed the course. Our Young Technicians received training from theatre professionals on all aspects of technical theatre; lighting, sound and stage craft and had the opportunity to take on paid work experience at a trainee rate assisting our technical team on both *Animal Farm* and *The Women of Llanrumney*.

Community Programme – Newham Neighbours

Our community programme has grown from scratch to a rich year-round programme, aimed exclusively at Newham residents and groups. The programme runs activities that are designed to introduce and open up the world of theatre to people who may not otherwise have the opportunity to engage with theatre and the arts.

Key programmes include:

- ***An Adult Company***, an introductory acting/theatre-making programme for Newham residents over the age of 26. This programme has proved hugely popular and attracts a vast range of participants from all walks of life.
- Regular ***Community Socials*** hosted by us in our front of house areas where we share food, engage in conversation and participate in theatre-based activities. A brilliant low risk way to make our theatre feel welcoming and open to all.
- ***Free tickets*** to in-house productions – offered to Newham groups and residents. A great first introduction to our theatre for people who could not normally afford to come along. Sometimes the free ticket includes food and a pre- or post-show talk.
- ***Meet Me After*** is a show and workshop-based programme. Where we invite Newham groups to see an in-house production and then enjoy 2–4 workshops afterwards at

Trustees' annual report

For the year ended 31 March 2025

their venue. Led by an artist and designed in consultation with the group leader to meet their participants' needs.

- **Community Ambassadors** – a new NLHF funded programme, for which 9 Newham residents have been recruited to act as volunteer ambassadors for our theatre. The Ambassadors give out free tickets in Newham targeting specific areas and groups of people currently under-represented in our audience. They run backstage tours and help at community events, including open days. They are an exceptional group of people committed to and invested in our theatre and this programme has already made a significant difference – attracting more local audiences to Stratford East.
- **The Reading Room** – first one was held on March 25, The Reading Room is a regular session for a group of 8–10 local adults to meet, read and discuss scripts.

Schools Programme

Our human and financial resources were stretched this year and as a result our schools programme has been reduced. However, we have been able to keep going with our key programmes and retain our strong relationships with Newham schools which are so vital to the long-term continuation of this work. Cultural Enrichment funding from Newham also enabled us to offer free tickets for Pinocchio to Newham secondary school student and take up for this was strong with 2,981 young people attending the show thanks to this funding. We also provided additional wrap around activity, CPD for teachers, resource packs and a digital Q&A. Sadly, with a reduced team, we were unable to run a work experience programme for secondary schools this year.

Technical Insight Days – from April 2024 we welcomed students from 2 Newham secondary schools and a group from Icon Youth Theatre – a youth group attached to our partner Icon Theatre. Sessions took place in the theatre against the backdrop of our production of Now I See. Learning in a professional theatre environment, students explored lighting, sound and stage craft and stage management. This year workshops were extended from 1.5 hours to 2.5 hours, in response to feedback from teachers and students. We also reduced the size of the groups to 15 to support a more focused learning experience for the students. We were also able to offer each group a ticket to see a performance at Stratford East following their workshop.

On The Spot was a free 6-week drama programme designed for Newham secondary schools to introduce students to the principles of devising and improvisation, which are key components of the GCSE drama curriculum. In September and October 2024, we worked with 29 students in a series of workshops which culminated in an informal sharing at the schools of a piece created by the students. All participating students also received a free ticket to see Abigail's Party. Young Company Alumni had the opportunity to assist the facilitators on this course, to develop skills and increase employability.

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For the year ended 31 March 2025

Artist Development and support

Now in its third year, our Freelance Royalty Scheme continues to support freelance artists who live or work in East London and now has over 1,500 members. It is free to join. This year the scheme gave away 60 free tickets and 600 hours of free space use and hosted 3 scratch nights in our bar. These are free to attend but the performers get paid professional rates. Other events for our Royalty Members included pre-show talks, surgeries and workshops (on Wellbeing, Developing Your Creative Practice and Demystifying Theatre Buildings) and an end of year party. In 25-26 we will continue to develop and enhance this popular scheme with the involvement of our newly appointed Associate Artistic Director, responding to the needs of the freelance artistic community to offer a unique support programme, career development, platforms, and networking opportunities.

Trading Subsidiary

The Bar performed well this year, ending the year with a surplus of £76k (2024: £47k). This is largely due to the extensive programme of music and comedy events, as well as increased audiences for productions in the second half of the year and regular events in the bar for the local community. We have continued with reduced opening hours – Tuesday to Saturday and will be reviewing the business model for the bar in 25-26.

Representation, Justice and Belonging

We want Stratford East to reflect the community in which we work and the programming on our stage to speak to the people who come to our theatre. We want everyone who works with us to feel empowered and supported and we want our theatre to feel accessible to anyone, no matter what their background. Stratford East's programme of work has always championed a diversity of stories so that any audience member might see their story represented on our stage. We are committed to our anti racism and anti ablism work as a continuous journey of change, progression and learning. This work is spearheaded by Closing The Gap, our staff led, anti racism working group which leads on policy, training and accountability across the organization.

For 7 years Stratford East was part of the first Ramps on the Moon consortium, a group of theatres working to increase D/deaf, disabled and neurodivergent representation in theatre. This consortium has now ended but we are committed to continuing this work and we now carry the momentum forward through RADAR, our staff led disability and accessibility working group, which guides inclusive practice and ensures barrier free experiences for artists, staff and audiences.

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For the year ended 31 March 2025

Building

There are number of areas of the building that do need capital investment, including our Heating and Ventilation system, as well our lighting and sound systems. We have carried out a full review and are now working on the first stage of a capital replacement programme. We have successfully raised some funds towards this work and will continue with our fundraising to deliver a phased capital plan over 25–26 and into 26–27.

Staffing

24–25 has been a year of change for Stratford East, with both Artistic Director, Nadia Fall and Executive Director, Eleanor Lang leaving the organization during the course of the year. Interim arrangements were put in place from October 2024 while the recruitment for their replacements was undertaken and the experienced Senior Management team remained stable during this transition. Lisa Spirling was appointed as Stratford East's new Artistic Director in Autumn 2024, joining the organization from Theatre 503 where she had been Artistic Director since 2016. Lisa started in January 2025 and will be joined by Executive Director Hanna Streeter in July 2025.

The Finance Director will be leaving the theatre in September 2025 and the recruitment process will be completed by August 2025.

General staff turnover during the year remained low.

Fundraising

During the year £452k (2024: £248k) was raised through Trusts and Foundations, Corporates and individuals, an increase of £204k from the amount raised in the previous year. Income from individual and corporate donors increased from £183k in 2023/24 to £256k an increase of £73k.

During the year £122k (2024: £199k) was spent on fundraising costs, or 27% (2024: 80%) of the funds raised. The increase in fundraised income together with the reduction in departmental costs reflect a vast improvement on previous years results.

The Trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities.

There is a dedicated permanent fundraising team at Stratford East, which in 2024–25 was led by a Finance and Fundraising Director who is support by a Development Committee,

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which was formed in May 2019. The committee has a remit to advise and support on all fundraising activities. There are no commercial participators used.

Stratford East closely follows the Code of Fundraising Practice and stays up to date with all compliance and regulation around fundraising.

Stratford East is careful to protect the data of our supporters and is fully GDPR compliant. Stratford East has not received any complaints about our fundraising activities. We do not approach members of the public to ask for charitable support.

FUTURE PLANS

Looking ahead to 25–26, we continued our season of work with a brand new Musical, *Lovestuck*, followed by a large scale community production of *Romeo and Juliet*, a new bold production of the classic musical *The Harder They Come* and our Pantomime, *Mama Goose*.

Romeo and Juliet is being co produced with Sadlers Wells East and features our Young Company, Sadlers Wells Young Dancers and our adult community company. With wrap around activities including a choir and a visual art piece, this production

We have begun planning for Lisa Spirling's first season, due to be announced in September 2025, which will run from January to August 2025.

Our 140th programme continues into 25–26, thanks to a generous grant from the National Lottery Heritage Fund, and we will be delivering another Open day, a Variety Night, Monthly heritage tours and one-off artistic events exploring Stratford East's rich history – including a scratch performance of a musical about the life of Joan Littlewood. We have also installed an exhibition of past production photographs in our Front of House areas, showcasing the theatre's history.

The loss of our London Borough of Newham grant from April 2025 will inevitably impact on the work we are able to do in our Learning and Participation programme but we are working hard to continue with our key programmes and maintain our relationships with schools in Newham.

FINANCIAL REVIEW

Review of financial performance

TRSE continues to be in receipt of annual funding from Arts Council England of £1,125k.

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2025

Overall, income for the year was £4,340k, a slight decrease of 3% from £4,496k in 2023/24. Income from productions decreased from £1,735k in 2023/24 to £1,497k in 2024/25 due to the fact that there was no musical production in the current year.

Income from the trading subsidiary also increased to £407k compared to £396k in 2023/2024.

Theatre Tax Relief, at £478k was also a slight increase from £463k recorded in 2023/2024 reflecting increased activity on the stage as well as a stable enhanced TTR rate of 45% (50% touring relief) on all productions during the year.

Total resources expended in the year were £4,487k (2023/24: £4,647k). 3.5% decrease is largely due to staff cost reductions made during the year with savings in Fundraising and Learning and Participation programmes. Theatrical costs are in line with 2024..

Overall, group net deficit for the year to 31 March 2025 was £147k (2023/24 Deficit of £150k).

Principal funding sources

Stratford East was successful in its re-application to the Arts Council of England for National Portfolio Funding in 2022. The current agreement, initially running to March 2026 has now been extended to March 2027.

Stratford East received an annual grant from the London Borough of Newham of £256,500 this year. In February 2023 the London Borough of Newham confirmed that this would be the final year of this grant and it would not be awarded in 25-26.

Reserves

The Trustees believe the company should hold in reserve a sufficient cushion of funds to enable it to continue to exist through a period of reduced income and, should it be necessary to, wind up in an orderly fashion. Please refer to Note 17a in the Financial Statements for more details. The trustees consider the desirable level of reserves for these purposes to be £400k, approximately equal to three months running and production costs.

As at 31 March 2025 the group restricted reserves amounted to £35k (2023/24: Nil). The reserves balance relates to grants made during the year for capital projects beyond March 2025.

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2025

As at 31 March 2025 the group unrestricted reserves amounted to £1,915k (2023/24: £2,098k) of which £1,329k are designated for the following purposes:

- The Building Fund of £291k is allocated for the purpose of setting aside funds for essential major building repairs.
- The Operational Fund of £400k represents the amount required to cover liabilities and operating costs in the event of an orderly wind-up of operations if that situation were to arise.
- The Fixed Assets fund represents the net value of Fixed Assets £638k at the end of March 2025.

The current funds position shows restricted funds £35k (2023/24: Nil), designated funds of £1,329k (2023/24: £1,293k) and general unrestricted free reserve funds of £495k (2023/24: £789k)

Going Concern

The Trustees are confident of the charity's abilities to continue as a going concern due to the historical evidence of support from the Arts Council England and other donors, and believe that this support is likely to continue for the foreseeable future. For the purposes of approving the annual report and financial statements, the foreseeable future is deemed to be at least 12 months from the approval of this document, so into autumn 2026.

The Finance Committee receives regular updates on the financial performance and risk management, reporting to the full board. In order to assess the going concern assumption budgets and cashflows have been reviewed, as well as scenario plans based on the risks and uncertainties facing the theatre. These scenarios and associated mitigations have allowed management and the board to conclude on the ability of the theatre's ability to remain a going concern for the foreseeable future.

Principal Risks and Uncertainties

The major risks can be broken down into these categories.

Box Office

While audiences improved considerably from March 2024, box office still remains a significant risk – especially around new work. To mitigate this risk, programming choices reflect audience demand together with rigorous marketing campaigns & monitoring of stats. We are also mitigating risk by building co production partnerships with commercial

Trustees' annual report

For the year ended 31 March 2025

producers and other theatres who can share the capitalisation costs. There is also risk around box office income inflows are cancelled due to artists sickness. This is considered low risk, and for shows with higher box offices understudies are cast.

Fundraising: We are enormously grateful to many of our donors who have supported us over the past few years and continue to do so. The climate for fundraising remains challenging and we will need to balance ambition with realism in our targets and approach. We have set realistic targets, which have been achieved in the year. However, with the loss of the Newham funding we will need to attract some new funders to support our work. Since Spring 2024 we have had a reduced fundraising team with the Finance Director overseeing a team of 2. In 25–26, with a new leadership team in place, we are looking to recruit a specialised and experienced Development Director / Head of Development to work with the Executive team to maximise our fundraising potential.

Economic Climate: The economic climate remains a difficult one, while inflation has reduced, there is still above inflation cost increases and audiences are still feeling the impact of the cost of living crisis. Statutory funding remains at a standstill, which is in real terms a reduction. Budgets have been adjusted with inflation taken into account on all cost centres. The Board and senior team continue to consider other income streams and business models to ensure the theatre's economic viability. We will be introducing a ticket levy to raise funds for our capital work and some core costs. We are mindful of keeping ticket prices affordable for our audiences in the current economic climate.

Building Fabric and equipment: Much of our plant and equipment is now more than 20 years old and reaching the end of its working life. Substantial investment will be needed in the future to sustain it. Ongoing maintenance happens throughout the year and monitoring of building management systems, fundraising planned around these needs. The intention is to raise £1.8m over the next year to undertake essential roof work as well as plant and equipment replacement programme.

Staff Changes: With two major changes at the top of the executive team and the search for a new Chair, there is a risk of loss of institutional knowledge and the impact of the transition time. The charity has a strong senior leadership team with shared vision and commitment. Proactive appraisal and increased offer of professional development together with regular benchmarking of salaries.

GOVERNANCE AND MANAGEMENT

Appointment of trustees

Our long serving Chair, Baroness Hodge, stood down at the end of this year, and recruitment began for her successor in April 2025. Trustees Christopher Hird and Francesca Moody are acting as Interim Co Chairs during the search for a new chair.

New trustees are elected to the Board by existing members. Annually, a third of the Board must retire and trustees may be eligible for re-election up to a maximum of nine years' service.

The Board regularly reviews the skills mix of the trustees and considers whether it adequately represents the community which it serves. Various methods are then adopted to identify and recruit potential trustees, if required.

Trustee induction and training

All new trustees receive the support of staff and existing members of the Board during an induction period, as well as receiving key organisational documents.

Organisation and key management

The Board is responsible for the strategic management of the charitable company and the setting of policy. It has ultimate responsibility and control of the charitable company which it exercises through quarterly meetings of the Board and a Finance Committee. The key management is considered to be the Artistic Director and Executive Director who are Co-CEOs. The Board sets the pay and remuneration of the Co-CEOs, informed by a benchmarking exercise of industry peers. The Co CEOs set the pay and remuneration for the rest of the staff team, in line with the organisation's remuneration policy and the annual budget which is approved by the Board

Charity Governance Code

The Board has adopted the Charity Governance Code for larger charities (the 'Code'). The Code encourages charities to publish a short narrative in their annual report explaining their use of the Code.

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2025

Related parties

The charitable company has a wholly owned subsidiary, Stratford East (Trading) Limited, which provides the bar and catering facilities at Stratford East. It has a dormant subsidiary Stratford East Productions Limited, which is to be used in the case of commercial productions. It also has a related charity, Theatre Workshop Trust, which owns the freehold of the Theatre.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Pioneer Theatres for the purposes of company law) are responsible for preparing the trustees' annual 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 group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group 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
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Trustees' annual report

For the year ended 31 March 2025

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- 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 trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at year end date was 13 (2024: 12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 17 September 2025 and signed on their behalf by



Christopher Hird and Francesca Moody



Interim Co Chairs

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Opinion

We have audited the financial statements of Pioneer Theatres Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Pioneer Theatres Limited'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.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

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

Other Information

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

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Capability of the audit in detecting irregularities

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:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

27 October 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

		2025			2024		
	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £
Income from:							
Donations and legacies	2	1,640,178	230,667	1,870,845	1,687,933	67,155	1,755,088
Charitable activities	3						
Theatre		2,061,523	-	2,061,523	2,345,658	-	2,345,658
Education and workshops		-	-	-	-	-	-
Other trading activities	4	407,263	-	407,263	395,550	-	395,550
Total income		4,108,964	230,667	4,339,631	4,429,141	67,155	4,496,296
Expenditure on:							
Raising funds	5	122,159	-	122,159	198,840	-	198,840
Charitable activities							
Theatre		3,930,780	195,667	4,126,447	3,993,578	130,155	4,123,733
Education and workshops		238,122	-	238,122	324,110	-	324,110
Total expenditure		4,291,061	195,667	4,486,728	4,516,528	130,155	4,646,683
Net income / (expenditure) for the year	6	(182,097)	35,000	(147,097)	(87,387)	(63,000)	(150,387)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(182,097)	35,000	(147,097)	(87,387)	(63,000)	(150,387)
Reconciliation of funds:							
Total funds brought forward		2,097,737	-	2,097,737	2,185,124	63,000	2,248,124
Total funds carried forward		1,915,640	35,000	1,950,640	2,097,737	-	2,097,737

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Balance sheets

Company no. 00556251

As at 31 March 2025

	Notes	Group 2025 £	2024 £	Charity 2025 £	2024 £
Fixed assets:					
Tangible assets	10	644,732	533,580	638,020	523,323
Investments	11	-	-	2	2
		<u>644,732</u>	<u>533,580</u>	<u>638,022</u>	<u>523,325</u>
Current assets:					
Stock of goods for resale		17,475	15,493	-	-
Debtors	13	1,424,562	777,519	1,435,458	836,722
Cash at bank and in hand		756,926	1,345,466	627,533	1,243,718
		<u>2,198,963</u>	<u>2,138,478</u>	<u>2,062,991</u>	<u>2,080,440</u>
Liabilities:					
Creditors: amounts falling due within one year	14	(893,055)	(574,322)	(841,606)	(520,970)
		<u>1,305,908</u>	<u>1,564,156</u>	<u>1,221,385</u>	<u>1,559,470</u>
Net current assets					
		<u>1,305,908</u>	<u>1,564,156</u>	<u>1,221,385</u>	<u>1,559,470</u>
Total assets less current liabilities		<u>1,950,640</u>	<u>2,097,736</u>	<u>1,859,407</u>	<u>2,082,795</u>
Net assets		<u>1,950,640</u>	<u>2,097,736</u>	<u>1,859,407</u>	<u>2,082,795</u>
Funds:					
Restricted funds	16a	35,000	-	35,000	-
Unrestricted funds:					
Designated funds		1,329,020	1,293,323	1,329,020	1,293,323
Charitable funds		495,387	789,472	495,387	789,472
Non charitable trading surplus/(deficit)		91,233	14,941	-	-
		<u>1,915,640</u>	<u>2,097,736</u>	<u>1,824,407</u>	<u>2,082,795</u>
Total unrestricted funds		<u>1,915,640</u>	<u>2,097,736</u>	<u>1,824,407</u>	<u>2,082,795</u>
Total funds		<u>1,950,640</u>	<u>2,097,736</u>	<u>1,859,407</u>	<u>2,082,795</u>

Approved by the trustees on 17 September 2025 and signed on their behalf by



Christopher Hird
Chair

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of cash flows

For the year ended 31 March 2025

	Note	2025 £	£	2024 £	£
Cash flows from operating activities					
Net income for the reporting period		(147,097)		(150,387)	
(as per the statement of financial activities)					
Depreciation charges		69,994		57,885	
(Increase)/decrease in stocks		(1,982)		(4,282)	
(Increase)/decrease in debtors		(647,043)		(216,744)	
Increase/(decrease) in creditors		318,734		(122,438)	
Net cash used in operating activities			(407,394)		(435,966)
Cash flows from investing activities:					
Purchase of fixed assets		(181,146)		(47,576)	
Loans		–		(37,501)	
Net cash used in investing activities			(181,146)		(85,077)
Change in cash and cash equivalents in the year			(588,540)		(521,043)
Cash and cash equivalents at the beginning of the year			1,345,466		1,866,509
Cash and cash equivalents at the end of the year	a		756,926		1,345,466
Analysis of cash and cash equivalents and of net debt					
		At 1 April 2024 £	Cash flows £	Other non- cash changes £	At 31 March 2025 £
Cash at bank and in hand		1,345,466	(588,540)	–	756,926
a Total cash and cash equivalents		1,345,466	(588,540)	–	756,926
Total		1,345,466	(588,540)	–	756,926

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

b) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

c) Statutory information

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East" is a charitable company limited by guarantee and is incorporated in England. The registered office address and principal place of business is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

d) Consolidation

The Statement of Financial Activities (SoFA) and Balance Sheet consolidate the financial statements of the charitable company and its subsidiary, Stratford East (Trading) Limited. The results of the subsidiary are consolidated on a line by line basis in accordance with FRS 102 – section 9 and the Charities SORP (FRS 102) – section 24.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Stratford East (Trading) Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet.

Details of Stratford East (Trading) Limited are given in note 12 of the financial statements.

A separate statement of financial activities for the Charitable Company has not been presented because the Charitable Company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

e) Going concern

Detailed financial projections have been prepared for the period of 12 months from the date of approval of these financial statements which indicate that the charitable company and group will have sufficient financial resources to continue to be able to meet its liabilities as they fall due. The trustees have carefully considered these financial projections, level of funding and other matters relevant to TRSE and believe that it is appropriate for the financial statements to be prepared on a going concern basis.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

f) Incoming resources

Incoming resources are included in the Statements of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income from theatre admission fees is included in incoming resources in the period in which the relevant performance takes place. Income related to productions or lettings in a subsequent period is treated as deferred income.

Income from commercial activities is included in the period in which the group is entitled to receipt.

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable unless the donor has specified that the donation or grant relates to a future period or that certain pre-conditions must be fulfilled before use. In these cases amounts received are recognised in the relevant period or when the pre-conditions have been met and until then treated as deferred income. Donations and grants for particular purposes are included in incoming resources as restricted funds.

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

f) Incoming resources (continued)

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

g) Interest receivable

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

h) Resources expended

Expenditure is accounted for on an accruals basis.

Costs of generating funds are those costs incurred in attracting voluntary income to support the activity of the theatre, and costs incurred in commercial trading activities to raise funds.

Charitable activity costs include all direct expenditure associated with the staging of productions and educational programmes together with support costs allocated to those activities.

Support costs are the costs of central and administrative functions, which are allocated to activity cost categories on the basis of time spent by staff on those activities.

Governance costs are those costs associated with the governance arrangement of the charitable company including costs associated with strategic management and constitutional and statutory requirements.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose, including costs incurred by the trading subsidiary.
- Expenditure on charitable activities includes the costs of running the theatre and its productions, and other educational activities undertaken to further the purposes of the charity and their associated support costs

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

i) Cost of new productions

The cost of materials, creative team fees and other related set up costs of a new production are carried forward and written off when the production is first performed to a fee paying audience. Ongoing labour and related production costs which occur throughout the life of the production are expensed as incurred. Where production set up costs have been incurred prior to the year end, but the production has not yet opened to the fee paying public, the set up costs are carried forward at the balance sheet date as deferred production costs until such time as the production opens.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on the direct costs per activity as a proportion of total direct costs, of the amount attributable to each activity

- | | |
|-------------------------|-----|
| • Raising funds | 3% |
| • Theatre costs | 92% |
| • Education & Workshops | 5% |

k) Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

l) Fixed asset investments

The Statement of Recommended Practice requires investments to be stated at market value. The investment of the charitable company consists of the investment in the subsidiary, an unquoted company. The trustees consider it appropriate to include this investment at cost. See note 12 for more details.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

m) Tangible fixed assets

Individual fixed assets consisting of more than £2,000 are capitalised at cost.

Tangible fixed assets are depreciated at rates calculated to write off each asset over its anticipated useful life. The rates used are:

• Computer equipment	4 years straight line basis
• Furniture and Fittings	3 years straight line basis
• Auditorium	20 years straight line basis
• Production equipment	8 years straight line basis

Assets in the course of construction are not depreciated until they are brought into use.

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

n) Stock

Stock comprises catering and bar consumables for resale and is stated at the lower of cost and net realisable value.

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Debtors include amounts owed to the charity for the provision of goods and services or amounts the charity has paid in advance for the goods or services it will receive. Debtors are measured at their recoverable amount.

Other debtors and prepayments are recognised at the settlement amount due.

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

p) Cash at bank and in hand

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

q) Creditors

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund.

t) Pension costs

The theatre makes contributions to a defined contribution pension scheme, on behalf of eligible employees, at a rate determined by the trustees.

u) Operating leases

Rental charges are charged against income on a straight line basis over the term of the lease.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

2 Income from donations and legacies

	Unrestricted	Restricted	2025 Total	Unrestricted	Restricted	2024 Total
	£	£	£	£	£	£
Arts Council of England						
- Revenue Grant	1,125,847	-	1,125,847	1,125,847	-	1,125,847
London Borough of Newham						
- Revenue grant	256,000	-	256,000	256,000	-	256,000
- Operating Fee	-	-	-	90,658	-	90,658
- Theatre Enrichment Project	-	37,263	37,263	-	34,638	34,638
The National Lottery Heritage Fund	-	120,307	120,307	-	18,267	18,267
The National Lottery Community Fund	-	-	-	-	1,500	1,500
The Noel Coward Foundation	-	-	-	-	4,200	4,200
Rosetta Arts	-	-	-	-	500	500
Jack Petchey Foundation	-	1,800	1,800	-	1,800	1,800
L&Q Place Makers	-	-	-	-	6,250	6,250
Asper Good Causes Fund	1,568	-	1,568	4,703	-	4,703
Charles S French Trust	-	-	-	3,000	-	3,000
Devenshires Foundation	-	-	-	8,000	-	8,000
The Fenton Arts Trust	-	-	-	5,000	-	5,000
Bunbury Trust	-	-	-	1,000	-	1,000
Garrick Charitable Trust	-	-	-	4,000	-	4,000
The Childhood Trust	-	-	-	2,000	-	2,000
Trees of Memories	-	-	-	5,000	-	5,000
Backstage Trust	-	35,000	35,000	-	-	-
Clarion Futures	-	10,000	10,000	-	-	-
Foundation for Future London	-	10,000	10,000	-	-	-
London City Airport Community Foundation	-	2,230	2,230	-	-	-
The John Thaw Foundation	-	3,000	3,000	-	-	-
Pinsent Mason Foundation	-	2,297	2,297	-	-	-
David Teale Charitable Trust	1,000	-	1,000	-	-	-
Noel Coward Foundation	-	4,200	4,200	-	-	-
Victoria Wood Foundation	-	4,570	4,570	-	-	-
Corporate and Individual donors	255,763	-	255,763	182,725	-	182,725
	1,640,178	230,667	1,870,845	1,687,933	67,155	1,755,088

Grants – Association of London Government and London Boroughs

In accordance with sub-section 37(4) of the Local Government and Housing Act 1989, these grants have been fully utilised in accordance with the terms under which they were originally granted and have been fully expended on revenue items in the normal course of the charitable company's business.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

3 Income from charitable activities

	2025	2024
	Total	Total
	£	£
Theatre		
Box office receipts	1,029,787	1,190,695
Corporation tax rebate	478,233	463,175
Touring and co-productions	467,465	544,069
Front of house	19,930	26,936
Theatre hire	36,526	83,344
Royalties	1,465	401
Other income	28,117	37,038
Total income from charitable activities	<u>2,061,523</u>	<u>2,345,658</u>
All income from charitable activities is unrestricted.		

4 Income from other trading activities

	2025	2024
	Total	Total
	£	£
Commercial Trading (note 12)	<u>407,263</u>	<u>395,550</u>
	<u>407,263</u>	<u>395,550</u>
All income from other trading activities is unrestricted.		

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

5a Analysis of expenditure (current year)

	Charitable activities					2025 Total £	2024 Total £
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £		
Staff costs (Note 7)	79,525	1,469,099	119,114	-	282,861	1,950,599	2,290,916
Theatre production freelance	3,250	35,875	52,646	-	37,725	129,496	138,221
Theatre production costs	-	1,187,102	-	-	-	1,187,102	1,042,502
Theatre running costs	-	175,607	21	-	-	175,628	149,429
Theatre fundraising costs	21,199	-	-	-	-	21,199	16,901
Press and publicity	-	172,690	3,627	-	56,949	233,266	193,647
Front of house costs	-	87,417	1,037	-	-	88,454	74,568
Education and workshops	-	-	28,260	-	-	28,260	37,269
Commercial trading	-	330,269	-	-	-	330,269	347,725
General office and administration	1,149	92,935	210	-	143,602	237,896	264,878
Depreciation	-	-	-	-	69,994	69,994	55,106
Audit fees and other related fees	-	-	-	22,300	-	22,300	17,848
Legal and professional fees	-	-	-	-	11,898	11,898	14,725
Board meeting expenses	-	-	-	367	-	367	2,948
	105,123	3,550,994	204,915	22,667	603,029	4,486,728	4,646,683
Support costs	16,419	554,606	32,004	-	(603,029)	-	-
Governance costs	617	20,847	1,203	(22,667)	-	-	-
Total expenditure 2025	122,159	4,126,447	238,122	-	-	4,486,728	-
Total expenditure 2024	198,840	4,123,733	324,110	-	-	4,646,683	4,646,683

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

5b Analysis of expenditure (prior year)

	Charitable activities					
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 7)	150,684	1,599,293	178,210	-	362,729	2,290,916
Theatre production freelance	975	63,814	63,937	-	9,495	138,221
Theatre production costs	-	1,042,502	-	-	-	1,042,502
Theatre running costs	-	150,054	(3,125)	-	2,500	149,429
Theatre fundraising costs	16,901	-	-	-	-	16,901
Press and publicity	-	133,188	4,430	-	56,029	193,647
Front of house costs	-	74,475	93	-	-	74,568
Education and workshops	-	-	37,269	-	-	37,269
Commercial trading	-	347,725	-	-	-	347,725
General office and administration	797	101,238	10,239	-	152,604	264,878
Depreciation	-	-	-	-	55,106	55,106
Audit fees and other related fees	-	-	-	17,848	-	17,848
Legal and professional fees	-	-	(15,000)	-	29,725	14,725
Board meeting expenses	-	-	-	2,948	-	2,948
	169,357	3,512,289	276,053	20,796	668,188	4,646,683
Support costs	28,593	592,988	46,607	-	(668,188)	-
Governance costs	890	18,456	1,450	(20,796)	-	-
Total expenditure 2024	198,840	4,123,733	324,110	-	-	4,646,683

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

6 Net income / (expenditure) for the year

	Group 2025 £	2024 £
This is stated after charging:		
Depreciation	69,994	57,885
Auditor's remuneration (excluding VAT):		
Audit (Group)	19,750	18,800
Other services	2,550	2,550
Operating lease costs	6,242	5,227

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,343,459	1,374,893
Non NI Salaries and wages	412,799	703,756
Social security costs	145,398	157,699
Pension costs	48,943	54,568
Total employee costs	1,950,599	2,290,916
Freelance staff	129,496	81,158
Commercial trading	132,685	133,598
Total staff costs	2,212,780	2,505,672

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 No.	2024 No.
£70,000 – £80,000	–	1

No trustees received any remuneration or benefits in kind in their capacity as a trustee during the year (2024: none).

No trustees had travel and subsistence expenses reimbursed in the year (2024: £Nil).

The key management of the Charity comprise of the Trustees, the Executive Director and the Artistic Director.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £140,913 (2024: £141,535).

8 Staff numbers

The average weekly number of employees (head count based on number of staff employed) during the year was 88 (2024: 99).

	2025 No.	2024 No.
Fundraising	2	3
Productions	57	65
Press and Publicity	8	9
Education	3	4
Support and Administration	8	9
Trading Activities	10	9
	88	99

Employee time has been allocated either;

- i) To direct costs on a percentage of the time spent by an employee on an activity
- ii) To support costs allocated on a percentage basis over all the costs

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Stratford East (Trading) Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2025 £	2024 £
UK corporation tax at 19%	-	-

10 Tangible fixed assets

Group	Equipment & Furniture £	Building Improvements £	Total £
Costs			
As at 1 April 2024	466,658	604,179	1,070,837
Additions	77,720	103,426	181,146
Disposals	-	-	-
At 31 March 2025	544,378	707,605	1,251,983
Depreciation			
As at 1 April 2024	372,716	164,541	537,257
Charge for the year	41,084	28,910	69,994
Disposals	-	-	-
At 31 March 2025	413,800	193,451	607,251
Net book value			
31 March 2025	130,578	514,154	644,732
31 March 2024	93,942	439,638	533,580
Charity			
Costs			
As at 1 April 2024	403,113	604,179	1,007,292
Additions	77,751	103,426	181,177
Disposals	-	-	-
At 31 March 2025	480,864	707,605	1,188,469
Depreciation			
As at 1 April 2024	319,428	164,541	483,969
Charge for the year	37,570	28,910	66,480
Disposals	-	-	-
At 31 March 2025	356,998	193,451	550,449
Net book value			
31 March 2025	123,866	514,154	638,020
31 March 2024	83,685	439,638	523,323

All of the above assets are used for charitable purposes.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

11 Investments

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Shares in group undertakings	-	-	2	2

12 Net income from the subsidiary trading activities

The wholly owned trading subsidiary Stratford East (Trading) Limited, is a company registered in England and Wales. The company number is 03074042, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. All activities have been consolidated on a line by line basis in the statement of financial activities. The trading company distributes its available taxable profits to the charitable company under gift aid. Stratford East (Trading) Limited provides the bar facilities at the Theatre Royal.

The charity owns the entire issued share capital of 2 ordinary shares of £1 each. The trustees Martin Pilgrim, Joshua Garfield and Christopher Hird are also directors of the subsidiary.

A summary of the trading results of the subsidiary is shown below:

	2025	2024
	£	£
Turnover	405,897	394,419
Cost of sales	(217,950)	(240,825)
Administrative expenses	(113,021)	(107,232)
Net profit/(loss)	74,926	46,362
Other income and bank interest	1,366	1,131
Retained in subsidiary	76,292	47,493

The aggregate of the assets, liabilities and reserves was:

Fixed assets	6,713	10,227
Current assets	148,701	124,316
Creditors: amounts falling due within one year	(64,237)	(119,658)
Long Term Liabilities	-	-
Total net liabilities	91,177	14,885
Aggregate share capital and reserves	91,177	14,885

The charity also owns the entire issued share capital of 2 ordinary share of £1 of Stratford East Productions Limited, a company incorporated in England. The company number is 05369063, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. Stratford East Productions Limited has been dormant throughout the year and given its immateriality has not been included in the consolidated accounts.

Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2025	2024
	£	£
Gross income	3,935,374	4,104,264
Result for the year	(223,389)	(197,881)

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

13 Debtors

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	228,123	122,265	223,733	117,427
Amounts owed from group undertakings	-	-	15,841	66,276
Accrued income	37,761	55,968	37,761	55,968
Other debtors	1,876	9,931	2,138	9,016
Prepayments	35,118	30,700	34,301	29,380
Deferred production costs	122,822	62,978	122,822	62,978
Theatre Tax Relief	998,862	495,677	998,862	495,677
Total current debtors	1,424,562	777,519	1,435,458	836,722

14 Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	161,426	139,679	150,550	126,104
Taxation and social security	37,632	38,880	36,262	37,282
Other creditors	182,125	146,525	167,017	134,874
Accruals	148,177	153,460	132,767	135,616
Deferred income (note 16)	363,695	95,778	355,010	87,094
	893,055	574,322	841,606	520,970

Included in other creditors above is an amount due in relation to pension schemes of £10,373 (2024: £10,695).

15 Deferred income

Deferred income movements in the year were as follows:

	At 1 April 2024 £	Released in year £	Deferred in year £	At 31 March 2025 £
Charity				
Box office advance income	87,094	(87,094)	355,010	355,010
Future Events income	8,684	-	-	8,684
	95,778	(87,094)	355,010	363,694

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

16a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
London Borough of Newham	-	37,263	(37,263)	-	-
The National Lottery Heritage Fund	-	120,307	(120,307)	-	-
Jack Petchey Foundation	-	1,800	(1,800)	-	-
Backstage Trust	-	35,000	-	-	35,000
Clarion Futures	-	10,000	(10,000)	-	-
Foundation for Future London	-	10,000	(10,000)	-	-
London City Airport Community Foundat	-	2,230	(2,230)	-	-
The John Thaw Foundation	-	3,000	(3,000)	-	-
Pinsent Mason Foundation	-	2,297	(2,297)	-	-
Noel Coward Foundation	-	4,200	(4,200)	-	-
Victoria Wood Foundation	-	4,570	(4,570)	-	-
Total restricted funds	-	230,667	(195,667)	-	35,000
Unrestricted funds:					
Designated Funds					
Fixed Assets	523,323	-	-	114,697	638,020
Building Fund	170,000	-	-	121,000	291,000
Operational Fund	500,000	-	-	(100,000)	400,000
Production Fund	100,000	-	-	(100,000)	-
	1,293,323	-	-	35,697	1,329,020
Unrestricted general funds	789,472	3,701,702	(3,960,090)	(35,697)	495,387
Non-charitable trading	14,941	407,263	(330,971)	-	91,233
Total unrestricted funds	2,097,736	4,108,965	(4,291,061)	-	1,915,640
Total funds	2,097,736	4,339,632	(4,486,728)	-	1,950,640

Transfers between funds

Purposes of restricted funds

London Borough of Newham funds of £37,263 was to support Every Child a Theatre Goer Enrichment Programme and specifically the panto: Pinocchio

The National Lottery Heritage Fund is to support the 140th Anniversary of Theatre Royal Stratford East, specifically to contribute to several projects: Replacing the theatre's Upper Circle Safety Bar, Launch a Community Ambassadors Scheme, Stratford East Stories Film, Stratford East Through the Years exhibition and supporting a programme of events that celebrate it's history.

Jack Petchy Grant of £1,800 was used to deliver Hidden Voices, a programme of 30x2 hour midweekly workshop and mentoring sessions delivered by an experienced Session Practitioner.

Backstage Trust of £35,000 is to assist with roof replacement and airhandling project scheduled for January 2026.

The Noel Coward Foundation grant of £4,200 was to support the project management costs for the Young Creatives Programme and the support of nine aspiring young creatives aged 18-25 over the cover of three months.

Clarion's Future Foundation granted £10,000 toward Community Ambassadors Programme.

Foundation for Future London granted £10,000 towards Westfield East Bank Creative Futures strategy.

London Airport Community Foundation of £2,230, Noel Coward Foundation of £4,200 and Victoria Wood Foundation of £4,570 – all restricted for funding young technicians programmes.

The John Thaw Foundation granted £3,000 towards Junior Youth Theatre Programme 2025/26.

Pinsent Mason grant of £2,297 will be used for School Project: On the Spot! – The art of devising and improvisation in Theatre.

Notes to the financial statements

For the year ended 31 March 2025

16a Movements in funds (current year continued)

Purposes of Designated funds

The trustees have this year decided to be explicit in showing the designations in the accounts.

The *Fixed Assets* fund represents the net value of Fixed Assets at the end of March 2025.

The *Building Fund* is allocated for the purpose of setting aside funds for essential major building repairs.

The *Operational Fund* represents the amount required to cover liabilities and operating costs in the event of an orderly wind-up of operations if that situation were to arise.

The *Production Fund in 2024* represented the amount required to cover costs of production to allow TRSE to plan for ambitious work on our main stage. This is no longer required.

16b Movements in funds (prior year)

	At 1 April 2023	Income & gains	Expenditure & losses	Transfers	At 31 March 2024
	£	£	£	£	£
Restricted funds:					
London Borough of Newham	30,000	34,638	(64,638)	-	-
Harold Hyam Wingate Foundation	3,000	-	(3,000)	-	-
Idlewild Trust	5,000	-	(5,000)	-	-
Esmee Fairbairn Foundation	25,000	-	(25,000)	-	-
The National Lottery Heritage Fund	-	18,267	(18,267)	-	-
National Lottery Community Fund	-	1,500	(1,500)	-	-
Jack Petchey Foundation	-	1,800	(1,800)	-	-
The Noel Coward Foundation	-	4,200	(4,200)	-	-
Rosetta Arts	-	500	(500)	-	-
L&Q Place Makers	-	6,250	(6,250)	-	-
Total restricted funds	63,000	67,155	(130,155)	-	-
Unrestricted funds:					
Designated Funds:					
Fixed Assets	536,115	-	-	(12,792)	523,323
Building Fund	200,000	-	-	(30,000)	170,000
Operational Fund	500,000	-	-	-	500,000
Production Fund	200,000	-	-	(100,000)	100,000
Cultural Recovery Fund	-	-	-	-	-
	1,436,115	-	-	(142,792)	1,293,323
Unrestricted general funds	781,561	4,033,591	(4,168,471)	142,791	789,472
Non-charitable trading	(32,552)	395,550	(348,057)	-	14,941
Total unrestricted funds	2,185,124	4,429,141	(4,516,528)	(1)	2,097,736
Total funds	2,248,124	4,496,296	(4,646,683)	(1)	2,097,736

Transfers between funds

Following discussion with The Esmee Fairbairn Foundation they agreed to the reclassification of their donation to support the work of the theatre in general, and the remaining unspent funds were moved from Restricted to Unrestricted.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2025

16b Movements in funds (prior year continued)

Purposes of restricted funds

Funds given by *The Theatres Trust Foundation* were for re-opening the building safely following shut-down.

The *Garrick Theatre Trust* grant was to contribute to the costs of creative teams and Lighting Directors on productions.

The *New Wolsey Theatre* contributed £7,500 towards the cost of supporting the theatre's Agent For Change.

The grant received from *The Garfield Weston Foundation* was to pay for technical equipment, to fund Learning and Participation work, and to contribute to the costs of producing the 2021 pantomime.

The purpose of the *Tate & Lyle* grant was to fund Learning and Participation online resources.

The grant from The Esmée Fairbairn Foundation was for computers, laptops and IT equipment.

The John Thaw Foundation provided funds to run our summer school, which was delivered online in 2021.

The grant from the *Harold Hyam Wingate Foundation* is to provide funding for the employment of Assistant Directors on future productions.

Other funds listed as listed above have been given to support the theatre's programmes of work with young people and the local community.

17a Analysis of group net assets between funds (current year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	644,732	-	644,732
Current assets	1,270,908	35,000	1,305,908
Net assets at 31 March 2025	1,915,640	35,000	1,950,640

17b Analysis of group net assets between funds (prior year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	533,580	-	533,580
Current assets	1,564,156	-	1,564,156
Net assets at 31 March 2024	2,097,736	-	2,097,736

Notes to the financial statements

For the year ended 31 March 2025

18 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2025 £	2024 £
Less than one year	4,636	1,851
One to five years	4,907	3,740
	<u>9,543</u>	<u>5,591</u>

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2025 £	2024 £
Less than one year	3,316	531
One to five years	2,487	-
	<u>5,803</u>	<u>531</u>

19 Capital commitments

At the balance sheet date, the group had no capital commitments (2024: £nil) in respect of development works.

20 Future Commitments

The charitable company entered into a 15 year lease with the Theatre Workshop Trust in September 2020; this is currently rent free.

21 Legal charges

There are no existing legal charges.

22 Related party transactions

Joshua Garfield (trustee) is a councillor for LB Newham who provide TRSE with funding during the year.

The following trustees of the charity are also directors of the subsidiary, Stratford East Trading Limited: Joshua Garfield, Christopher Hird and Martin Pilgrim

There are no other related party transactions to disclose for 2025 (2024: none).

23 Contingent assets or liabilities

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

PIONEER THEATRES LIMITED

England & Wales - Charity number 233801

Accounts

Company number: 00556251
Charity Number: 233801

Pioneer Theatres Limited

Trading as “Theatre Royal Stratford East”

Report and financial statements
For the year ended 31 March 2024

Contents

For the year ended 31 March 2024

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Pioneer Theatres Limited (Theatre Royal Stratford East)

Reference and administrative information

For the year ended 31 March 2024

Company number 00556251 – incorporated in the United Kingdom

Charity number 233801 – registered in England and Wales

Registered office and Gerry Raffles Square

Operational address Stratford

London

E15 1BN

Trading name Theatre Royal Stratford East

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

The Rt. Hon. Dame Margaret Hodge, Chair

Joy Adeogun (resigned 17 July 2023)

Cllr Rohit K Dasgupta (resigned 2 August 2024)

Cllr Joshua Garfield

Dr Elizabeth Glyn

Patricia Hamzahee

Simon Haynes

Christopher Hird

Francesca Hutchin

Franceca Moody (appointed 10 December 2023)

David Olaniregun

Martin Pilgrim MBE

Bryan Raven

Paula Roberts

Peter Wilson (resigned 4 September 2023)

Robert Whiteman (appointed 19 September 2023)

Artistic Director Nadia Fall

Executive Director Eleanor Lang

Bankers Natwest Bank plc,
1 Stratford Broadway
London
E15 4DX

Pioneer Theatres Limited (Theatre Royal Stratford East)

Reference and administrative information

For the year ended 31 March 2024

Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane LONDON EC1Y 0TG
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Trustees' annual report

For the year ended 31 March 2024

Chair's Statement

2023–24 has been an excellent year for Stratford East. Both on our stage and with our learning & participation work, we have seen people return to the theatre. We continue however to face tough challenges, with spiralling inflation, no increase in Arts Council support and a difficult environment for fundraising.

In keeping with our best tradition, our shows during the year aimed to tell important stories, stories that were entertaining, moving and challenging. Our work included *Village Idiot*, the final production from the Ramps on the Moon partnership, *Tambo & Bones*, *Beautiful Thing*, *The Big Life* and, of course, our annual pantomime – which this year was *Jack and the Beanstalk*.

Our Learning & Participation work continues to have a profound local impact. Our new adult drama programme has been popular, as has our community social programme. But our main focus remains with young people, with the Young Company, Young Techs and Technical Insight Days all contributing to our offer. We launched our Community Ambassador's scheme this year and have a brilliant team of volunteers helping us to reach more people in Newham. Our Freelance Royalty Scheme also continues to grow, attracting over 1000 members this year, as we provide free support to local freelancers.

On behalf of the Board I want to express my heartfelt thanks to the whole team, led by Nadia Fall, Artistic Director, and Eleanor Lang, our Executive Director, for all their hard work and dedication. Both Nadia and Eleanor are now leaving us and we are immensely grateful to them for their contribution to Stratford East. At the same time injecting a new artistic and executive lead provides us with an opportunity to find new creative thinking and energy to lead the theatre over the coming period. The year ahead will be a year of change, but we remain confident that the theatre is in a strong position. I would also like to extend my thanks to the trustees, who have provided important advice and support to the organisation and who give of their time freely.

The trustees are grateful to Arts Council England and the London Borough of Newham for their continuing funding, as well as to all our supporters who have supported the work we do both on and off the stage.

Rt Hon Dame Margaret Hodge MP
Chair

Trustees' annual report

For the year ended 31 March 2024

TRUSTEE REPORT

The trustees present their report and the audited group financial statements for the year ending 31 March 2024. The financial statements have been prepared in accordance with current statutory requirements; Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Objectives and activities

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The objects of the charity as set out in the Articles of Association are:

to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefor provided that all objects of the Company shall be of a charitable nature.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Structure

Pioneer Theatres Limited (trading as Theatre Royal Stratford East) is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association as amended 18th November 2015. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charitable company.

Pioneer Theatres Limited has two wholly owned subsidiaries. The results of Stratford East Trading Limited are consolidated into these financial statements. Stratford East Productions Limited is a dormant company.

Our aims

Stratford East has six key aims:

- **Produce bold, exciting and outstanding theatre**

The quality of the work on the stages is vital to the success of Stratford East, and it is crucial that the economic impact of the pandemic does not prevent us from taking creative risks and working with industry talent.

- **Grow our audiences**

The pandemic has set back our audience growth and disrupted the positive upward trajectory we were on. We are in a more uncertain environment in terms of audience confident and appetite. Growing our audiences is a priority for Stratford East over the next few years.

- **Develop creative talent**

We want to grow our talent development work, ensuring that the industry remains diverse and that barriers to working in the industry are reduced. We will work with young people and artists in East London to provide development and support. We want to centre this work and to be a flagship for talent development.

Three further aims underpin our organisational values and will be integral to the delivery of the first three aims.

- **Embed Representation, Belonging, and Justice in our organisation**

We want our organisation to reflect the community in which we work. We want the programming on our stage to speak to the people who come to the theatre. We want everyone who works with us to feel empowered and supported, and we want our theatre to feel accessible to anyone, no matter their background.

- **Reduce our environmental impact**

Climate change is the biggest threat facing humanity. We want to ensure that we work in an environmentally responsible way, from how we make productions, to how we work in the office, and ensure that all decisions consider the environmental impact and how to reduce it.

- **Ensure we are resilient for the future**

The pandemic has inevitably challenged our finances, and we need to ensure that our financial position and business models ensure we are resilient for the future. We need to make sure that the choices we make and the work that we do balances risk, with ability to protect the charity long term.

ACTIVITY IN 2023–24

Public Benefit

Over the course of the year Stratford East has fulfilled its charitable objectives through continuing to engage with the widest possible audiences. The year saw the slow reopening of theatre, with our live work gradually replacing digital interactions. In 2023–24:

- 72,582 people saw our work on stage
- 8 productions with 225 performances
- 15 nights of music and comedy
- Engaged with 9,384 young people
- Worked with 2179 adults in our community work
- Screened our pantomime in London hospices, hospitals and care homes
- Provided 3 artist residencies
- Hosted 6 artist scratch nights
- Employed 174 freelancers
- Provided 14 free workshops for our freelance network
- Gave away over 800 hours of free space for artists to use
- Engaged 1114 freelancers in our freelance network

Artistic Programme

The programme during the year included:

Village Idiot: Samson Hawkin's audacious comedy had its Stratford East run. Directed by Nadia Fall, this production was the last of the Ramps on the Moon consortium productions and the only new writing piece in the seven-year partnership.

★★★★ "Outrageously funny" *The Times*

Ballet Black: Pioneers: Ballet Black returned to the theatre with their new double bill.

★★★★ "An uplifting tribute" *The Guardian*

Tambo & Bones: the UK premiere of Dave Harris' satire of the commodification of black culture. Directed by Matthew Xia, this funny, provocative and challenging show was a huge critical success, in partnership with Actors Touring Company.

★★★★ "Clever, prickly, elaborate, challenging and delivered with great skill" *Financial Times*

Trustees' annual report

For the year ended 31 March 2024

here here here: A collaborative approach to storytelling, fueled by the connections we've already made, and the ones we are yet to dream of. Written by Guleraana Mir, inspired and performed by our Young Company.

Beautiful Thing: A thirtieth anniversary production of Jonathan Harvey's classic love story, set on a south-east London estate. Co-produced with Leeds Playhouse and HOME, Manchester and directed by Anthony Simpson-Pike

★★★★★ "a very human story that defies you not to leave the theatre wrapped in a warm, nostalgic glow" *The Telegraph*

I, Daniel Blake: tiny dragon Productions and ETT's stage adaptation of the critically acclaimed film came to Stratford East for a week. A glimpse behind the headlines and the stark reality of what happens when the political system is stacked against you

★★★★★ "Feels more relevant than ever" *The Stage*

Jack and the Beanstalk: This year's annual pantomime was set in Splatford where ordinary boys can learn to do extraordinary things. Written by Anna Jordan and Robert Hyman, a classic story with a Stratford twist.

★★★ "warm-hearted, forward-thinking and genuinely reflects the community"
Whatsonstage

The Big Life: 20 years after the original, *The Big Life* returned to our stage with an updated script by Paul Sirrett and Tameka Empson, with music by Paul Joseph. A joyful and uplifting ska musical, where the story of Shakespeare's *Love's Labour's Lost* meets that of the Windrush generation.

★★★★ "Infectious, heart-rendering and... achingly resonant" *Time Out*

Alongside our main theatre programme we restarted our 'One nighters' a series of music and comedy evenings on the main stage.

Learning & Participation

July 2023 our Young Company performed *here here here* on the main stage, written by Guleraana Mir and directed by Katie Greenall. Young Company, youth theatre and junior youth theatre all ran through to summer 2023, and new cohorts started in Autumn 2023.

We ran Young Creators from January – March 2024, which culminated in a take over night, *The Big Night*, around *The Big Life*. We ran our 3rd cohort of young techs, this year partnering with RADA and Backstage Niche. We also developed paid work experience for the 22–23 cohort.

Trustees' annual report

For the year ended 31 March 2024

We continued to expand our adult programme, holding four popular community socials. We also developed Community Meet Me After sessions, linked to three shows, allowing Newham-based community groups to explore themes of each show. We launched our Community Adult Company this year and ran two six-week pilots of drama sessions which were well attended.

Our schools work continued this year, and running *Your Move* again, our long-term schools project with two schools. We ran three Technical Insight days and ran our work experience week for 14 people aged 16–17. We worked with the London Borough of Newham on their Cultural Enrichment Programme, bringing year 7s to pantomime, and creating a resource pack and teacher CPD around the programme.

In January 2023 we launched our Community Ambassador's scheme recruiting 9 volunteers to help bring new local people to the theatre.

In June 2023 our Freelance Royalty Scheme, celebrated its first anniversary. The scheme gives freelancers who live or work in East London support. The scheme gave away over 180 free tickets and over 800 hours of free space use, hosted three artist residencies and four scratch nights along side 14 free workshops. The scheme has over 1100 members at 31 March 2024.

Trading Subsidiary

The bar continues to be very dependent on the performances for trade, but with the increase in performances this year, we have seen the bar continue to be in profit. We are still operating on reduced opening hours, with the bar only open during the day on Saturdays and matinees.

Representation, Justice and Belonging

Diversity and inclusion is at the heart of Stratford East's way of working, and is championed throughout the organisation. We have continued substantial strategic work in this area:
Representation: Stratford East works to reflect the community of East London – in the make up of its Board, staff, freelancers, participants and audiences.

Justice: Stratford East works to create an equitable environment, where everyone working with us is empowered and supported to speak out against any injustice.

Belonging: Stratford East is at the heart of its community. We work to ensure that every person who walks through our door feels like they belong.

Trustees' annual report

For the year ended 31 March 2024

Closing the Gap, our task force led by people from the Global Majority have continued to provide a space for conversation through their Spice Up Your lunch initiative, as well as providing peer to peer support for staff of the global majority.

Our Ramps on the Moon consortium came to an end this year with our production of *Village Idiot* marking the end of the seven year project. We remain committed to continuing the work, ensuring that disabled and neurodivergent people are part of our work on stage, our staff team and our audiences. Our staff working group, RADAR, are looking at what our new areas of focus for this work are.

During the run of *Tambo & Bones* we held our first Blackout Night, which aimed to have one night with a majority black audience. The initiative was part our work to create equity in theatre for underrepresented groups. While not the first theatre in the UK to hold a Blackout Night, we received a high level of backlash from the right-wing press. However, the night was a huge success.

Building

There are number of areas of the building that do need capital investment, including our Heating and Ventilation system, as well our lighting and sound systems. We have carried out a full review and are now working on the first stage of a capital replacement programme.

Staffing

Staff turnover has reduced this year, but is still high, as roles within the industry remain hard to fill and industry-wide staff shortages has made recruitment hard. We ended our contract to run Stratford Youth Zone this year, with a number of staff transferring to the new operator under TUPE.

Fundraising

During the year £248k was raised through Trusts and Foundations, Corporates and individuals, a reduction of £95k from the amount raised in the previous year. Income from individual and corporate donors decreased from £209k in 2022/23 to £183k a decrease of £26k.

During the year £199k was spent on fundraising costs, or 80% of the funds raised. This compares with £202k (59% of funds raised) in the previous year.

The Trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities.

Trustees' annual report

For the year ended 31 March 2024

There is a dedicated permanent fundraising team at Stratford East, which in 2023–24 was led by a Development Director. The Development Director is supported by a Development Committee, which was formed in May 2019. The committee has a remit to advise and support on all fundraising activities. There are no commercial participators used.

Stratford East closely follows the Code of Fundraising Practice and stays up to date with all compliance and regulation around fundraising.

Stratford East is careful to protect the data of our supporters and is fully GDPR compliant. Stratford East has not received any complaints about our fundraising activities. We do not approach members of the public to ask for charitable support.

FUTURE PLANS

While we are back into a more traditional rhythm of producing shows, during 2023–24 we did not return to announcing a full year of work ahead. We followed *The Big Life* with visiting show *Cheeky Little Brown* and a new commission from Lanre Malaolu, *Now I See*. Summer 2024 saw a mixed programme of one off events alongside two visiting productions: *Black in the Colour of My Voice* and *Birthmarked*.

Our Learning & Participation team have ambitious plans for the year ahead with our Young Company performing a new piece on the main stage in July 2024, and the continuation of our Young Techs, our youth theatres and our adult programme.

The loss of our London Borough of Newham grant has led to a reduction in our programme and in our staff team, impacting the amount of work we can deliver through our learning & participation programme and our Freelance Royalty Scheme. We will continue to focus on areas that have the most impact.

December 2024 will see our 140th Anniversary and we have received funding from the National Heritage Lottery Fund for an extensive programme of work celebrating our history. We will announce the 140th season of work in September 2024, which will be a bold and exciting programme appealing to a wide range of audiences.

The 2024–25 year will also see change, with the departure of our Artistic Director and Executive Director and the recruitment of their successors.

FINANCIAL REVIEW

Review of financial performance

TRSE continues to be in receipt of annual funding from Arts Council England of £1,125k.

Overall, income for the year was £4,496k, 5% up from £4,297k in 2022/23. Income from productions increased from £1,176k in 2022/23 to £1,735k in 2023/24. Income from the trading subsidiary also increased to £396k compared to £262k in 2022/2023. Theatre Tax Relief, at £463k, was also a slight increase from £455k recorded in 2022/2023 reflecting increased activity on the stage as well as a stable enhanced TTR rate of 45% (50% touring relief) on all productions during the year.

Total resources expended in the year were £4,647k (2022/23: £4,410k). The growth reflected the increase in the number of in-house productions and on stage activity in general as well as a high annual inflation rate affecting costs across the board.

Overall, group net deficit for the year to 31 March 2024 was £150k (2022/23 Deficit of £114k) resulting in funds carried forward decreasing to £2,098k (2022/23: £2,248k) at the end of the year.

Principal funding sources

Stratford East was successful in its re-application to the Arts Council of England for National Portfolio Funding in 2022. The current agreement runs until March 2026.

Stratford East receives an annual grant from the London Borough of Newham of £256,500 per year. In February 2023 the London Borough of Newham confirmed that this grant would end during the 2024–25 year.

Reserves

The Trustees believe the company should hold in reserve a sufficient cushion of funds to enable it to continue to exist through a period of reduced income and, should it be necessary to, wind up in an orderly fashion. Please refer to Note 17a in the Financial Statements for more details. The trustees consider the desirable level of reserves for these purposes to be £500k, approximately equal to three months running and production costs.

As at 31 March 2024 the group restricted reserves amounted to £0 (2022/23: £63k). The reserves balance relates to grants made during the year for projects beyond March 2024.

Trustees' annual report

For the year ended 31 March 2024

As at 31 March 2024 the group unrestricted reserves amounted to £2,098k (2022/23: £2,185k) of which £1,293k are designated for the following purposes:

- The Building Fund of £170k is allocated for the purpose of setting aside funds for essential major building repairs.
- The Operational Fund of £500k represents the amount required to cover liabilities and operating costs in the event of an orderly wind-up of operations if that situation were to arise.
- The Production Fund of £100k represents the amount required to cover costs of production to allow TRSE to plan for ambitious work on our main stage.
- The Fixed Assets fund represents the net value of Fixed Assets £523k at the end of March 2024.

The current funds position shows restricted funds £0 (2022/23: £63k), designated funds of £1,293k (2022/23: £1,436k) and general unrestricted funds £805k (2022/23: £749k)

Going Concern

The Trustees are confident of the charity's abilities to continue as a going concern due to the historical evidence of support from the local authority, Arts Council England and other donors, and believe that this support is likely to continue for the foreseeable future. TRSE is adapting its models in light of pandemic.

Principal Risks and Uncertainties

The major risks can be broken down into these categories.

Box office: Audiences have been slow to return to theatre for drama and forecast for the next few years are likely to be lower than normal. To mitigate this risk, programming choices reflect audience demand together with rigorous marketing campaigns & monitoring of sales.

There is also risk around box offices if cancellations happened again, and if artists are off sick. This is considered low risk, and for shows with higher box offices understudies are cast.

Fundraising: We are enormously grateful to many of our donors who have supported us through our closure and continue to sort us. The climate for fundraising is tough and we will need to balance ambition with realism in our targets and approach. To mitigate this risk, the charity has invested in staff; as well as support from Board, regular meetings with the

Trustees' annual report

For the year ended 31 March 2024

Development Board and other key individuals. Realistic fundraising targets have been set in the budget.

Economic Climate: The economic climate remains a difficult one, while inflation has reduced, there is still above inflation cost increases and audiences are still feeling the impact of the cost of living crisis. Budgets have been adjusted with inflation taken into account on all cost centres. The Board and senior team continue to consider other income streams.

Building Fabric and equipment: Much of our plant and equipment is now more than 20 years old and reaching the end of its working life. Substantial investment will be needed in the future to sustain it. Ongoing maintenance happens throughout the year and monitoring of building management systems, fundraising planned around these needs.

Staff Change: With two major changes at the top of the Senior team there is a risk of loss of institutional knowledge and the impact of the transition time. The charity has a strong senior leadership team with shared vision and commitment. Proactive appraisal and increased offer of professional development together with regular benchmarking of salaries.

GOVERNANCE AND MANAGEMENT

Appointment of trustees

New trustees are elected to the Board by existing members. Annually, a third of the Board must retire and trustees may be eligible for re-election up to a maximum of nine years' service.

The Board regularly reviews the skills mix of the trustees and considers whether it adequately represents the community which it serves. Various methods are then adopted to identify and recruit potential trustees, if required.

Trustee induction and training

All new trustees receive the support of staff and existing members of the Board during an induction period, as well as receiving key organisational documents.

Organisation and key management

The Board is responsible for the strategic management of the charitable company and the setting of policy. It has ultimate responsibility and control of the charitable company which it exercises through quarterly meetings of the Board and a Finance Committee. The key

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2024

management is considered to be the Chief Executive and the Executive Director. The Board sets the pay and remuneration of the Chief Executive, informed by a benchmarking exercise of industry peers. The Chief Executive sets the pay and remuneration of the Executive Director, based on industry peers.

Charity Governance Code

The Board has adopted the Charity Governance Code for larger charities (the 'Code'). The Code encourages charities to publish a short narrative in their annual report explaining their use of the Code.

Related parties

The charitable company has a wholly owned subsidiary, Stratford East (Trading) Limited, which provides the bar and catering facilities at Stratford East. It has a dormant subsidiary Stratford East Productions Limited, which is to be used in the case of commercial productions. It also has a related charity, Theatre Workshop Trust, which owns the freehold of the Theatre.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Pioneer Theatres for the purposes of company law) are responsible for preparing the trustees' annual 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 group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group 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
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in 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 group 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
- 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 trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at year end

Trustees' annual report

For the year ended 31 March 2024

date was 12 (2023: 12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 18 September 2024 and signed on their behalf by

Rt Hon Dame Margaret Hodge MP
Chair

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Opinion

We have audited the financial statements of Pioneer Theatres Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Pioneer Theatres Limited'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.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

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

Other Information

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

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Capability of the audit in detecting irregularities

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:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

Date: 25 September 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

		2024			2023		
		Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	Notes	£	£	£	£	£	£
Income from:							
Donations and legacies	2	1,687,933	67,155	1,755,088	1,890,366	394,575	2,284,941
Charitable activities	3						
Theatre		2,345,658	–	2,345,658	1,749,461	–	1,749,461
Education and workshops		–	–	–	170	–	170
Other trading activities	4	395,550	–	395,550	262,071	–	262,071
Total income		4,429,141	67,155	4,496,296	3,902,068	394,575	4,296,643
Expenditure on:							
Raising funds	5	198,840	–	198,840	202,528	–	202,528
Charitable activities							
Theatre		3,993,578	130,155	4,123,733	3,394,876	331,575	3,726,451
Education and workshops		324,110	–	324,110	481,490	–	481,490
Total expenditure		4,516,528	130,155	4,646,683	4,078,894	331,575	4,410,469
Net income / (expenditure) for the year	6	(87,387)	(63,000)	(150,387)	(176,826)	63,000	(113,826)
Transfers between funds		(1.00)	–	(1.00)	–	–	–
Net movement in funds		(87,388)	(63,000)	(150,388)	(176,826)	63,000	(113,826)
Reconciliation of funds:							
Total funds brought forward		2,185,124	63,000	2,248,124	2,361,950	–	2,361,950
Total funds carried forward		2,097,736	–	2,097,736	2,185,124	63,000	2,248,124

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Balance sheets

Company no. 00556251

As at 31 March 2024

	Notes	Group 2024 £	2023 £	Charity 2024 £	2023 £
Fixed assets:					
Tangible assets	10	533,580	543,889	523,323	536,115
Investments	11	–	–	2	2
		533,580	543,889	523,325	536,117
Current assets:					
Stock of goods for resale		15,493	11,211	–	–
Debtors	13	777,519	560,776	836,722	642,365
Cash at bank and in hand		1,345,466	1,866,509	1,243,718	1,772,016
		2,138,478	2,438,496	2,080,440	2,414,381
Liabilities:					
Creditors: amounts falling due within one year	14	(574,322)	(696,760)	(520,970)	(669,822)
		1,564,156	1,741,736	1,559,470	1,744,559
Net current assets		2,097,736	2,285,625	2,082,795	2,280,676
Total assets less current liabilities		2,097,736	2,285,625	2,082,795	2,280,676
Creditors: amounts falling due after one year	15	–	(37,501)	–	–
		2,097,736	2,248,124	2,082,795	2,280,676
Net assets		2,097,736	2,248,124	2,082,795	2,280,676
Funds:					
Restricted funds	17a	–	63,000	–	63,000
Unrestricted funds:					
Designated funds		1,293,323	1,436,115	1,293,323	1,436,115
Charitable funds		789,472	781,561	789,472	781,561
Non charitable trading surplus/(deficit)		14,941	(32,552)	–	–
Total unrestricted funds		2,097,736	2,185,124	2,082,795	2,217,676
Total funds		2,097,736	2,248,124	2,082,795	2,280,676

Approved by the trustees on 18 September 2024 and signed on their behalf by

Dame Margaret Hodge
Chair

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of cash flows

For the year ended 31 March 2024

	Note	2024 £	£	2023 £	£
Cash flows from operating activities					
Net income for the reporting period		(150,387)		(113,826)	
(as per the statement of financial activities)					
Depreciation charges		57,885		63,453	
(Increase)/decrease in stocks		(4,282)		(6,436)	
(Increase)/decrease in debtors		(216,744)		(212,023)	
Increase/(decrease) in creditors		(122,438)		(128,630)	
Net cash provided by operating activities		(435,966)		(397,462)	
Cash flows from investing activities:					
Proceeds from the sale of fixed assets		–		–	
Purchase of fixed assets		(47,576)		(102,391)	
Proceeds from sale of investments		–		–	
Bank loans		(37,501)		(10,000)	
Net cash (used in) investing activities		(85,077)		(112,391)	
Change in cash and cash equivalents in the year		(521,043)		(509,853)	
Cash and cash equivalents at the beginning of the year		1,866,509		2,376,362	
Cash and cash equivalents at the end of the year	a	1,345,466		1,866,509	
Analysis of cash and cash equivalents and of net debt					
	At 1 April 2023 £	Cash flows £	Other non- cash changes £	At 31 March 2024 £	
Cash at bank and in hand	1,866,509	(521,043)	–	1,345,466	
a Total cash and cash equivalents	1,866,509	(521,043)	–	1,345,466	
Total	1,866,509	(521,043)	–	1,345,466	

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

b) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

c) Statutory information

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East" is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

d) Consolidation

The Statement of Financial Activities (SoFA) and Balance Sheet consolidate the financial statements of the charitable company and its subsidiary, Stratford East (Trading) Limited. The results of the subsidiary are consolidated on a line by line basis in accordance with FRS 102 – section 9 and the Charities SORP (FRS 102) – section 24.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Stratford East (Trading) Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet.

Details of Stratford East (Trading) Limited are given in note 12 of the financial statements.

A separate statement of financial activities for the Charitable Company has not been presented because the Charitable Company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

e) Going concern

Detailed financial projections have been prepared for the period of 12 months from the date of approval of these financial statements which indicate that the charitable company and group will have sufficient financial resources to continue to be able to meet its liabilities as they fall due. The trustees have carefully considered these financial projections, level of funding and other matters relevant to TRSE and believe that it is appropriate for the financial statements to be prepared on a going concern basis.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

f) Incoming resources

Incoming resources are included in the Statements of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income from theatre admission fees is included in incoming resources in the period in which the relevant performance takes place. Income related to productions or lettings in a subsequent period is treated as deferred income.

Income from commercial activities is included in the period in which the group is entitled to receipt.

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable unless the donor has specified that the donation or grant relates to a future period or that certain pre-conditions must be fulfilled before use. In these cases amounts received are recognised in the relevant period or when the pre-conditions have been met and until then treated as deferred income. Donations and grants for particular purposes are included in incoming resources as restricted funds.

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

f) Incoming resources (continued)

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

g) Interest receivable

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

h) Resources expended

Expenditure is accounted for on an accruals basis.

Costs of generating funds are those costs incurred in attracting voluntary income to support the activity of the theatre, and costs incurred in commercial trading activities to raise funds.

Charitable activity costs include all direct expenditure associated with the staging of productions and educational programmes together with support costs allocated to those activities.

Support costs are the costs of central and administrative functions, which are allocated to activity cost categories on the basis of time spent by staff on those activities.

Governance costs are those costs associated with the governance arrangement of the charitable company including costs associated with strategic management and constitutional and statutory requirements.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose, including costs incurred by the trading subsidiary.
- Expenditure on charitable activities includes the costs of running the theatre and its productions, and other educational activities undertaken to further the purposes of the charity and their associated support costs

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

i) Cost of new productions

The cost of materials, creative team fees and other related set up costs of a new production are carried forward and written off when the production is first performed to a fee paying audience. Ongoing labour and related production costs which occur throughout the life of the production are expensed as incurred. Where production set up costs have been incurred prior to the year end, but the production has not yet opened to the fee paying public, the set up costs are carried forward at the balance sheet date as deferred production costs until such time as the production opens.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on the direct costs per activity as a proportion of total direct costs, of the amount attributable to each activity

- | | |
|-------------------------|-----|
| • Raising funds | 5% |
| • Theatre costs | 84% |
| • Education & Workshops | 11% |

k) Taxation

The charitable company is considered to pass the tests set out in Paragraph I Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

l) Fixed asset investments

The Statement of Recommended Practice requires investments to be stated at market value. The investment of the charitable company consists of the investment in the subsidiary, an unquoted company. The trustees consider it appropriate to include this investment at cost. See note 12 for more details.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

m) Tangible fixed assets

Individual fixed assets consisting of more than £2,000 are capitalised at cost.

Tangible fixed assets are depreciated at rates calculated to write off each asset over its anticipated useful life. The rates used are:

- | | |
|--------------------------|------------------------------|
| • Computer equipment | 4 years straight line basis |
| • Furniture and Fittings | 3 years straight line basis |
| • Auditorium | 20 years straight line basis |
| • Production equipment | 8 years straight line basis |

Assets in the course of construction are not depreciated until they are brought into use.

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

n) Stock

Stock comprises catering and bar consumables for resale and is stated at the lower of cost and net realisable value.

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Debtors include amounts owed to the charity for the provision of goods and services or amounts the charity has paid in advance for the goods or services it will receive. Debtors are measured at their recoverable amount.

Other debtors and prepayments are recognised at the settlement amount due.

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

p) Cash at bank and in hand

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

q) Creditors

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund.

t) Pension costs

The theatre makes contributions to a defined contribution pension scheme, on behalf of eligible employees, at a rate determined by the trustees.

u) Operating leases

Rental charges are charged against income on a straight line basis over the term of the lease.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2024

2 Income from donations and legacies

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Arts Council of England						
– Revenue Grant	1,125,847	–	1,125,847	1,125,847	–	1,125,847
– Emergency and Cultural Recovery Grants	–	–	–	58,327	–	58,327
London Borough of Newham						
– Revenue grant	256,000	–	256,000	256,000	–	256,000
– Operating Fee	90,658	–	90,658	233,789	–	233,789
– Business Restart	–	–	–	–	203,000	203,000
– Theatre Enrichment Project	–	34,638	34,638	–	65,000	65,000
The National Lottery Heritage Fund	–	18,267	18,267	–	–	–
The National Lottery Community Fund	–	1,500	1,500	–	–	–
The Noel Coward Foundation	–	4,200	4,200	–	–	–
Rosetta Arts	–	500	500	–	–	–
Jack Petchey Foundation	–	1,800	1,800	1,000	1,800	2,800
L&Q Place Makers	–	6,250	6,250	–	18,750	18,750
Asper Good Causes Fund	4,703	–	4,703	–	–	–
Charles S French Trust	3,000	–	3,000	–	–	–
Devenshires Foundation	8,000	–	8,000	–	–	–
The Fenton Arts Trust	5,000	–	5,000	–	–	–
Bunbury Trust	1,000	–	1,000	–	–	–
Garrick Charitable Trust	4,000	–	4,000	–	–	–
The Childhood Trust	2,000	–	2,000	–	–	–
Trees of Memories	5,000	–	5,000	–	–	–
Foundation For Future London	–	–	–	–	20,000	20,000
New Wolsey Theatre	–	–	–	–	7,150	7,150
Harold Hyam Wingate Foundation	–	–	–	–	3,000	3,000
Idlewild Trust	–	–	–	–	5,000	5,000
Esmee Fairbairn Foundation	–	–	–	6,000	60,000	66,000
The John Thaw Foundation	–	–	–	–	2,410	2,410
Pinsent Masons Services	–	–	–	–	7,665	7,665
Discover – Newham Word Festival	–	–	–	–	800	800
Corporate and Individual donors	182,725	–	182,725	209,403	–	209,403
	1,687,933	67,155	1,755,088	1,890,366	394,575	2,284,941

Grants – Association of London Government and London Boroughs

In accordance with sub-section 37(4) of the Local Government and Housing Act 1989, these grants have been fully utilised in accordance with the terms under which they were originally granted and have been fully expended on revenue items in the normal course of the charitable company's business.

3 Income from charitable activities

	2024 Total £	2023 Total £
Theatre		
Box office receipts	1,190,695	452,633
Corporation tax rebate	463,175	454,666
Touring and co-productions	544,069	663,609
Front of house	26,936	19,761
Theatre hire	83,344	88,880
Royalties	401	4,861
Other income	37,038	65,051
Education and workshops	–	170
Total income from charitable activities	2,345,658	1,749,631

All income from charitable activities is unrestricted. Other income includes £0 (2023: £9,726) received via the HMRC Job Retention Scheme.

4 Income from other trading activities

	2024 Total £	2023 Total £
Commercial Trading (note 12)	395,550	262,071
	395,550	262,071

All income from other trading activities is unrestricted.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2024

5a Analysis of expenditure (current year)

	Charitable activities						
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £	2024 Total £	2023 Total £
Staff costs (Note 7)	150,684	1,599,293	178,210	–	362,729	2,290,916	2,062,455
Theatre production freelance	975	63,814	63,937	–	9,495	138,221	197,263
Theatre production costs	–	1,042,502	–	–	–	1,042,502	1,052,539
Theatre running costs	–	150,054	(3,125)	–	2,500	149,429	181,207
Theatre fundraising costs	16,901	–	–	–	–	16,901	29,242
Press and publicity	–	133,188	4,430	–	56,029	193,647	228,272
Front of house costs	–	74,475	93	–	–	74,568	68,638
Education and workshops	–	–	37,269	–	–	37,269	34,899
Commercial trading	–	347,725	–	–	–	347,725	248,126
General office and administration	797	101,238	10,239	–	152,604	264,878	199,909
Depreciation	–	–	–	–	55,106	55,106	62,401
Audit fees and other related fees	–	–	–	17,848	–	17,848	26,095
Legal and professional fees	–	–	(15,000)	–	29,725	14,725	18,785
Board meeting expenses	–	–	–	2,948	–	2,948	638
	169,357	3,512,289	276,053	20,796	668,188	4,646,683	4,410,469
Support costs	28,593	592,988	46,607	–	(668,188)	–	
Governance costs	890	18,456	1,450	(20,796)	–	–	
Total expenditure 2024	198,840	4,123,733	324,110	–	–	4,646,683	–
Total expenditure 2023	202,528	3,726,451	481,490	–	–	4,410,469	4,410,469

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2024

5b Analysis of expenditure (prior year)

	Charitable activities					
	Raising funds	Theatre costs	Education & Workshops	Governance costs	Support costs	2023 Total
	£	£	£	£	£	£
Staff costs (Note 7)	131,556	1,325,277	262,745	–	342,877	2,062,455
Theatre production freelance	10,900	86,614	68,204	–	31,545	197,263
Theatre production costs	–	1,052,539	–	–	–	1,052,539
Theatre running costs	–	166,415	14,792	–	–	181,207
Theatre fundraising costs	29,242	–	–	–	–	29,242
Press and publicity	–	150,953	1,882	–	75,437	228,272
Front of house costs	–	67,835	803	–	–	68,638
Education and workshops	–	–	34,899	–	–	34,899
Commercial trading	–	248,126	–	–	–	248,126
General office and administration	1,824	95,003	14,208	–	88,874	199,909
Depreciation	–	–	–	–	62,401	62,401
Audit fees and other related fees	–	–	–	26,095	–	26,095
Legal and professional fees	–	–	15,000	–	3,785	18,785
Board meeting expenses	–	–	–	638	–	638
	173,522	3,192,762	412,533	26,734	604,919	4,410,469
Support costs	27,778	511,102	66,039	–	(604,919)	–
Governance costs	1,228	22,587	2,918	(26,734)	–	–
Total expenditure 2023	202,528	3,726,451	481,490	–	–	4,410,469

Notes to the financial statements

For the year ended 31 March 2024

6 Net income / (expenditure) for the year

	Group 2024 £	2023 £
This is stated after charging:		
Depreciation	57,885	63,453
Auditor's remuneration (excluding VAT):		
Audit (Group)	18,800	17,600
Other services	2,550	8,495
Operating lease costs	5,227	5,586

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	1,374,893	1,401,844
Non NI Salaries and wages	703,756	449,027
Social security costs	157,699	153,488
Pension costs	54,568	58,096
Total employee costs	2,290,916	2,062,455
Freelance staff	81,158	129,147
Commercial trading	133,598	97,812
Total staff costs	2,505,672	2,289,414

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024 No.	2023 No.
£70,000 – £80,000	1	–
£80,000 – £90,000	–	2

No trustees received any remuneration or benefits in kind in their capacity as a trustee during the year (2023: none).

No trustees had travel and subsistence expenses reimbursed in the year (2023: £Nil).

The key management of the Charity comprise of the Trustees, the Executive Director and the Artistic Director.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £141,535 (2023: £163,911).

8 Staff numbers

The average weekly number of employees (head count based on number of staff employed) during the year was 99 (2023: 93).

	2024 No.	2023 No.
Fundraising	3	3
Productions	65	45
Press and Publicity	9	3
Education	4	5
Support and Administration	9	31
Trading Activities	9	6
	99	93

Employee time has been allocated either;

- i) To direct costs on a percentage of the time spent by an employee on an activity
- ii) To support costs allocated on a percentage basis over all the costs

Notes to the financial statements

For the year ended 31 March 2024

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Stratford East (Trading) Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2024 £	2023 £
UK corporation tax at 19%	–	–

10 Tangible fixed assets

Group	Equipment & Furniture £	Building Improvements £	Total £
Costs			
As at 1 April 2023	461,868	573,803	1,035,671
Additions	4,790	30,376	35,166
Disposals	–	–	–
At 31 March 2024	466,658	604,179	1,070,837
Depreciation			
As at 1 April 2023	334,750	157,032	491,782
Charge for the year	38,438	19,447	57,885
Disposals	(472)	(11,938)	(12,410)
At 31 March 2024	372,716	164,541	537,257
Net book value 31 March 2024	93,942	439,638	533,580
1 April 2023	127,118	416,771	543,889
Charity			
Costs			
As at 1 April 2023	403,584	573,803	977,387
Additions	–	30,376	30,376
Disposals	(471)	–	(471)
At 31 March 2024	403,113	604,179	1,007,292
Depreciation			
As at 1 April 2023	284,240	157,032	441,272
Charge for the year	35,659	19,447	55,106
Disposals	(471)	(11,938)	(12,409)
At 31 March 2024	319,428	164,541	483,969
Net book value 31 March 2024	83,685	439,638	523,323
1 April 2023	119,344	416,771	536,115

All of the above assets are used for charitable purposes.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2024

11 Investments

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Shares in group undertakings	-	-	2	2

12 Net income from the subsidiary trading activities

The wholly owned trading subsidiary Stratford East (Trading) Limited, is a company registered in England and Wales. The company number is 03074042, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. All activities have been consolidated on a line by line basis in the statement of financial activities. The trading company distributes its available taxable profits to the charitable company under gift aid. Stratford East (Trading) Limited provides the bar facilities at the Theatre Royal.

The charity owns the entire issued share capital of 2 ordinary shares of £1 each. The trustees Dame Margaret Hodge, Martin Pilgrim, Joshua Garfield, Peter Wilson and Christopher Hird are also directors of the subsidiary.

A summary of the trading results of the subsidiary is shown below:

	2024	2023
	£	£
Turnover	394,419	261,723
Cost of sales	(240,825)	(157,448)
Administrative expenses	(107,232)	(76,279)
Net profit/(loss)	46,362	27,996
Other income and bank interest	1,131	348
Retained in subsidiary	47,493	28,344

The aggregate of the assets, liabilities and reserves was:

Fixed assets	10,227	7,744
Current assets	124,316	111,144
Creditors: amounts falling due within one year	(119,658)	(113,995)
Long Term Liabilities	0	(37,501)
Total net liabilities	14,885	(32,608)
Aggregate share capital and reserves	14,885	(32,608)

The charity also owns the entire issued share capital of 2 ordinary share of £1 of Stratford East Productions Limited, a company incorporated in England. The company number is 05369063, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. Stratford East Productions Limited has been dormant throughout the year and given its immateriality has not been included in the consolidated accounts.

Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2024	2023
	£	£
Gross income	4,104,264	3,639,997
Result for the year	(197,881)	(142,170)

Notes to the financial statements

For the year ended 31 March 2024

13 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	122,265	54,507	117,427	49,562
Amounts owed from group undertakings	–	–	66,276	87,057
Accrued income	55,968	17,172	55,968	4,294
Other debtors	9,931	8,780	9,016	21,238
Prepayments	30,700	29,944	29,380	29,841
Deferred production costs	62,978	38,300	62,978	38,300
Corporation tax	495,677	412,073	495,677	412,073
Total current debtors	777,519	560,776	836,722	642,365

14 Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	139,679	124,104	126,104	123,256
Taxation and social security	38,880	45,783	37,282	37,290
Other creditors	146,525	105,837	134,874	105,566
Accruals	153,460	263,949	135,616	255,553
Deferred income (note 16)	95,778	157,087	87,094	148,157
	574,322	696,760	520,970	669,822

Included in other creditors above is an amount due in relation to pension schemes of £10,695 (2023: £2,314).

15 Creditors: amounts falling due after one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bank loans	–	37,501	–	–
	–	37,501	–	–

Bank loans totalling £0 (2023: £37,501) are part of the government backed CBILS scheme. The CIBLS Loan was interest free for a year and thereafter was charged at 2.7% above prime. The loan was repayable in equal instalments of £833 per month and was repaid in full by March 2024.

16 Deferred income

Deferred income movements in the year were as follows:

	At 1 April 2023	Released in year	Deferred in year	At 31 March 2024
	£	£	£	£
Charity				
Box office advance income	94,218	(94,218)	87,094	87,094
Future Events income	53,938	(53,938)	8,684	8,684
	148,156	(148,156)	95,778	95,778

Notes to the financial statements

For the year ended 31 March 2024

17a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
London Borough of Newham	30,000	34,638	(64,638)	-	-
Harold Hyam Wingate Foundation	3,000	-	(3,000)	-	-
Idlewild Trust	5,000	-	(5,000)	-	-
Esmee Fairbairn Foundation	25,000	-	(25,000)	-	-
The National Lottery Heritage Fund	-	18,267	(18,267)	-	-
National Lottery Community Fund	-	1,500	(1,500)	-	-
Jack Petchey Foundation	-	1,800	(1,800)	-	-
The Noel Coward Foundation	-	4,200	(4,200)	-	-
Rosetta Arts	-	500	(500)	-	-
L&Q Place Makers	-	6,250	(6,250)	-	-
Total restricted funds	63,000	67,155	(130,155)	-	-
Unrestricted funds:					
Designated Funds					
Fixed Assets	536,115	-	-	(12,792)	523,323
Building Fund	200,000	-	-	(30,000)	170,000
Operational Fund	500,000	-	-	-	500,000
Production Fund	200,000	-	-	(100,000)	100,000
Cultural Recovery Fund	-	-	-	-	-
	1,436,115	-	-	(142,792)	1,293,323
Unrestricted general funds	781,561	4,033,591	(4,168,471)	142,791	789,472
Non-charitable trading	(32,552)	395,550	(348,057)	-	14,941
Total unrestricted funds	2,185,124.00	4,429,141.00	(4,516,528.00)	(1.00)	2,097,736.00
Total funds	2,248,124.00	4,496,296.00	(4,646,683.00)	(1.00)	2,097,736.00

Transfers between funds

Purposes of restricted funds

London Borough of Newham funds of £34,638 was to support Every Child a Theatre Goer Enrichment Programme and specifically the panto: Jack and the Beanstalk.

The National Lottery Heritage Fund is to support the 140th Anniversary of Theatre Royal Stratford East, specifically to contribute to several projects: Replacing the theatre's Upper Circle Safety Bar, Launch a Community Ambassadors Scheme, Stratford East Stories Film, Stratford East Through the Years exhibition and supporting a programme of events that celebrate it's history.

The National Lottery Community fund grant of £1,500 was to support the Neighbourhood Table event: A Free Community Lunch Celebrating Windrush.

Jack Petchy Grant of £1,800 was used to deliver Hidden Voices, a programme of 30x2 hour midweekly workshop and mentoring sessions delivered by an experienced Session Practitioner.

The Noel Coward Foundation grant of £4,200 was to support the project management costs for the Young Creatives Programme and the support of nine aspiring young creatives aged 18-25 over the cover of three months.

L&Q Place Makers Grant of £6,250 was to support a new creative and cultural hub for Newham project at Stratford Youth Zone from 2021 to August 2023.

Rosetta Arts grant for £500 was support for Organisational Stripend Cultural Producer Replacement.

Purposes of Designated funds

The trustees have this year decided to be explicit in showing the designations in the accounts.

The *Fixed Assets* fund represents the net value of Fixed Assets at the end of March 2024.

The *Building Fund* is allocated for the purpose of setting aside funds for essential major building repairs.

The *Operational Fund* represents the amount required to cover liabilities and operating costs in the event of an orderly wind-up of operations if that situation were to arise.

The *Production Fund* represents the amount required to cover costs of production to allow TRSE to plan for ambitious work on our main stage.

Notes to the financial statements

For the year ended 31 March 2024

17b Movements in funds (prior year)

	At 31 March 2022	Income & gains	Expenditure & losses	Transfers	At 1 April 2023
	£	£	£	£	£
Restricted funds:					
Foundation For Future London	-	20,000	(20,000)	-	-
London Borough of Newham	-	268,000	(238,000)	-	30,000
New Wolsey Theatre	-	7,150	(7,150)	-	-
Jack Petchey Foundation	-	1,800	(1,800)	-	-
Harold Hyam Wingate Foundation	-	3,000	-	-	3,000
L&Q Place Makers	-	18,750	(18,750)	-	-
Idlewild Trust	-	5,000	-	-	5,000
Esmee Fairbairn Foundation	-	60,000	(35,000)	-	25,000
The John Thaw Foundation	-	2,410	(2,410)	-	-
Pinsent Masons Services	-	7,665	(7,665)	-	-
Discover – Newham Word Festival	-	800	(800)	-	-
Total restricted funds	-	394,575	(331,575)	-	63,000
Unrestricted funds:					
Designated Funds:					
Fixed Assets	504,000	-	-	32,115	536,115
Building Fund	200,000	-	-	-	200,000
Operational Fund	500,000	-	-	-	500,000
Production Fund	300,000	-	-	(100,000)	200,000
Cultural Recovery Fund	-	-	-	-	-
	1,504,000	-	-	(67,885)	1,436,115
Unrestricted general funds	918,846	3,639,997	(3,845,167)	67,885	781,561
Non-charitable trading	(60,896)	262,071	(233,727)	-	(32,552)
Total unrestricted funds	2,361,950	3,902,068	(4,078,894)	-	2,185,124
Total funds	2,361,950	4,296,643	(4,410,469)	-	2,248,124

Transfers between funds

Following discussion with The Esmee Fairbairn Foundation they agreed to the reclassification of their donation to support the work of the theatre in general, and the remaining unspent funds were moved from Restricted to Unrestricted.

Purposes of restricted funds

Funds given by *The Theatres Trust Foundation* were for re-opening the building safely following shut-down.

The *Garrick Theatre Trust* grant was to contribute to the costs of creative teams and Lighting Directors on productions.

The *New Wolsey Theatre* contributed £7,500 towards the cost of supporting the theatre's Agent For Change.

The grant received from *The Garfield Weston Foundation* was to pay for technical equipment, to fund Learning and Participation work, and to contribute to the costs of producing the 2021 pantomime.

The purpose of the *Tate & Lyle* grant was to fund Learning and Participation online resources.

The grant from The Esmee Fairbairn Foundation was for computers, laptops and IT equipment.

The John Thaw Foundation provided funds to run our summer school, which was delivered online in 2021.

The grant from the *Harold Hyam Wingate Foundation* is to provide funding for the employment of Assistant Directors on future productions.

Other funds listed as listed above have been given to support the theatre's programmes of work with young people and the local community.

Notes to the financial statements

For the year ended 31 March 2024

18a Analysis of group net assets between funds (current year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	533,580	–	533,580
Current assets	1,564,156	–	1,564,156
Creditors amount falling due after more than one year	–	–	–
Net assets at 31 March 2024	2,097,736	–	2,097,736

18b Analysis of group net assets between funds (prior year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	543,889	–	543,889
Current assets	1,678,736	63,000	1,741,736
Creditors amount falling due after more than one year	(37,501)	–	(37,501)
Net assets at 31 March 2023	2,185,124	63,000	2,248,124

19 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2024 £	2023 £
Less than one year	1,851	2,124
One to five years	3,740	531
Over five years	–	–
	5,591	2,655

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2024 £	2023 £
Less than one year	531	2,124
One to five years	–	531
Over five years	–	–
	531	2,655

20 Capital commitments

At the balance sheet date, the group had no capital commitments (2023: £nil) in respect of development works.

21 Future Commitments

The charitable company entered into a 15 year lease with the Theatre Workshop Trust in September 2020; this is currently rent free.

Notes to the financial statements

For the year ended 31 March 2024

22 Legal charges

There are no existing legal charges.

23 Related party transactions

Joshua Garfield (trustee) is a councillor for LB Newham who provide TRSE with funding during the year.

The following trustees of the charity are also directors of the subsidiary, Stratford East Trading Limited: Joshua Garfield, Christopher Hird, Margaret Hodge and Martin Pilgrim

There are no other related party transactions to disclose for 2024 (2023: none).

24 Contingent assets or liabilities

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

PIONEER THEATRES LIMITED

England & Wales - Charity number 233801

Accounts

Company number: 00556251
Charity Number: 233801

Pioneer Theatres Limited

Trading as “Theatre Royal Stratford East”

Report and financial statements
For the year ended 31 March 2023

Pioneer Theatres Limited (Theatre Royal Stratford East)

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Pioneer Theatres Limited (Theatre Royal Stratford East)

Reference and administrative information

For the year ended 31 March 2023

Company number 00556251 – incorporated in the United Kingdom

Charity number 233801 – registered in England and Wales

Registered office and Gerry Raffles Square

Operational address Stratford

London

E15 1BN

Trading name Theatre Royal Stratford East

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

The Rt. Hon. Dame M Hodge, Chair

J Adeogun (appointed 4 October 2022, resigned 17 July 2023)

Cllr R K Dasgupta (appointed 18 July 2023)

Cllr J Garfield

Dr E Glyn

P Hamzahee

S Haynes

C Hird

F Hutchin (appointed 20 June 2023)

D Olaniregun (appointed 6 December 2022)

M Pilgrim MBE

B Raven

P Roberts (appointed 20 March 2023)

P Wilson (deceased 4 September 2023)

Artistic Director Nadia Fall

Executive Director Eleanor Lang

Bankers Natwest Bank plc,
1 Stratford Broadway
London
E15 4DX

Solicitors Harbottle & Lewis
14 Hanover Square
London
W1R 0BE

Pioneer Theatres Limited (Theatre Royal Stratford East)

Reference and administrative information

For the year ended 31 March 2023

Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108 – 114 Golden Lane LONDON EC1Y 0TL
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Chair's Statement

2022–23 has been the first full operational year after the pandemic, and it has been wonderful to be back with live theatre and live audiences. Reopening has not been without its challenges, as the cost-of-living crisis, inflation and building the confidence of our audiences have all impacted on our operations. Despite this, the theatre has produced some great work over the last year and continues to make a real impact in our local community.

Our work on stage during the year aimed to give our audiences entertainment they couldn't get in their living rooms, including *Burn It Down*, a festival of 6 new plays about the issues that felt important in 2022, *Fantastically Great Women Who Changed the World*, *The Wonderful World of Dissocia*, *How Not to Drown* and *Village Idiot*. We were able to return to a full run of pantomime, with this year's offering of *Cinderella*.

Our Learning & Participation work goes from strength to strength, and this year saw a continuation of the partnership with the London Borough of Newham at Stratford Youth Zone. Our Young Company Production and our Young Technicians course have been particular highlights, and we have also expanded our work with adults in Newham. In June 2022 we launched our Freelance Royalty Scheme, which provides East London Freelancers with a range of support services from free rehearsals space to residencies, to tickets, to workshops to opportunities to showcase work. More than 600 freelancers signed up within the first year.

On behalf of the Board I would like to acknowledge the work and dedication of the whole team, led by Nadia Fall, Artistic Director and Chief Executive and to Eleanor Lang, our Executive Director. I would also like to extend my heartfelt thanks to the trustees, who have provided additional support to the organisation during this time.

The trustees are grateful to Arts Council England and the London Borough of Newham for their continuing support, as well as to all our supporters who have support the work we do both on and off the stage.

Rt. Hon. Dame Margaret Hodge MP

Chair

TRUSTEE REPORT

The trustees present their report and the audited group financial statements for the year ending 31 March 2023. The financial statements have been prepared in accordance with current statutory requirements; Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Principal activities

The objects of the charity as set out in the Articles of Association are:

to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefor provided that all objects of the Company shall be of a charitable nature.

Structure

Pioneer Theatres Limited (trading as Theatre Royal Stratford East) is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association as amended 18th November 2015. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charitable company.

Pioneer Theatres Limited has two wholly owned subsidiaries. The results of Stratford East Trading Limited are consolidated into these financial statements. Stratford East Productions Limited is a dormant company.

Our aims

Theatre Royal Stratford East (TRSE) has six key aims:

- **Produce bold, exciting and outstanding theatre**

The quality of the work on the stages is vital to the success of TRSE, and it is crucial that the economic impact of the pandemic does not prevent us from taking creative risks and working with industry talent.

- **Grow our audiences**

The pandemic has set back our audience growth and disrupted the positive upward trajectory we were on. We are in a more uncertain environment in terms of audience confidence and appetite. Growing our audiences is a priority for TRSE over the next few years.

Trustees' annual report

For the year ended 31 March 2023

- **Develop creative talent**

We want to grow our talent development work, ensuring that the industry remains diverse and that barriers to working in the industry are reduced. We will work with young people and artists in East London to provide development and support. We want to centre this work and to be a flagship for talent development.

Three further aims underpin our organisational values and will be integral to the delivery of the first three aims.

- **Embed Representation, Belonging, and Justice in our organisation**

We want our organisation to reflect the community in which we work. We want the programming on our stage to speak to the people who come to the theatre. We want everyone who works with us to feel empowered and supported, and we want our theatre to feel accessible to anyone, no matter their background.

- **Reduce our environmental impact**

Climate change is the biggest threat facing humanity. We want to ensure that we work in an environmentally responsible way, from how we make productions, to how we work in the office, and ensure that all decisions consider the environmental impact and how to reduce it.

- **Ensure we are resilient for the future**

The pandemic has inevitably challenged our finances, and we need to ensure that our financial position and business models ensure we are resilient for the future. We need to make sure that the choices we make and the work that we do balances risk, with ability to protect the charity long term.

ACTIVITY IN 2021–23

Public Benefit

Over the course of the year TRSE has fulfilled its charitable objectives through continuing to engage with the widest possible audiences. The year saw the slow reopening of theatre, with our live work gradually replacing digital interactions. In 2021–23:

- 60,316 people saw our work on stage
- 244,100 people watched or listened to our online content
- Produced 7 newly commissioned pieces of theatre
- 19 productions with 229 performances
- Engaged with 8,733 young people
- Ran regular community sessions for 316 adults
- Screened our pantomime in London hospices, hospitals and care homes
- Provided 3 artist residencies

Trustees' annual report

For the year ended 31 March 2023

- Hosted 2 artist scratch nights
- Employed 185 freelancers
- Provided 20 free workshops for our freelance network
- Gave away over 600 hours of free space for artists to use
- Engaged 600+ freelancers in our freelance network

Artistic Programme

The programme during the year included:

Burn It Down: A series of six newly commissioned script-in-hand performances about urgent political issues:

The Expendables written by Timberlake Wertenbaker directed by Anthony Lau

Yummy written by babirye bukilwa directed by malakaï sargeant

If I Speak written by Lettie Precious directed by Leian John-Baptiste

I want to Live written by Jamie Hale directed by Lilac Yosiphon

It's not like it's Illegal written by Amy Trigg directed by Jane Moriarty

I'm so tired of waiting so pass me the Duct Tape written by Travis Alabanza directed by Milli Bhatia

Ballet Black: Double Bill: Ballet Black returned to the theatre with their new double bill.

★★★★ "A world of wonder" *Reviews Hub*

Fantastically Great Women Who Changed the World: A brand new pop musical by Chris Bush and Miranda Cooper with music by Miranda Cooper and Jennifer Decilveo telling the story of independent women throughout history. Directed by Amy Hodge, alongside an all-female creative team.

★★★★ "Vibrant history lesson in praise of girl power" *Daily Mail*

The Wonderful World of Dissocia: Anthony Neilson's cult play, directed by Emma Baggot opened our Autumn season, providing a poignant and comical delve into the nature of mental illness.

★★★★★ "the hardest I've laughed in a theatre this year" *WhatsOnStage*

Much Ado About Nothing: Sheffield Theatres brought their Ramps on the Moon production of Shakespeare's great comic love story to the theatre. Directed by Rob Hastie, every performance featured the use of integrated creative sign language, audio description and captioning.

★★★★★ "An exceptional production" *The Guardian*

Cinderella: Our annual pantomime returned written by Leo Butler and Robert Hyman giving a unique twist on this classic tale, set in the ancient home of Sphinx cats, pharaohs and the empress Cleopatra.

★★★★ "full of fountains of laughs and feel good memories to take home" *Broadway World*

How Not To Drown: A story of endurance for a kid who wasn't safe or welcome anywhere in the world, written by Nicola McCartney & Dritan Kastrati and directed by Neil Bettles. The play explores the illegal migration routes and the care system in the UK in a timely play produced by ThickSkin.

Trustees' annual report

For the year ended 31 March 2023

★★★★ "Fluently told and shocking in its straightforward account." *Sunday Times*

The Trial of Josie K: A production by the Unicorn Theatre as part of Newham's Cultural Enrichment programme this told the story of defiance, the power of friendship and finding hope, even in a world where no one has explained the rules. Written by Katie Hims and directed by Leigh Toney.

★★★★★ "Kid's theatre at its absolute best" *WhatsOnStage*

Gone Too Far!: National Youth Theatre's Rep Company brought Bola Agbaje's Olivier Award-winning play to our stage. Directed by Monique Touko.

★★★★ "a stellar production" *All That Dazzles*

Village Idiot: Samson Hawkin's audacious comedy open at Nottingham Playhouse and played in Ipswich ahead of it's Stratford East Run. Directed by Nadia Fall, this production was the last of the Ramps on the Moon consortium productions and the only new writing piece in the seven year partnership.

★★★★ "Outrageously funny" *The Times*

Alongside our main theatre programme we restarted our 'One nighters' a series of music and comedy evenings on the main stage.

Learning & Participation

July 2022 our Young Company performed *Painkiller* on the main stage, written by Sophie Ellerby and directed by Toby Clarke. Following the success of the performance, the Young Company were supported to make a second piece, *Run*, in March 2023. Young Company, youth theatre and junior youth theatre all ran through to summer 2022, and new cohorts started in Autumn 2022.

We ran two Easter programmes – one solely with young people and one intergenerational, and ran one summer school. We completed the pilot of our Future Leaders programme, with an October half term project, Future Makers and our Young Technicians second cohort started in November 2022.

We expanded our adult community programme this year, running four community projects, six community theatre trips and six community socials.

Our schools work continued this year, and we developed a long-term schools project, *Your Move*, with two schools. We continued to work with secondary schools in Newham creating bespoke support for them, responding to their needs to deliver a creative curriculum, alongside running three Technical Insight Days. We worked with the London Borough of Newham on their Cultural Enrichment Programme, bringing year 7s to pantomime, and creating a resource pack and teacher CPD around the programme, and ran a further offer for year 5s and 6s around the Unicorn Theatre's production of *The Trial of Josie K*. To support further development and training we ran a

Trustees' annual report

For the year ended 31 March 2023

work experience week for year 12s and took on a cultural producer placement and a BA CSSD placement.

In June 2022 we launched our Freelance Royalty Scheme, which gives freelancers who live or work in East London support. The scheme gave away 92 free tickets and over 600 hours of free space use, hosted three artist residencies and two scratch nights along side 20 free workshops. The scheme has over 600 numbers at 31 March 2023.

Trading Subsidiary

The bar continues to be very dependent on the performances for trade, but with the increase in performances this year, we have seen the bar return to a small profit at March 2023. We are still operating on reduced opening hours, with the bar only open during the day on Saturdays and matinees.

Representation, Justice and Belonging

Diversity and inclusion is at the heart of TRSE's way of working, and is championed throughout the organisation. We have continued substantial strategic work in this area:

Representation: TRSE works to reflect the community of East London – in the make up of its Board, staff, freelancers, participants and audiences.

Justice: TRSE works to create an equitable environment, where everyone working with us is empowered and supported to speak out against any injustice.

Belonging: TRSE is at the heart of its community. We work to ensure that every person who walks through our door feels like they belong.

Closing the Gap, our task force led by people from the Global Majority have continued to provide a space for conversation through their Spice Up Your lunch initiative, as well as providing peer to peer support for staff of the global majority. They have worked to identify key strategic areas to focus on in the coming year, working in particular on recruitment and on the development of our micro-aggression policy.

We continued to be a committed partner in the Ramps on the Moon consortium, culminating with our Ramps on the Moon production of *Village Idiot*, a co-production with Nottingham Playhouse which opened in March 2023. We also hosted in November a Ramps on the Moon Symposium, bringing together arts organisations across London to share learnings from our Ramps partnership and discuss the challenges faced by disabled people in theatre. The official Ramps on the Moon projected finished at the end of March 2023, but we will continue to prioritise and embed this work.

We continue to programme work that reflects the diverse community in which we live. This felt particularly important in our reopening, as a statement of our commitment to representation on

our stages and in our creative teams.

Building

We carried out some refurbishment of bar furniture this year, alongside some major work to our electrical systems. There are number of areas of the building that do need capital investment, including our Heating and Ventilation system. We have worked with a consultant to identify the work needed and will be developing this more fully next year.

Staffing

Staff turnover has reduced this year, but is still high, as roles within the industry remain hard to fill and industry-wide staff shortages has made recruitment hard. We started the year with a very depleted senior team, but as the year progressed roles have become more stable. We still face challenges particularly in recruitment for our technical roles.

Fundraising

During the year we raised a total of £343k from Trusts and Foundations, Corporates and individuals, a reduction of £123k from the amount raised in the previous year. Income from individual and corporate donors decreased from £291k in 2021/22 to £209k in the current year, a decrease of £82k.

During the year we spent £202k on fundraising costs, or 59% of the funds raised. This compares with £187k (40% of funds raised) in the previous year.

The Trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities.

There is a dedicated permanent fundraising team at TRSE, led by a Development Director. Our new Development Director started in May 2022, and has been working to develop a new strategy for our fundraising. The Development Director is support by a Development Committee, which was formed in May 2019. The committee has a remit to advise and support on all fundraising activities. There are no commercial participators used.

TRSE closely follows the Code of Fundraising Practice and stays up to date with all compliance and regulation around fundraising.

TRSE is careful to protect the data of our supporters and is fully GDPR compliant. TRSE has not received any complaints about our fundraising activities. We do not approach members of the public to ask for charitable support.

FUTURE PLANS

Having been reopen fully for more than a year we are now back into a more traditional rhythm of producing shows. In April 2022, *Village Idiot*, our Ramps on the Moon show came to the theatre, in a joyful riot of fun. We then followed with Ballet Black's new production and the UK premiere of Dave Harris' *Tambo & Bones*.

In March 2023 we announced our new programme of work through to March 2024 including Jonathan Harvey's Beautiful Thing, in a 30th anniversary production, our annual pantomime, *Jack and the Beanstalk*, written by Anna Jordan and Rob Hyman, and a new version of *The Big Life* by Paul Sirret, Tameka Empson and Paul Joseph.

Our Freelance Royalty Scheme continues to go from strength to strength and we will continue to work with freelancers to support their development and the work they do.

Our Learning & Participation team have ambitious plans for the year ahead with our Young Company performing a new piece on the main stage in July 2023, and the development of Young Techs Course and our Future Leader Course. We will continue to run a summer programme, as well as our acting programme, and are scaling up our work with adults in the community. Our partnership with the London Borough of Newham around Stratford Youth Zone ends in August 2023, and we are now looking at how we find space to continue a high volume of community work.

Our priority for 2023–24 is rebuilding our audiences. We are increasingly programming music and comedy nights around our shows, to widen the audiences we appeal to, and we need to reach out to audiences and encourage them in. We are also looking ahead to our 140th year in 2024, and thinking of a bold programme of work to celebrate our legacy.

FINANCIAL REVIEW

Review of financial performance

TRSE continues to be in receipt of annual funding from Arts Council England of £1,125k.

Overall, income for the year was £4,300k, 22% up from £3,538k in 2021/22. Further income received from Arts Council England was £58k from the Cultural Recovery Fund. Income from productions increased from £616k in 2021/22 to £1,374k in 2022/23. Income from the trading subsidiary also increased to £262k compared to £115k in 2021/2022 as post covid opening hours was in operation for the full year under review. Theatre Tax Relief, at £455k, was also an increase from £170k recorded in 2021/2022 reflecting increased activity on the stage as well as an increase of the TTR rate to 45% (50% touring relief) on all productions from October 2021.

Trustees' annual report

For the year ended 31 March 2023

Total resources expended in the year were £4,414k (2021/22: £3,462k). The growth reflected the increase in the number of in-house productions and on stage activity in general.

Overall, net deficit for the year to 31 March 2023 was £114k (2021/22 Surplus of £76k) resulting in funds carried forward decreasing to £2,248k (2021/22: £2,362k) at the end of the year.

Principal funding sources

TRSE was successful in its re-application to the Arts Council of England for National Portfolio Funding in 2022. The current agreement runs until March 2026.

TRSE receives an annual grant from the London Borough of Newham of £256,500 per year and this has been extended to March 2026.

Reserves

The Trustees believe the company should hold in reserve a sufficient cushion of funds to enable it to continue to exist through a period of reduced income and, should it be necessary to, wind up in an orderly fashion. The trustees consider the desirable level of reserves for these purposes to be £740k, approximately equal to three months running and production costs.

As at 31 March 2023 the group restricted reserves amounted to £63k (2021/22: £0). The reserves balance relates to grants made during the year for projects beyond March 2023.

As at 31 March 2023 the group unrestricted reserves amounted to £2,185k (2021/22: £2,361k).

The current funds position shows restricted funds £63k (2021/22: £0), designated funds of £1,436k (2021/22: £1,504k) and general unrestricted funds £749k (2021/22: £858k)

Going Concern

The Trustees are confident of the charity's abilities to continue as a going concern due to the historical evidence of support from the local authority, Arts Council England and other donors, and believe that this support is likely to continue for the foreseeable future. TRSE is adapting its models in light of pandemic.

Principal Risks and Uncertainties

The major risks can be broken down into these categories.

Trustees' annual report

For the year ended 31 March 2023

Box office: Audiences have been slow to return to theatre for drama and forecast for the next few years are likely to be lower than normal. There is also risk around box offices if cancellations happened again, and if artists are off sick.

Fundraising: We are enormously grateful to many of our donors who have supported us through our closure and continue to sort us. The climate for fundraising is touch, and we will need to balance ambition with realism in our targets and approach.

Economic Climate: The economic climate remains a difficult one, with inflation impacting our running costs, and audience capacity to spend.

Building Fabric and equipment: Much of our plant and equipment is now more than 20 years old and reaching the end of its working life. Substantial investment will be needed in the future to sustain it.

GOVERNANCE AND MANAGEMENT

Appointment of trustees

New trustees are elected to the Board by existing members. Annually, a third of the Board must retire and trustees may be eligible for re-election up to a maximum of nine years' service.

The Board regularly reviews the skills mix of the trustees and considers whether it adequately represents the community which it serves. Various methods are then adopted to identify and recruit potential trustees, if required.

Trustee induction and training

All new trustees receive the support of staff and existing members of the Board during an induction period, as well as receiving key organisational documents.

Organisation and key management

The Board is responsible for the strategic management of the charitable company and the setting of policy. It has ultimate responsibility and control of the charitable company which it exercises through quarterly meetings of the Board and a Finance Committee. The key management is considered to be the Chief Executive and the Executive Director. The Board sets the pay and remuneration of the Chief Executive, informed by a benchmarking exercise of industry peers. The Chief Executive sets the pay and remuneration of the Executive Director, based on industry peers.

Charity Governance Code

The Board has adopted the Charity Governance Code for larger charities (the 'Code'). The Code encourages charities to publish a short narrative in their annual report explaining their use of the Code.

At the end of 2022/23 an internal board effectiveness review was carried out, using the Code as reference points. As well as positives, the review identified areas where governance could be strengthened and the Trustees agreed to implement an action plan to be driven forward in 2023/24.

Related parties

The charitable company has a wholly owned subsidiary, Stratford East (Trading) Limited, which provides the bar and catering facilities at TRSE. It has a dormant subsidiary Stratford East Productions Limited, which is to be used in the case of commercial productions. It also has a related charity, Theatre Workshop Trust, which owns the freehold of the Theatre

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Pioneer Theatres 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 the year. 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;
- 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; and
- 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 enables 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.

Trustees' annual report

For the year ended 31 March 2023

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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2023 was 12 (2022:13). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 19 September 2023 and signed on their behalf by

Rt. Hon. Dame Margaret Hodge MP

Chair

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Opinion

We have audited the financial statements of Pioneer Theatres Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Pioneer Theatres Limited'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.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

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

Other Information

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

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Capability of the audit in detecting irregularities

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:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

Date: 10 October 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

		2023			2022		
	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £
Income from:							
Donations and legacies	2	1,890,366	394,575	2,284,941	2,275,377	361,570	2,636,947
Charitable activities	3						
Theatre		1,749,461	-	1,749,461	608,520	-	608,520
Education and workshops		170	-	170	7,904	-	7,904
Other trading activities	4	262,071	-	262,071	284,901	-	284,901
Total income		3,902,068	394,575	4,296,643	3,176,702	361,570	3,538,272
Expenditure on:							
Raising funds	5	202,528	-	202,528	186,933	-	186,933
Charitable activities							
Theatre		3,394,876	331,575	3,726,451	2,146,171	520,570	2,666,741
Education and workshops		481,490	-	481,490	608,146	-	608,146
Total expenditure		4,078,894	331,575	4,410,469	2,941,250	520,570	3,461,820
Net income / (expenditure) for the year	6	(176,826)	63,000	(113,826)	235,452	(159,000)	76,452
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(176,826)	63,000	(113,826)	235,452	(159,000)	76,452
Reconciliation of funds:							
Total funds brought forward		2,361,950	-	2,361,950	2,126,498	159,000	2,285,498
Total funds carried forward		2,185,124	63,000	2,248,124	2,361,950	-	2,361,950

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

Balance sheets

Company no. 00556251

As at 31 March 2023

	Notes	Group 2023 £	2022 £	Charity 2023 £	2022 £
Fixed assets:					
Tangible assets	10	543,889	504,951	536,115	504,951
Investments	11	–	–	2	2
		543,889	504,951	536,117	504,953
Current assets:					
Stock of goods for resale		11,211	4,775	–	–
Debtors	13	560,776	348,753	642,365	464,848
Cash at bank and in hand		1,866,509	2,376,363	1,772,016	2,265,189
		2,438,496	2,729,891	2,414,381	2,730,037
Liabilities:					
Creditors: amounts falling due within one year	14	(696,760)	(825,391)	(669,822)	(812,144)
		1,741,736	1,904,500	1,744,559	1,917,893
Net current assets		1,741,736	1,904,500	1,744,559	1,917,893
Total assets less current liabilities		2,285,625	2,409,451	2,280,676	2,422,846
Creditors: amounts falling due after one year	15	(37,501)	(47,501)	–	–
		2,248,124	2,361,950	2,280,676	2,422,846
Net assets		2,248,124	2,361,950	2,280,676	2,422,846
Funds:					
Restricted funds	17a	63,000	–	63,000	–
Unrestricted funds:					
Designated funds		1,436,115	1,504,000	1,436,115	1,504,000
Charitable funds		781,561	918,846	781,561	918,846
Non charitable trading (deficit)		(32,552)	(60,896)	–	–
Total unrestricted funds		2,185,124	2,361,950	2,217,676	2,422,846
Total funds		2,248,124	2,361,950	2,280,676	2,422,846

Approved by the trustees on 19 September 2023 and signed on their behalf by

Dame Margaret Hodge
Chair

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of cash flows

For the year ended 31 March 2023

	Note	2023 £	£	2022 £	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		(113,826)		76,452	
Depreciation charges		63,453		64,243	
(Increase)/decrease in stocks		(6,436)		(608)	
(Increase)/decrease in debtors		(212,023)		(3,697)	
Increase/(decrease) in creditors		(128,630)		299,170	
Net cash provided by operating activities			(397,462)		435,560
Cash flows from investing activities:					
Purchase of fixed assets		(102,391)		(50,238)	
Bank loans		(10,000)		(202,500)	
Net cash (used in) investing activities			(112,391)		(252,738)
Change in cash and cash equivalents in the year			(509,853)		182,822
Cash and cash equivalents at the beginning of the year			2,376,362		2,193,540
Cash and cash equivalents at the end of the year	a		1,866,509		2,376,362
Analysis of cash and cash equivalents and of net debt					
	At 1 April 2022	Cash flows	Other non-	At 31 March	
	£	£	cash changes	2023	
			£	£	
Cash at bank and in hand	2,376,363	(509,853)	–	1,866,510	
a Total cash and cash equivalents	2,376,363	(509,853)	–	1,866,510	
Total	2,376,363	(509,853)	–	1,866,510	

1 Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

b) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

c) Statutory information

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East" is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

d) Consolidation

The Statement of Financial Activities (SoFA) and Balance Sheet consolidate the financial statements of the charitable company and its subsidiary, Stratford East (Trading) Limited. The results of the subsidiary are consolidated on a line by line basis in accordance with FRS 102 – section 9 and the Charities SORP (FRS 102) – section 24.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Stratford East (Trading) Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet.

Details of Stratford East (Trading) Limited are given in note 12 of the financial statements.

A separate statement of financial activities for the Charitable Company has not been presented because the Charitable Company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

e) Going concern

Detailed financial projections have been prepared for the period of 12 months from the date of approval of these financial statements which indicate that the charitable company and group will have sufficient financial resources to continue to be able to meet its liabilities as they fall due. The trustees have carefully considered these financial projections, level of funding and other matters relevant to TRSE and believe that it is appropriate for the financial statements to be prepared on a going concern basis.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

f) Incoming resources

Incoming resources are included in the Statements of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income from theatre admission fees is included in incoming resources in the period in which the relevant performance takes place. Income related to productions or lettings in a subsequent period is treated as deferred income.

Income from commercial activities is included in the period in which the group is entitled to receipt.

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable unless the donor has specified that the donation or grant relates to a future period or that certain pre-conditions must be fulfilled before use. In these cases amounts received are recognised in the relevant period or when the pre-conditions have been met and until then treated as deferred income. Donations and grants for particular purposes are included in incoming resources as restricted funds.

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

f) Incoming resources (continued)

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

g) Interest receivable

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

h) Resources expended

Expenditure is accounted for on an accruals basis.

Costs of generating funds are those costs incurred in attracting voluntary income to support the activity of the theatre, and costs incurred in commercial trading activities to raise funds.

Charitable activity costs include all direct expenditure associated with the staging of productions and educational programmes together with support costs allocated to those activities.

Support costs are the costs of central and administrative functions, which are allocated to activity cost categories on the basis of time spent by staff on those activities.

Governance costs are those costs associated with the governance arrangement of the charitable company including costs associated with strategic management and constitutional and statutory requirements.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose, including costs incurred by the trading subsidiary.
- Expenditure on charitable activities includes the costs of running the theatre and its productions, and other educational activities undertaken to further the purposes of the charity and their associated support costs

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

i) Cost of new productions

The cost of materials, creative team fees and other related set up costs of a new production are carried forward and written off when the production is first performed to a fee paying audience. Ongoing labour and related production costs which occur throughout the life of the production are expensed as incurred. Where production set up costs have been incurred prior to the year end, but the production has not yet opened to the fee paying public, the set up costs are carried forward at the balance sheet date as deferred production costs until such time as the production opens.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on the direct costs per activity as a proportion of total direct costs, of the amount attributable to each activity

• Raising funds	5%
• Theatre costs	84%
• Education & Workshops	11%

k) Taxation

The charitable company is considered to pass the tests set out in Paragraph I Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

l) Fixed asset investments

The Statement of Recommended Practice requires investments to be stated at market value. The investment of the charitable company consists of the investment in the subsidiary, an unquoted company. The trustees consider it appropriate to include this investment at cost. See note 12 for more details.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

m) Tangible fixed assets

Individual fixed assets consisting of more than £2,000 are capitalised at cost.

Tangible fixed assets are depreciated at rates calculated to write off each asset over its anticipated useful life. The rates used are:

• Computer equipment	4 years straight line basis
• Furniture and Fittings	3 years straight line basis
• Auditorium	20 years straight line
• Production equipment	8 years straight line basis

Assets in the course of construction are not depreciated until they are brought into use.

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

n) Stock

Stock comprises catering and bar consumables for resale and is stated at the lower of cost and net realisable value.

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Debtors include amounts owed to the charity for the provision of goods and services or amounts the charity has paid in advance for the goods or services it will receive. Debtors are measured at their recoverable amount.

Other debtors and prepayments are recognised at the settlement amount due.

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

p) Cash at bank and in hand

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

q) Creditors

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund.

t) Pension costs

The theatre makes contributions to a defined contribution pension scheme, on behalf of eligible employees, at a rate determined by the trustees.

u) Operating leases

Rental charges are charged against income on a straight line basis over the term of the lease.

Notes to the financial statements

For the year ended 31 March 2023

2 Income from donations and legacies

	Unrestricted	Restricted	2023 Total	Unrestricted	Restricted	2022 Total
	£	£	£	£	£	£
Arts Council of England						
– Revenue Grant	1,125,847	–	1,125,847	1,125,847	–	1,125,847
– Emergency and Cultural Recovery Grants	58,327	–	58,327	380,530	–	380,530
London Borough of Newham						
– Revenue grant	256,000	–	256,000	256,000	–	256,000
– Operating Fee	233,789	–	233,789	157,044	–	157,044
– Business Restart	–	203,000	203,000	38,000	–	38,000
– Branding	–	–	–	–	40,000	40,000
– Theatre Enrichment Project	–	65,000	65,000	–	78,320	78,320
– Newham Unlocked Festival	–	–	–	–	95,000	95,000
Foyle Foundation	–	–	–	–	50,000	50,000
Foundation For Future London	–	20,000	20,000	–	20,000	20,000
New Wolsey Theatre	–	7,150	7,150	–	10,750	10,750
Belvedere Trust	–	–	–	–	1,000	1,000
Boris Karloff Trust	–	–	–	–	1,000	1,000
Golsoncott Foundation	–	–	–	–	1,000	1,000
London Theatre Concertium	–	–	–	–	3,000	3,000
People's Palace Projects	–	–	–	20,600	5,000	25,600
The Leche Trust	–	–	–	–	3,000	3,000
The Noel Coward Foundation	–	–	–	–	3,000	3,000
Jack Petchey Foundation	1,000	1,800	2,800	1,200	–	1,200
Harold Hyam Wingate Foundation	–	3,000	3,000	–	–	–
L&Q Place Makers	–	18,750	18,750	–	–	–
Idlewild Trust	–	5,000	5,000	–	1,000	1,000
Esmee Fairbairn Foundation	6,000	60,000	66,000	–	42,500	42,500
The John Thaw Foundation	–	2,410	2,410	–	2,000	2,000
Worshipful Company of Basketmakers	–	–	–	5,000	5,000	10,000
Pinsent Masons Services	–	7,665	7,665	–	–	–
Discover – Newham Word Festival	–	800	800	–	–	–
Corporate and individual donors	209,403	–	209,403	291,156	–	291,156
	<u>1,890,366</u>	<u>394,575</u>	<u>2,284,941</u>	<u>2,275,377</u>	<u>361,570</u>	<u>2,636,947</u>

Grants – Association of London Government and London Boroughs

In accordance with sub-section 37(4) of the Local Government and Housing Act 1989, these grants have been fully utilised in accordance with the terms under which they were originally granted and have been fully expended on revenue items in the normal course of the charitable company's business.

3 Income from charitable activities

	2023 Total	2022 Total
	£	£
Theatre		
Box office receipts	452,633	367,037
Corporation tax rebate	454,666	169,688
Touring and co-productions	663,609	4,773
Front of house	19,761	17,976
Theatre hire	88,880	31,680
Royalties	4,861	667
Other income	65,051	186,387
Education and workshops	170	7,904
Total income from charitable activities	<u>1,749,631</u>	<u>786,112</u>

All income from charitable activities is unrestricted. Other income includes £ 9,726 (2022: £42,680) received via the HMRC Job Retention Scheme.

4 Income from other trading activities

	2023 Total	2022 Total
	£	£
Commercial Trading (note 12)	262,071	115,213
	<u>262,071</u>	<u>115,213</u>

All income from other trading activities is unrestricted.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2023

5a Analysis of expenditure (current year)

	Charitable activities					2023 Total £	2022 Total £
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £		
Staff costs (Note 7)	131,556	1,325,277	262,745	-	342,877	2,062,455	2,010,889
Theatre production freelance	10,900	86,614	68,204	-	31,545	197,263	142,893
Theatre production costs	-	1,052,539	-	-	-	1,052,539	437,770
Theatre running costs	-	166,415	14,792	-	-	181,207	195,310
Theatre fundraising costs	29,242	-	-	-	-	29,242	17,707
Press and publicity	-	150,953	1,882	-	75,437	228,272	206,444
Front of house costs	-	67,835	803	-	-	68,638	53,128
Education and workshops	-	-	34,899	-	-	34,899	26,918
Commercial trading	-	248,126	-	-	-	248,126	117,408
General office and administration	1,824	95,003	14,208	-	88,874	199,909	132,983
Depreciation	-	-	-	-	62,401	62,401	64,243
Audit fees and other related fees	-	-	-	26,095	-	26,095	31,685
Legal and professional fees	-	-	15,000	-	3,785	18,785	19,228
Board meeting expenses	-	-	-	639	-	639	5,214
	173,522	3,192,762	412,533	26,734	604,919	4,410,470	3,461,820
Support costs	27,778	511,102	66,039	-	(604,919)	-	-
Governance costs	1,228	22,587	2,918	(26,734)	-	(1)	-
Total expenditure 2023	202,528	3,726,451	481,490	-	-	4,410,469	-
Total expenditure 2022	186,933	2,666,741	608,146	-	-	3,461,820	3,461,820

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2023

5b Analysis of expenditure (prior year)

	Charitable activities				2022 Total £
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	
Staff costs (Note 7)	126,589	1,257,430	239,108	-	2,010,889
Theatre production freelance	5,800	14,632	157,877	-	142,893
Theatre production costs	-	437,770	-	-	437,770
Theatre running costs	-	129,452	25,629	-	195,310
Theatre fundraising costs	17,707	-	-	-	17,707
Press and publicity	-	114,147	24,725	-	206,444
Front of house costs	-	51,425	1,703	-	53,128
Education and workshops	-	-	26,918	-	26,918
Commercial trading	-	117,408	-	-	117,408
General office and administration	1,526	40,756	17,313	-	132,983
Depreciation	-	-	-	-	64,243
Audit fees and other related fees	-	-	-	31,685	31,685
Legal and professional fees	-	-	-	-	19,228
Board meeting expenses	-	-	-	5,214	5,214
	151,622	2,163,020	493,273	36,899	3,461,820
Support costs	33,318	475,297	108,391	-	-
Governance costs	1,993	28,424	6,482	(36,899)	-
Total expenditure 2022	186,933	2,666,741	608,146	-	3,461,820

Notes to the financial statements

For the year ended 31 March 2023

6 Net income / (expenditure) for the year

	Group 2023 £	2022 £
This is stated after charging:		
Depreciation	63,453	64,243
Auditor's remuneration (excluding VAT):		
Audit (Group)	17,600	15,300
Other services	8,495	18,185
Operating lease costs	5,586	3,504

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	1,401,844	1,433,226
Non NI Salaries and wages	449,027	397,554
Social security costs	153,488	130,577
Pension costs	58,096	49,532
Total employee costs	2,062,455	2,010,889
Freelance staff	129,147	27,015
Commercial trading	97,812	56,119
Total staff costs	2,289,414	2,094,023

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023 No.	2022 No.
£60,000 – £70,000	–	2
£70,000 – £80,000	–	–
£80,000 – £90,000	2	–

No trustees received any remuneration or benefits in kind in their capacity as a trustee during the year (2022: none).

No trustees had travel and subsistence expenses reimbursed in the year (2022: £Nil).

The key management of the Charity comprise of the Trustees, the Executive Director and the Artistic Director.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £163,911 (2022: £151,381).

8 Staff numbers

The average weekly number of employees (head count based on number of staff employed) during the year was 93 (2022: 98).

	2023 No.	2022 No.
Fundraising	3	4
Productions	45	47
Press and Publicity	3	4
Education	5	4
Support and Administration	31	36
Trading Activities	6	3
	93	98

Employee time has been allocated either;

- i) To direct costs on a percentage of the time spent by an employee on an activity
- ii) To support costs allocated on a percentage basis over all the costs

Notes to the financial statements

For the year ended 31 March 2023

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Stratford East (Trading) Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2023 £	2022 £
UK corporation tax at 19%	-	-

10 Tangible fixed assets

Group	Equipment & Furniture £	Building Improvements £	Total £
Costs			
As at 1 April 2022	453,072	480,208	933,280
Additions	8,796	93,595	102,391
Disposals	-	-	-
At 31 March 2023	461,868	573,803	1,035,671
Depreciation			
As at 1 April 2022	295,003	133,326	428,329
Charge for the year	39,747	23,706	63,453
Disposals	-	-	-
At 31 March 2023	334,750	157,032	491,782
Net book value			
31 March 2023	127,118	416,771	543,889
31 March 2022	158,069	346,882	504,951
Charity			
Costs			
As at 1 April 2022	403,584	480,208	883,792
Additions	-	93,595	93,595
Disposals	-	-	-
At 31 March 2023	403,584	573,803	977,387
Depreciation			
As at 1 April 2022	245,515	133,326	378,841
Charge for the year	38,725	23,706	62,431
Disposals	-	-	-
At 31 March 2023	284,240	157,032	441,272
Net book value			
31 March 2023	119,344	416,771	536,115
31 March 2022	158,069	346,882	504,951

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2023

11 Investments

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Shares in group undertakings	-	-	2	2

12 Net income from the subsidiary trading activities

The wholly owned trading subsidiary Stratford East (Trading) Limited, is a company registered in England and Wales. The company number is 03074042, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. All activities have been consolidated on a line by line basis in the statement of financial activities. The trading company distributes its available taxable profits to the charitable company under gift aid. Stratford East (Trading) Limited provides the bar facilities at the Theatre Royal.

The charity owns the entire issued share capital of 2 ordinary shares of £1 each. The trustees Dame Margaret Hodge, Martin Pilgrim, Joshua Garfield, Peter Wilson and Christopher Hird are also directors of the subsidiary.

A summary of the trading results of the subsidiary is shown below:

	2023	2022
	£	£
Turnover	261,723	115,202
Cost of sales	(157,448)	(81,429)
Administrative expenses	(76,279)	(29,152)
Net profit/(loss)	27,996	4,621
Other income and bank interest	348	7
Retained in subsidiary	28,344	4,628

The aggregate of the assets, liabilities and reserves was:

Fixed assets	7,744	-
Current assets	111,144	119,172
Creditors: amounts falling due within one year	(113,995)	(132,624)
Long Term Liabilities	(37,501)	(47,501)
Total net liabilities	(32,608)	(60,953)
Aggregate share capital and reserves	(32,608)	(60,953)

The charity also owns the entire issued share capital of 2 ordinary share of £1 of Stratford East Productions Limited, a company incorporated in England. The company number is 05369063, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. Stratford East Productions Limited has been dormant throughout the year and given its immateriality has not been included in the consolidated accounts.

Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2023	2022
	£	£
Gross income	3,639,997	3,061,489
Result for the year	(142,170)	71,824

Notes to the financial statements

For the year ended 31 March 2023

13 Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	54,507	133,145	49,562	132,691
Amounts owed from group undertakings	–	–	87,057	116,638
Accrued income	17,172	10,159	4,294	10,159
Other debtors	8,780	15	21,238	(74)
Prepayments	29,944	22,742	29,841	22,742
Deferred production costs	38,300	13,004	38,300	13,004
Corporation tax	412,073	169,688	412,073	169,688
Total current debtors	560,776	348,753	642,365	464,848

14 Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	124,104	80,753	123,256	79,939
Taxation and social security	45,783	31,212	37,290	30,590
Other creditors	105,837	114,679	105,566	111,541
Accruals	263,949	135,901	255,553	127,228
Deferred income (note 16)	157,087	462,846	148,157	462,846
	696,760	825,391	669,822	812,144

Included in other creditors above is an amount due in relation to pension schemes of £2,314 (2022: £8,156).

15 Creditors: amounts falling due after one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	37,501	47,501	–	–
	37,501	47,501	–	–

Bank loans totalling £37,501 (2022: £47,501) are part of the government backed CBILS scheme. The CIBLS Loan is interest free for a year and thereafter charged at 2.7% above prime. The loan is repayable in equal instalments of £833 per month and will be repaid in full by December 2026.

16 Deferred income

Deferred income movements in the year were as follows:

	At 1 April 2022	Released in year	Deferred in year	At 31 March 2023
	£	£	£	£
Charity				
Box office advance income	462,846	(462,846)	94,218	94,218
Future Events income	–	–	53,938	53,938
	462,846	(462,846)	148,156	148,156

Notes to the financial statements

For the year ended 31 March 2023

17a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Foundation For Future London	-	20,000	(20,000)	-	-
London Borough of Newham	-	268,000	(238,000)	-	30,000
New Wolsey Theatre	-	7,150	(7,150)	-	-
Jack Petchey Foundation	-	1,800	(1,800)	-	-
Harold Hyam Wingate Foundation	-	3,000	-	-	3,000
L&Q Place Makers	-	18,750	(18,750)	-	-
Idlewild Trust	-	5,000	-	-	5,000
Esmee Fairbairn Foundation	-	60,000	(35,000)	-	25,000
The John Thaw Foundation	-	2,410	(2,410)	-	-
Pinsent Masons Services	-	7,665	(7,665)	-	-
Discover – Newham Word Festival	-	800	(800)	-	-
Total restricted funds	-	394,575	(331,575)	-	63,000
Unrestricted funds:					
Designated Funds					
Fixed Assets	504,000	-	-	32,115	536,115
Building Fund	200,000	-	-	-	200,000
Operational Fund	500,000	-	-	-	500,000
Production Fund	300,000	-	-	(100,000)	200,000
Cultural Recovery Fund	-	-	-	-	-
	1,504,000	-	-	(67,885)	1,436,115
Unrestricted general funds	918,846	3,639,997	(3,845,167)	67,885	781,561
Non-charitable trading	(60,896)	262,071	(233,727)	-	(32,552)
Total unrestricted funds	2,361,950	3,902,068	(4,078,894)	-	2,185,124
Total funds	2,361,950	4,296,643	(4,410,469)	-	2,248,124

Transfers between funds

Purposes of restricted funds

Funds given by The Foyle Foundation and the London Borough of Newham were to support our programme of capital works.

London Borough of Newham funds of £65,000 was to support Every Child a Theatre Goer Enrichment Programme and hosting of Trial of Josie K. Business Startup Grant for £203,000 for specific identified projects to help the theatre recover after Covid lockdown.

The *New Wolsey Theatre* contributed £10,750 towards the cost of supporting the theatre's Agent For Change and for Slambition hosted in March

The John Thaw Foundation provided funds to run our summer school, which was delivered in 2022/23

Funds given by Foundation for Future London of £20,000 was for Westfield East Bank Creative Futures Fund and Stratford East: A Civic Hub

The grant from the *Belvedere Trust* is to provide funding for the employment of Assistant Directors on future productions.

The grant from The Esmee Fairbairn Foundation was for Live Streaming, Closing the Gap and Freelancers.

Other funds listed as listed above have been given to support the theatre's programmes of work with young people and the local community.

Purposes of Designated funds

The trustees have this year decided to be explicit in showing the designations in the accounts.

The *Fixed Assets* fund represents the net value of Fixed Assets at the end of March 2023.

The *Building Fund* is allocated for the purpose of setting aside funds for essential major building repairs.

The *Operational Fund* represents the amount required to cover liabilities and operating costs in the event of an orderly wind-up of operations if that situation were to arise.

The *Production Fund* represents the amount required to cover costs of production to allow TRSE to plan for ambitious work on our main stage.

Notes to the financial statements

For the year ended 31 March 2023

17b Movements in funds (prior year)

	At 31 March 2021	Income & gains	Expenditure & losses	Transfers	At 31 March 2022
	£	£	£	£	£
Restricted funds:					
London Borough of Newham	-	213,320	(213,320)	-	-
New Wolsey Theatre	-	10,750	(10,750)	-	-
Garfield Weston Foundation	144,000	-	(144,000)	-	-
Harold Hyam Wingate Foundation	10,000	-	(10,000)	-	-
The John Thaw Foundation	-	2,000	(2,000)	-	-
Foundation For Future London	-	20,000	(20,000)	-	-
Foyle Foundation	-	50,000	(50,000)	-	-
Belvedere Trust	-	1,000	(1,000)	-	-
Boris Karloff Trust	-	1,000	(1,000)	-	-
Golsoncott Foundation	-	1,000	(1,000)	-	-
London Theatre Concertium	-	3,000	(3,000)	-	-
People's Palace Projects	-	5,000	(5,000)	-	-
The Leche Trust	-	3,000	(3,000)	-	-
The Noel Coward Foundation	-	3,000	(3,000)	-	-
National Theatre Connections	-	1,000	(1,000)	-	-
Esmee Fairbairn Foundation	-	42,500	(42,500)	-	-
Worshipful Company of Basket Makers	5,000	5,000	(10,000)	-	-
Total restricted funds	159,000	361,570	(520,570)	-	-
Unrestricted funds:					
Designated Funds:					
Fixed Assets	557,040	-	-	(53,040)	504,000
Building Fund	100,000	-	-	100,000	200,000
Operational Fund	500,000	-	-	-	500,000
Production Fund	-	-	-	300,000	300,000
Cultural Recovery Fund	267,728	-	-	(267,728)	-
	1,424,768	-	-	79,232	1,504,000
Unrestricted general funds	767,258	3,061,489	(2,830,669)	(79,232)	918,846
Non-charitable trading	(65,528)	115,213	(110,581)	-	(60,896)
Total unrestricted funds	2,126,498	3,176,702	(2,941,250)	-	2,361,950
Total funds	2,285,498	3,538,272	(3,461,820)	-	2,361,950

Transfers between funds

Following discussion with The Esmee Fairbairn Foundation they agreed to the reclassification of their donation to support the work of the theatre in general, and the remaining unspent funds were moved from Restricted to Unrestricted.

Purposes of restricted funds

Funds given by *The Theatres Trust Foundation* were for re-opening the building safely following shut-down.

The *Garrick Theatre Trust* grant was to contribute to the costs of creative teams and Lighting Directors on productions.

The *New Wolsey Theatre* contributed £7,500 towards the cost of supporting the theatre's Agent For Change.

The grant received from *The Garfield Weston Foundation* was to pay for technical equipment, to fund Learning and Participation work, and to contribute to the costs of producing the 2021 pantomime.

The purpose of the *Tate & Lyle* grant was to fund Learning and Participation online resources.

The grant from The Esmee Fairbairn Foundation was for computers, laptops and IT equipment.

The John Thaw Foundation provided funds to run our summer school, which was delivered online in 2021.

The grant from the *Harold Hyam Wingate Foundation* is to provide funding for the employment of Assistant Directors on future productions.

Other funds listed as listed above have been given to support the theatre's programmes of work with young people and the local community.

Notes to the financial statements

For the year ended 31 March 2023

18a Analysis of group net assets between funds (current year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	543,889	-	543,889
Current assets	1,678,736	63,000	1,741,736
Creditors amount falling due after more than one year	(37,501)	-	(37,501)
Net assets at 31 March 2023	2,185,124	63,000	2,248,124

18b Analysis of group net assets between funds (prior year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	504,951	-	504,951
Current assets	1,904,500	-	1,904,501
Creditors amount falling due after more than one year	(47,501)	-	(47,501)
Net assets at 31 March 2022	2,361,950	-	2,361,950

19 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2023 £	2022 £
Less than one year	2,124	2,814
One to five years	531	2,655
Over five years	-	-
	2,655	5,469

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2023 £	2022 £
Less than one year	2,124	2,124
One to five years	531	2,655
Over five years	-	-
	2,655	4,779

20 Capital commitments

At the balance sheet date, the group had no capital commitments (2022: £nil) in respect of development works.

21 Future Commitments

The charitable company entered into a 15 year lease with the Theatre Workshop Trust in September 2020; this is currently rent free.

22 Legal charges

There are no existing legal charges.

23 Related party transactions

Joshua Garfield (trustee) is a councillor for LB Newham who provide TRSE with funding during the year.

The following trustees of the charity are also directors of the subsidiary, Stratford East Trading Limited: Joshua Garfield, Christopher Hird, Margaret Hodge, Martin Pilgrim, and Peter Wilson

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

24 Contingent assets or liabilities

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

PIONEER THEATRES LIMITED

England & Wales - Charity number 233801

Accounts

Company number: 00556251
Charity Number: 233801

Pioneer Theatres Limited

Trading as “Theatre Royal Stratford East”

Report and financial statements
For the year ended 31 March 2022

Pioneer Theatres Limited (Theatre Royal Stratford East)

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Pioneer Theatres Limited (Theatre Royal Stratford East)

Reference and administrative information

For the year ended 31 March 2022

Company number	00556251 – incorporated in the United Kingdom
Charity number	233801 – registered in England and Wales
Registered office and Operational address	Gerry Raffles Square Stratford London E15 1BN
Trading name	Theatre Royal Stratford East
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: The Rt. Hon. Dame Margaret Hodge, Chair Andrew Cowan (resigned 22 March 2022) Cllr Joshua Garfield Dr Elizabeth Glyn Patricia Hamzahee (appointed 29 September 2021) Simon Haynes Christopher Hird Baroness Denise Kingsmill (resigned 16 June 2021) Deborah Mattinson (resigned 22 March 2022) Martin Pilgrim MBE Owen Pringle (resigned 16 June 2021) Bryan Raven Peter Wilson
Artistic Director	Nadia Fall
Executive Director	Eleanor Lang
Bankers	Natwest Bank plc, 1 Stratford Broadway London E15 4DX
Solicitors	Harbottle & Lewis 14 Hanover Square London W1R 0BE
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108 – 114 Golden Lane LONDON EC1Y 0TL

Chair's Statement

For the year ended 31 March 2022

Chair's Statement

2021-22 has been another challenging year for the theatre sector, with further lockdowns at the start of the year which halted our planned reopening with live theatre. We were relieved and delighted to reopen the theatre in May 2021 (socially distanced) and finally at full capacity from September 2021.

Reopening has meant that we have been able to employ more people and deliver all our work with young people and our community in person again. We are facing some difficult new challenges; working to restore the confidence of our audience so that they come back to live performances; dealing with inflation; responding to the cost-of-living crisis and its impact on both our community and our staff. Despite this, it has been an absolute pleasure to be able to return to our core purpose of delivering live performance.

Our opening season responded to many of the challenges facing society today – with *The Sun, The Moon, and the Stars* looking at the fall out of a death from knife violence, and *Extinct* providing a chilling look at our future as the climate crisis worsens. We were also delighted to produce *Shining City*, originally programmed for 2020, and *After the End*. The new Covid variant last Christmas hit our actors, forcing us to cancel the last week and a half. But we managed over two thirds of pantomime performances and filled the theatre with schools and families again.

This year saw an expansion of our Learning & Participation work, as we partnered with the London Borough of Newham to operate Stratford Youth Zone, formerly Stratford Circus and we continue to work with them to develop a creative and cultural hub in Newham for young people. We also continued our support to freelancers through our East London Freelancers Network and will ensure this work continues into the future.

On behalf of the Board I would like to acknowledge the work and dedication of the whole team, led by Nadia Fall, Artistic Director and Chief Executive, and Eleanor Lang, Executive Director. The team responded brilliantly to the challenges involved in ensuring a safe reopening. I would also like to extend my heartfelt thanks to the trustees, who have provided additional support to the organisation during this time.

The trustees are grateful to DCMS and the Cultural Recovery Fund for the Covid specific support. We are also grateful to Arts Council England and the London Borough of Newham for their ongoing support, as well as to all our supporters who have stayed with us during this unique and difficult time when our doors have been closed.

We are determined to move forward with passion and energy to create great shows for our community and beyond and so fulfil our role as an important venue in the heart of East London.

Rt Hon Dame Margaret Hodge MP
Chair

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2022

The trustees present their report and the audited group financial statements for the year ending 31 March 2022. The financial statements have been prepared in accordance with current statutory requirements; Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Principal activities

The objects of the charity as set out in the Articles of Association are:

to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefor provided that all objects of the Company shall be of a charitable nature.

Structure

Pioneer Theatres Limited (trading as Theatre Royal Stratford East) is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association as amended 18th November 2015. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charitable company.

Pioneer Theatres Limited has two wholly owned subsidiaries. The results of Stratford East Trading Limited are consolidated into these financial statements. Stratford East Productions Limited is a dormant company.

Our aims

Theatre Royal Stratford East (TRSE) has six key aims:

- **Produce bold, exciting and outstanding theatre**

The quality of the work on the stages is vital to the success of TRSE, and it is crucial that the economic impact of the pandemic does not prevent us from taking creative risks and working with industry talent.

- **Grow our audiences**

The pandemic has set back our audience growth and disrupted the positive upward trajectory we were on. We are in a more uncertain environment in terms of audience confidence and appetite. Growing our audiences is a priority for TRSE over the next few years.

- **Develop creative talent**

We want to grow our talent development work, ensuring that the industry remains diverse and that barriers to working in the industry are reduced. We will work with young people and artists in East London to provide development and support. We want to centre this work and to be a flagship for talent development.

Three further aims underpin our organisational values and will be integral to the delivery of the first three aims.

- **Embed Representation, Belonging, and Justice in our organisation**

We want our organisation to reflect the community in which we work. We want the programming on our stage to speak to the people who come to the theatre. We want everyone who works with us to feel

Trustees' annual report

For the year ended 31 March 2022

empowered and supported, and we want our theatre to feel accessible to anyone, no matter their background.

- **Reduce our environmental impact**

Climate change is the biggest threat facing humanity. We want to ensure that we work in an environmentally responsible way, from how we make productions, to how we work in the office, and ensure that all decisions consider the environmental impact and how to reduce it.

- **Ensure we are resilient for the future**

The pandemic has inevitably challenged our finances, and we need to ensure that our financial position and business models ensure we are resilient for the future. We need to make sure that the choices we make and the work that we do balances risk, with ability to protect the charity long term.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities.

ACTIVITY IN 2021-22

Public Benefit

Over the course of the year TRSE has fulfilled its charitable objectives through continuing to engage with the widest possible audiences. The year saw the slow reopening of theatre, with our live work gradually replacing digital interactions. In 2021-22:

- 29,677 people saw our work on stage
- 24,966 people watched or listened to our online work
- 10 artists were commissioned
- 13 online short films or audio pieces were made
- 1 BBC radio drama was made
- 10 productions with 172 performances
- Engaged with 8,806 young people
- Ran regular community sessions for 76 adults
- Screened our pantomime in London hospices, hospitals and care homes
- Employed 168 freelancers
- Provided 24 free workshops for our freelance network.
- Engaged 200+ freelancers in our freelance network

Artistic Programme

The reopening of the theatre was delayed by the lockdown at the start of 2021, with theatre opening in a socially distanced way from May 21. We postponed our April-May production to the start of 2022. We reopened fully, without social distancing, and with our bar reopen in September 2021.

The programme during the year included:

Welcome to Iran: Nadia Fall's tender and witty snapshot of culture and life in modern Iran, which we were due to produce in April 2020, was adapted and broadcast on Radio 3.

Trustees' annual report

For the year ended 31 March 2022

The Sun, The Moon and The Stars: Dipo Baruwa-Etti's new play explored trauma, rage and the extent one young woman will go to in her quest for justice. Directed for Nadia Fall, it was also live captured and broadcast online during the run.

★★★★ "A 60-minute solo tour de force... this is a blinder." *Evening Standard*

Extinct: April De Angelis' urgent new play took on the climate emergency head on using a tapestry of testimonials from environmental activists. Extinct was also live captured and broadcast. April De Angelis's dystopic climate drama is a powerful, urgent polemic" *The Guardian*

Shining City: Olivier Award-winning playwright Conor McPherson play was directed by Nadia Fall, with Brendan Coyle and Rory Keenan.

★★★★ "An immaculate revival of Conor McPherson's melancholy gem of a tale" *Daily Mail*

Maryland: Written by Lucy Kirkwood in response to the murders of Sarah Everard and Sabina Nessa, this one off script in hand reading was directed by Eva Sampson, and performed in Stratford Youth Zone.

Red Riding Hood: Written by Carl Miller and with music by Robert Hyman, panto return to Stratford. The production was also live captured and broadcast online over the Christmas period.

★★★★★ "Pure magic" *The Stage*

After the End: A timely revival of Dennis Kelly's postapocalyptic two-hander directed by Lyndsey Turner. "A gripping two-hander." ★★★★★ *Financial Times*

Marvin's Binoculars: This highly engaging and vibrant show from the Unicorn Theatre was performed over three weeks in Stratford Youth Zone to Newham Primary school children.

SLAMbition: a brand new monologue slam-style competition putting a spotlight on the incredible range of Deaf, disabled and neurodivergent talent that exists in the arts.

Learning & Participation

April 2021 saw the return to in person Learning & Participation sessions, albeit with occasional pauses for COVID, with the work based in Stratford Youth Zone. In July 2021 Learning and Participation staged two productions, *Punk Rock* and *Scream Fire*, with our Young Company (one of which was postponed from April).

Young Company, youth theatre and junior youth theatre all ran through to summer 2021, and new cohorts started in Autumn 2021. We ran two summer schools in August, as a holiday programme, as well as October half term project. We launched the pilot of our Young Technicians programme in Autumn 2021, and a new Future Leaders programme in March 2022.

In September and October 2021 we were part of the London Borough of Newham's Newham Unlocked Festival, working in Forest Gate Youth Zone, working with community groups to create a Lantern Parade in Stratford Park and creating a Fun Palace in Stratford Youth Zone. With the community we also created a short film. We have continued to engage and work with a number of community groups following on from Newham Unlocked via a legacy programme.

Trustees' annual report

For the year ended 31 March 2022

Our schools work increased this year, as work in person with schools resumed. We worked with London Borough of Newham on their Cultural Enrichment Programme, bringing year 7s to pantomime, and creating a resource pack and teacher CPD around the programme. We ran a work experience week programme in February 2022, and technical theatre insight days for secondary schools. We continue to work with secondary schools in Newham creating bespoke support for them, responding to their needs to deliver a creative curriculum.

Trading Subsidiary

We reopened our bar in September 2021. Due to the closure the bar did sustain some losses (including having to get rid of stock) and trade on opening has not returned to pre-pandemic levels. The bar continues to be very dependent on the performances for trade. Our catering partner returned at the same time as we did. The Omicron Covid variant also hit the bar hard at Christmas, usually a busy time for us. As a result, in January 2022, we reduced our opening hours to cut costs, and ensure that the bar remains a going concern.

Representation, Justice and Belonging

Diversity and inclusion is at the heart of TRSE's way of working, and is championed throughout the organisation. All staff took part in anti-racism training this year, and all permanent staff had unconscious bias training. We have also undertaken substantial strategic work in this area, as we prepared our National Portfolio application, moving to a new focus of Representation, Justice and Belonging:

Representation: TRSE works to reflect the community of East London – in the make up of its Board, staff, freelancers, participants and audiences

Justice: TRSE works to create an equitable environment, where everyone working with us is empowered and supported to speak out against any injustice.

Belonging: TRSE is at the heart of its community. We work to ensure that every person who walks through our door feels like they belong.

Closing the Gap, our task force led by people from the Global Majority have continued to provide a space for conversation through their Spice Up Your lunch initiative, as well as providing peer to peer support for staff of the global majority. They have worked to identify key strategic areas to focus on in the coming year.

We continue to be a committed partner in the Ramps on the Moon consortium and have begun work towards our Ramps on the Moon production in 2023, with our SLAMbition showcase of D/deaf and disabled talent in March 2022. With the increase of digital work we have continued to ensure this is captioned, audio described and provide as a BSL version as well. We have overhauled our recruitment processes, to increase the accessibility of the process. We continue to resource an Agent for Change role to embed meaningful change across TRSE.

We continue to programme work that reflects the diverse community in which we live. This felt particularly important in our reopening, as a statement of our commitment to representation on our stages and in our creative teams. 61% of our creative teams and freelancers identified as Global Majority, and 12% identified as D/deaf and disabled.

Building

Our building reopened fully this year, with the Bar the last part to reopen in September 2021. We adapted the building to make it more covid safe – with Perspex screen, sanitizing stations and socially distanced spaces where possible. We carried out a refurbishment of the Hedley and Dillon rehearsal rooms in March/April 2022. Alongside this we have been working on a capital maintenance strategy, to address more major replacement work that will need to take place within the next few years.

Staffing

We were grateful to the flexi-furlough scheme, for the flexibility it gave us in continuing to furlough staff as we reopened, gradually rebuilding the team. The last staff fully came off furlough in September 2021. We have had high staff turn over in the last year, with a number of staff leaving for new roles, and an industry wide staff shortage making retention and recruitment hard. We also recruited for new roles that hadn't been replaced during the pandemic, growing our staff team. With the additional of the operation of Stratford Youth Zone, the staff team has grown from 35 at the lowest point of the pandemic to over 100, including our casual staff team. We were deeply saddened in January 2022 by the death of two staff members, Harvey Parker, one of our Front of House Assistants, and Velma Fontaine, our longstanding HR & Admin Coordinator. Their friends and family remain in our thoughts.

Fundraising

During the year we raised a total of £466k from Trusts and Foundations, Corporates and individuals, a slight increase of £73k from the amount raised in the previous year. The main reason for this increase is income received from individual and corporate was £291k compared with £220k in 2020/21.

During the year we spent £187k on fundraising costs, or 40% of the funds raised. This compares with £229k (53% of funds raised) in the previous year.

The Trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities.

There is a dedicated permanent fundraising team at TRSE, led by a Development Director. Our Development Director left in December 2021, with our new Development Director starting in May 2022. The Development Director is supported by a Development Committee, which was formed in May 2019. The committee has a remit to advise and support on all fundraising activities. There are no commercial participators used.

TRSE closely follows the Code of Fundraising Practice and stays up to date with all compliance and regulation around fundraising.

TRSE is careful to protect the data of our supporters and is fully GDPR compliant. TRSE has not received any complaints about our fundraising activities. We do not approach members of the public to ask for charitable support.

FUTURE PLANS

Having weathered Christmas this year we are more confident in our planning for the 2022-23 year and beyond. In April 2022 we commissioned and produced six script in hand readings responding to current

Trustees' annual report

For the year ended 31 March 2022

political issues. We followed this with Ballet Black returning with their newest piece, for an extended run of two weeks and will be following that with the new musical of Fantastically Great Women Who Changed the World as our summer show.

In May 2022 we announced a year of work running from September 2022 through to summer 2023 including Anthony Neilson's *The Wonderful World of Dissocia*, our next pantomime, *Cinderella*, our Ramps on the Moon production, in a co-production with Nottingham Playhouse – a new play by Samson Hawkins, *Village Idiot*, and the UK premiere of Dave Harris' *Tambo & Bones*, in a co-production with Actors Touring Company.

We also announced three new schemes – Freelance Royalty – our development scheme for Freelancers at all stages of their career, Local Royalty – our ticket scheme for local residents and Young Royalty, our ticket scheme for 17–25-year-olds.

Our Learning & Participation team have ambitious plans for the year ahead with our Young Company performing a new piece on the main stage in July 2022, and the development of Young Techs Course and our Future Leader Course. We will continue to run a summer programme, as well as our acting programme, and are scaling up our work with adults in the community. We are also continuing to work closely with the London Borough of Newham to operate Stratford Youth Zone.

Our priority for 2022-23 is rebuilding our audiences post pandemic. As we increase the work programmed, we need to reach out to audiences and encourage them back. We will also focus on growing our Talent Development work, through our Learning & Participation scheme and our Royalty Scheme and will be looking at how we can deliver an increased programme, including modelling the resources and space that the programmes will need.

FINANCIAL REVIEW

Review of financial performance

TRSE continues to be in receipt of annual funding from Arts Council England of £1,125,847.

Overall, income for the year was £3,538,275, up from £3,004,326 in 2020/21. Further income received from Arts Council England was £380,530 from the Cultural Recovery Fund. Income from productions increased was £616,424 in 2021/22 (2020/2021: £504,753). Income from the trading subsidiary was also increased to £115,213 compared to £50,498 in 2020/2021 as post covid opening hours was introduced in September 2021. Theatre Tax Relief, at £169,688, was also an increase from £50,498 recorded in 2020/2021 reflecting increased activity on the stage as well as an increase of the TTR rate to 45% from October 2021.

Total resources expended in the year were £3,461,819 (2020/21: £1,962,939). The growth reflected the increase in the number of in-house productions and co-productions.

Overall, net income for the year to 31 March 2022 was £76,453 (2020/21 £1,041,387) resulting in funds carried forward increasing to £2,361,950 (2020/21: £2,285,498) at the end of the year.

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2022

Principal funding sources

TRSE was successful in its re-application to the Arts Council of England for National Portfolio Funding in 2017. The current agreement runs until April 2022. In December 2022 ACE extended the annual funding agreement for a further year to April 2023. In May 2022 TRSE submitted an application for National Portfolio Funding for 2023-26 to ACE, with the outcome expected to be confirmed in October 2022.

In 2021-22 TRSE was a recipient of rounds two and three of the Culture Recover Fund.

TRSE receives an annual grant from the London Borough of Newham of £256,500 per year (2020/21 £256,500).

Reserves

The Trustees believe the company should hold in reserve a sufficient cushion of funds to enable it to continue to exist through a period of reduced income and, should it be necessary to, wind up in an orderly fashion. The trustees consider the desirable level of reserves for these purposes to be £676,000, approximately equal to three months running and production costs.

As at 31 March 2022 the group restricted reserves amounted to zero (2020/21: £159,000). The reserves balance relates to grants made during the year for projects beyond March 2022.

As at 31 March 2022 the group unrestricted reserves amounted to £2,361,949 (2020/21: £2,126,498).

The current funds position shows no restricted funds (2020/21: £159,000), designated funds of £1,504,000 (2020/21: £1,424,768) and general unrestricted funds £857,949 (2020/21: £701,730)

Going Concern

The Trustees have considered the question of going concern. Taking into account the current level of cash and reserves, undertaking vast sensitivity analysis of budgets and forecasts going forward, the detailed financial plans over the coming year, and remedial actions that could be taken if future income was significantly reduced, the Trustees are confident that the charity will be able to maintain the designated operational reserves of £500k and therefore continue as a going concern. Furthermore, there is strong historical evidence of support from the local authority, Arts Council England and other donors, and the Trustees believe that this support is likely to continue for the foreseeable future.

Principal Risks and Uncertainties

The major risks can be broken down into these categories.

Core funding: Arts Council England core funding is guaranteed to April 2023, but we are waiting on the outcome of funding for the 2023-26 period. London Borough of Newham faces a difficult financial operating environment, exacerbated by the pandemic and this remains a key area of exposure. TRSE recognises the need to continue to diversify its income streams.

Box office: Audiences have been slow to return to theatre for new writing and issue based plays and forecast for the next few years are likely to be lower than normal. There is also risk around box offices if cancellations happened again due to another lockdown or cast/ crew illness.

Trustees' annual report

For the year ended 31 March 2022

Fundraising: We are enormously grateful to many of our donors who have supported us through our closure and continue to sort us. Our fundraising income was strong, but reduced during the pandemic, and we need to regrow this.

COVID 19: While the risk of Covid has reduced substantially from a year ago, there is still the possibility of future variants, and some restrictions if winter cases rise. We remain vulnerable to staff, in particular, show staff, catching Covid and having to isolate.

Cost Management: Inflation and cost of living have both raised significantly and these costs have been considered in the strategy, forecasting and budgeting processes. Regarding energy and gas, the charity has a fixed agreement until September 2024.

GOVERNANCE AND MANAGEMENT

Appointment of trustees

New trustees are elected to the Board by existing members. Annually, a third of the Board must retire and trustees may be eligible for re-election up to a maximum of nine years' service.

The Board regularly reviews the skills mix of the trustees and considers whether it adequately represents the community which it serves. Various methods are then adopted to identify and recruit potential trustees, if required.

Trustee induction and training

All new trustees receive the support of staff and existing members of the Board during an induction period, as well as receiving key organisational documents.

Organisation and key management

The Board is responsible for the strategic management of the charitable company and the setting of policy. It has ultimate responsibility and control of the charitable company which it exercises through quarterly meetings of the Board and a Finance Committee. The key management is considered to be the Chief Executive and the Executive Director. The Board sets the pay and remuneration of the Chief Executive, informed by a benchmarking exercise of industry peers. The Chief Executive sets the pay and remuneration of the Executive Director, based on industry peers.

Related parties

The charitable company has a wholly owned subsidiary, Stratford East (Trading) Limited, which provides the bar and catering facilities at TRSE. It has a dormant subsidiary Stratford East Productions Limited, which is to be used in the case of commercial productions. It also has a related charity, Theatre Workshop Trust, which owns the freehold of the Theatre

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Pioneer Theatres 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 the year. 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;
- 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; and
- 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 enables 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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was 13 (2021:14). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 4 October 2022 and signed on their behalf by

Rt. Hon. Dame Margaret Hodge MP

Chair

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Opinion

We have audited the financial statements of Pioneer Theatres Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Pioneer Theatres Limited'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.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

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

Other Information

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

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

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

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

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:

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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: 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 members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

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 members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

24 October 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

				2022			2021
	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £
Income from:							
Donations and legacies	2	2,275,377	361,570	2,636,947	2,231,199	187,433	2,418,632
Charitable activities	3						
Theatre		608,520	–	608,520	504,233	–	504,233
Education and workshops		7,904	–	7,904	520	–	520
Other trading activities	4	284,901	–	284,901	80,941	–	80,941
Total income		3,176,702	361,570	3,538,272	2,816,893	187,433	3,004,326
Expenditure on:							
Raising funds	5	186,933	–	186,933	229,488	–	229,488
Charitable activities							
Theatre		2,146,171	520,570	2,666,741	1,514,067	43,433	1,557,500
Education and workshops		608,146	–	608,146	175,951	–	175,951
Total expenditure		2,941,250	520,570	3,461,820	1,919,506	43,433	1,962,939
Net income / (expenditure) for the year	6	235,452	(159,000)	76,452	897,387	144,000	1,041,387
Transfers between funds		–	–	–	–	–	–
Net movement in funds		235,452	(159,000)	76,452	897,387	144,000	1,041,387
Reconciliation of funds:							
Total funds brought forward		2,126,498	159,000	2,285,498	1,229,111	15,000	1,244,111
Total funds carried forward		2,361,950	–	2,361,950	2,126,498	159,000	2,285,498

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Balance sheets

Company no. 00556251

As at 31 March 2022

	Notes	Group 2022 £	2021 £	Charity 2022 £	2021 £
Fixed assets:					
Tangible assets	10	504,951	518,956	504,951	518,656
Investments	11	–	–	2	2
		504,951	518,956	504,953	518,658
Current assets:					
Stock of goods for resale		4,775	4,167	–	–
Debtors	13	348,753	345,057	464,848	427,695
Cash at bank and in hand		2,376,363	2,193,540	2,265,189	2,114,865
		2,729,891	2,542,764	2,730,037	2,542,560
Liabilities:					
Creditors: amounts falling due within one year	14	(825,391)	(526,221)	(812,144)	(510,193)
Net current assets		1,904,500	2,016,543	1,917,893	2,032,367
Total assets less current liabilities		2,409,451	2,535,499	2,422,846	2,551,025
Creditors: amounts falling due after one year	15	(47,501)	(250,001)	–	(200,000)
Net assets		2,361,950	2,285,498	2,422,846	2,351,025
Funds:					
Restricted funds	17a	–	159,000	–	159,000
Unrestricted funds:					
Designated funds		1,504,000	1,424,768	1,504,000	1,424,768
Charitable funds		918,846	767,258	918,846	767,257
Non charitable trading (deficit)		(60,896)	(65,528)	–	–
Total unrestricted funds		2,361,950	2,126,498	2,422,846	2,192,025
Total funds		2,361,950	2,285,498	2,422,846	2,351,025

Approved by the trustees on 4 October 2022 and signed on their behalf by

Dame Margaret Hodge
Chair

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of cash flows

For the year ended 31 March 2022

	Note	2022 £	£	2021 £	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		76,452		1,041,387	
Depreciation charges		64,243		59,221	
(Increase)/decrease in stocks		(608)		(139)	
(Increase)/decrease in debtors		(3,697)		112,637	
Increase/(decrease) in creditors		299,170		(264,825)	
Net cash provided by operating activities			435,560		948,280
Cash flows from investing activities:					
Purchase of fixed assets		(50,238)		(21,137)	
Bank loans		(202,500)		250,001	
Net cash (used in) investing activities			(252,738)		228,864
Change in cash and cash equivalents in the year			182,822		1,177,144
Cash and cash equivalents at the beginning of the year			2,193,540		1,016,396
Cash and cash equivalents at the end of the year	a		2,376,362		2,193,540

Analysis of cash and cash equivalents and of net debt

	At 1 April 2021 £	Cash flows £	Other non- cash changes £	At 31 March 2022 £
Cash at bank and in hand	2,193,540	182,822	–	2,376,362
a Total cash and cash equivalents	2,193,540	182,822	–	2,376,362
Total	2,193,540	182,822	–	2,376,362

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

b) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

c) Statutory information

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East" is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

d) Consolidation

The Statement of Financial Activities (SoFA) and Balance Sheet consolidate the financial statements of the charitable company and its subsidiary, Stratford East (Trading) Limited. The results of the subsidiary are consolidated on a line by line basis in accordance with FRS 102 – section 9 and the Charities SORP (FRS 102) – section 24.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Stratford East (Trading) Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet.

Details of Stratford East (Trading) Limited are given in note 12 of the financial statements.

A separate statement of financial activities for the Charitable Company has not been presented because the Charitable Company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

e) Going concern

Detailed financial projections have been prepared for the period of 12 months from the date of approval of these financial statements which indicate that the charitable company and group will have sufficient financial resources to continue to be able to meet its liabilities as they fall due. The trustees have carefully considered these financial projections, level of funding and other matters relevant to TRSE and believe that it is appropriate for the financial statements to be prepared on a going concern basis.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

f) Incoming resources

Incoming resources are included in the Statements of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income from theatre admission fees is included in incoming resources in the period in which the relevant performance takes place. Income related to productions or lettings in a subsequent period is treated as deferred income.

Income from commercial activities is included in the period in which the group is entitled to receipt.

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable unless the donor has specified that the donation or grant relates to a future period or that certain pre-conditions must be fulfilled before use. In these cases amounts received are recognised in the relevant period or when the pre-conditions have been met and until then treated as deferred income. Donations and grants for particular purposes are included in incoming resources as restricted funds.

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

f) Incoming resources (continued)

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

g) Interest receivable

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

h) Resources expended

Expenditure is accounted for on an accruals basis.

Costs of generating funds are those costs incurred in attracting voluntary income to support the activity of the theatre, and costs incurred in commercial trading activities to raise funds.

Charitable activity costs include all direct expenditure associated with the staging of productions and educational programmes together with support costs allocated to those activities.

Support costs are the costs of central and administrative functions, which are allocated to activity cost categories on the basis of time spent by staff on those activities.

Governance costs are those costs associated with the governance arrangement of the charitable company including costs associated with strategic management and constitutional and statutory requirements.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose, including costs incurred by the trading subsidiary.
- Expenditure on charitable activities includes the costs of running the theatre and its productions, and other educational activities undertaken to further the purposes of the charity and their associated support costs

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

i) Cost of new productions

The cost of materials, creative team fees and other related set up costs of a new production are carried forward and written off when the production is first performed to a fee paying audience. Ongoing labour and related production costs which occur throughout the life of the production are expensed as incurred. Where production set up costs have been incurred prior to the year end, but the production has not yet opened to the fee paying public, the set up costs are carried forward at the balance sheet date as deferred production costs until such time as the production opens.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on the direct costs per activity as a proportion of total direct costs, of the amount attributable to each activity

- | | |
|-------------------------|-----|
| • Raising funds | 6% |
| • Theatre costs | 77% |
| • Education & Workshops | 17% |

k) Taxation

The charitable company is considered to pass the tests set out in Paragraph I Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

l) Fixed asset investments

The Statement of Recommended Practice requires investments to be stated at market value. The investment of the charitable company consists of the investment in the subsidiary, an unquoted company. The trustees consider it appropriate to include this investment at cost. See note 12 for more details.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

m) Tangible fixed assets

Individual fixed assets consisting of more than £2,000 are capitalised at cost.

Tangible fixed assets are depreciated at rates calculated to write off each asset over its anticipated useful life. The rates used are:

• Computer equipment	4 years straight line basis
• Other	4 years straight line basis
• Auditorium	20 years straight line
• Production equipment	8 years straight line basis

Assets in the course of construction are not depreciated until they are brought into use.

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

n) Stock

Stock comprises catering and bar consumables for resale and is stated at the lower of cost and net realisable value.

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Debtors include amounts owed to the charity for the provision of goods and services or amounts the charity has paid in advance for the goods or services it will receive. Debtors are measured at their recoverable amount.

Other debtors and prepayments are recognised at the settlement amount due.

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

p) Cash at bank and in hand

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

q) Creditors

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund.

t) Pension costs

The theatre makes contributions to a defined contribution pension scheme, on behalf of eligible employees, at a rate determined by the trustees.

u) Operating leases

Rental charges are charged against income on a straight line basis over the term of the lease.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2022

2 Income from donations and legacies

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Arts Council of England						
– Revenue Grant	1,125,847	–	1,125,847	1,125,847	–	1,125,847
– Transition Fund	–	–	–	32,123	–	32,123
– Emergency and Cultural Recovery Grants	380,530	–	380,530	578,501	–	578,501
London Borough of Newham						
– Revenue grant	256,000	–	256,000	256,000	–	256,000
– Operating Fee	157,044	–	157,044	–	–	–
– Business Restart	38,000	–	38,000	–	–	–
– Branding	–	40,000	40,000	–	–	–
– Theatre Enrichment Project	–	78,320	78,320	–	–	–
– Newham Unlocked Festival	–	95,000	95,000	–	–	–
– Black History Month	–	–	–	–	1,000	1,000
The Austin Hope and Pilkington Trust	–	–	–	1,000	–	1,000
Foyle Foundation	–	50,000	50,000	–	–	–
Foundation For Future London	–	20,000	20,000	–	–	–
New Wolsey Theatre	–	10,750	10,750	–	7,500	7,500
Belvedere Trust	–	1,000	1,000	–	–	–
Boris Karloff Trust	–	1,000	1,000	–	–	–
Golsoncott Foundation	–	1,000	1,000	–	–	–
London Theatre Concertium	–	3,000	3,000	–	–	–
People's Palace Projects	20,600	5,000	25,600	–	–	–
The Leche Trust	–	3,000	3,000	–	–	–
The Noel Coward Foundation	–	3,000	3,000	–	–	–
Jack Petchey Foundation	1,200	–	1,200	–	–	–
Garfield Weston	–	–	–	–	155,178	155,178
Garrick Charitable Trust	–	–	–	–	4,000	4,000
National Theatre Connections	–	1,000	1,000	–	–	–
Esmee Fairbairn Foundation	–	42,500	42,500	17,500	5,755	23,255
The John Thaw Foundation	–	2,000	2,000	–	2,000	2,000
Worshipful Company of Basketmakers	5,000	5,000	10,000	–	5,000	5,000
Theatres Trust Foundation – Reopening fund	–	–	–	–	5,000	5,000
Tate & Lyle	–	–	–	–	2,000	2,000
Corporate and Individual donors	291,156	–	291,156	220,228	–	220,228
	2,275,377	361,570	2,636,947	2,231,199	187,433	2,418,632

Grants – Association of London Government and London Boroughs

In accordance with sub-section 37(4) of the Local Government and Housing Act 1989, these grants have been fully utilised in accordance with the terms under which they were originally granted and have been fully expended on revenue items in the normal course of the charitable company's business.

3 Income from charitable activities

	2022 Total £	2021 Total £
Theatre		
Box office receipts	367,037	10,432
Touring and co-productions	4,773	50,522
Front of house	17,976	414
Theatre hire	31,680	10,510
Royalties	667	878
Other income	186,387	431,477
Education and workshops	7,904	520
Total income from charitable activities	616,424	504,753

All income from charitable activities is unrestricted. Other income includes £42,680 (2021: £392,387) received via the HMRC Job Retention Scheme.

4 Income from other trading activities

	2022 Total £	2021 Total £
Commercial Trading (note 12)	115,213	30,443
Corporation tax rebate	169,688	50,498
	284,901	80,941

All income from other trading activities is unrestricted.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2022

5a Analysis of expenditure (current year)

	Charitable activities							
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £	2022 Total £	2021	Total £
Staff costs (Note 7)	126,589	1,257,430	239,108	–	387,762	2,010,889	1,386,865	
Theatre production freelance	5,800	14,632	157,877	–	(35,416)	142,893	67,389	
Theatre production costs	–	437,770	–	–	–	437,770	17,192	
Theatre running costs	–	129,452	25,629	–	40,229	195,310	176,291	
Theatre fundraising costs	17,707	–	–	–	–	17,707	5,855	
Press and publicity	–	114,147	24,725	–	67,572	206,444	52,753	
Front of house costs	–	51,425	1,703	–	–	53,128	–	
Education and workshops	–	–	26,918	–	–	26,918	5,329	
Commercial trading	–	117,408	–	–	–	117,408	5,450	
General office and administration	1,526	40,756	17,313	–	73,388	132,983	144,366	
Depreciation	–	–	–	–	64,243	64,243	59,221	
Audit fees and other related fees	–	–	–	31,685	–	31,685	26,540	
Legal and professional fees	–	–	–	–	19,228	19,228	15,690	
Board meeting expenses	–	–	–	5,214	–	5,214	–	
	151,622	2,163,020	493,273	36,899	617,006	3,461,820	1,962,941	
Support costs	33,318	475,297	108,391	–	(617,006)	–	(1)	
Governance costs	1,993	28,424	6,482	(36,899)	–	–	(1)	
Total expenditure 2022	186,933	2,666,741	608,146	–	–	3,461,820		–
Total expenditure 2021	229,488	1,557,500	175,951	–	–	1,962,939	1,962,939	

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2022

5b Analysis of expenditure (prior year)

	Charitable activities					
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £	2021 Total £
Staff costs (Note 7)	155,901	799,221	111,773	–	319,970	1,386,865
Theatre production freelance	–	67,389	–	–	–	67,389
Theatre production costs	–	17,192	–	–	–	17,192
Theatre running costs	–	90,966	–	–	85,325	176,291
Theatre fundraising costs	4,404	1,451	–	–	–	5,855
Press and publicity	–	9,398	–	–	43,355	52,753
Education and workshops	–	–	5,329	–	–	5,329
Commercial trading	5,450	–	–	–	–	5,450
General office and administration	–	–	–	–	144,366	144,366
Depreciation	3,516	50,219	–	–	5,486	59,221
Audit fees	–	–	–	26,540	–	26,540
Legal and professional fees	–	734	–	–	14,956	15,690
Board meeting expenses	–	–	–	–	–	–
	169,271	1,036,570	117,102	26,540	613,458	1,962,941
Support costs	57,720	499,328	56,409	–	(613,458)	(1)
Governance costs	2,497	21,602	2,440	(26,540)	–	(1)
Total expenditure 2021	229,488	1,557,500	175,951	–	–	1,962,939

Notes to the financial statements

For the year ended 31 March 2022

6 Net income / (expenditure) for the year

	Group 2022 £	2021 £
This is stated after charging:		
Depreciation	64,243	59,221
Auditor's remuneration (excluding VAT):		
Audit (Group)	15,300	14,550
Other services	18,185	11,990
Operating lease costs	3,504	3,504

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	1,433,226	1,113,736
Non NI Salaries and wages	397,554	48,117
Social security costs	130,577	93,549
Pension costs	49,532	38,162
Total employee costs	2,010,889	1,293,564
Freelance staff	27,015	52,819
Commercial trading	56,119	40,482
Total staff costs	2,094,023	1,386,865

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
£60,000 – £69,999	2	1

No trustees received any remuneration or benefits in kind in their capacity as a trustee during the year (2021: none).

No trustees had travel and subsistence expenses reimbursed in the year (2021: £Nil).

One trustee, Mina Barber, who resigned as a trustee on 24th March 2021, received payments of £2,800 during the period for work as a production director.

The key management of the Charity comprise of the Trustees, the Executive Director and the Artistic Director.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £151,381 (2021: £135,817).

8 Staff numbers

The average weekly number of employees (head count based on number of staff employed) during the year was 98 (2021: 65).

	2022 No.	2021 No.
Fundraising	4	3
Productions	47	28
Press and Publicity	4	4
Education	4	2
Support and Administration	36	25
Trading Activities	3	3
	98	65

Employee time has been allocated either;

- i) To direct costs on a percentage of the time spent by an employee on an activity
- ii) To support costs allocated on a percentage basis over all the costs

Notes to the financial statements

For the year ended 31 March 2022

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Stratford East (Trading) Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2022 £	2021 £
UK corporation tax at 19%	-	-

10 Tangible fixed assets

Group	Equipment & Furniture £	Building Improvements £	Total £
Costs			
As at 1 April 2021	406,037	480,208	886,245
Additions	50,238	-	50,238
Disposals	(3,203)	-	(3,203)
At 31 March 2022	453,072	480,208	933,280
Depreciation			
As at 1 April 2021	257,377	109,912	367,289
Charge for the year	40,829	23,414	64,243
Disposals	(3,203)	-	(3,203)
At 31 March 2022	295,003	133,326	428,329
Net book value 31 March 2022	158,069	346,882	504,951
31 March 2021	148,660	370,296	518,956
Charity			
Costs			
As at 1 April 2021	356,549	480,208	836,757
Additions	50,238	-	50,238
Disposals	(3,203)	-	(3,203)
At 31 March 2022	403,584	480,208	883,792
Depreciation			
As at 1 April 2021	208,189	109,912	318,101
Charge for the year	40,529	23,414	63,943
Disposals	(3,203)	-	(3,203)
At 31 March 2022	245,515	133,326	378,841
Net book value 31 March 2022	158,069	346,882	504,951
31 March 2021	148,360	370,296	518,656

All of the above assets are used for charitable purposes.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2022

11 Investments

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Shares in group undertakings	–	–	2	2

12 Net income from the subsidiary trading activities

The wholly owned trading subsidiary Stratford East (Trading) Limited, is a company registered in England and Wales. The company number is 03074042, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. All activities have been consolidated on a line by line basis in the statement of financial activities. The trading company distributes its available taxable profits to the charitable company under gift aid. Stratford East (Trading) Limited provides the bar facilities at the Theatre Royal.

The charity owns the entire issued share capital of 2 ordinary shares of £1 each. The trustees Dame Margaret Hodge, Martin Pilgrim, Joshua Garfield, Peter Wilson and Christopher Hird are also directors of the subsidiary.

A summary of the trading results of the subsidiary is shown below:

	2022	2021
	£	£
Turnover	115,202	30,429.00
Cost of sales	(81,429)	(21,490.00)
Administrative expenses	(29,152)	(27,958.00)
Net profit/(loss)	4,621	(19,019.00)
Other income and bank interest	7	14.00
Retained in subsidiary	4,628	(19,005.00)
The aggregate of the assets, liabilities and reserves was:		
Fixed assets	–	299.00
Current assets	119,172	85,343.00
Creditors: amounts falling due within one year	(180,125)	(151,224.40)
Total net liabilities	(60,953)	(65,582.40)
Aggregate share capital and reserves	(60,953)	(65,582)

The charity also owns the entire issued share capital of 2 ordinary share of £1 of Stratford East Productions Limited, a company incorporated in England. The company number is 05369063, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. Stratford East Productions Limited has been dormant throughout the year and given its immateriality has not been included in the consolidated accounts.

Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022	2021
	£	£
Gross income	3,061,489	2,786,450
Result for the year	71,824	1,060,392

Notes to the financial statements

For the year ended 31 March 2022

13 Debtors

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	133,145	73,919	132,691	72,074
Amounts owed from group undertakings	–	–	116,638	84,483
Accrued income	10,159	42,392	10,159	42,392
Other debtors	15	4,046	(74)	4,046
Prepayments	22,742	14,925	22,742	14,925
Deferred production costs	13,004	48,986	13,004	48,986
Corporation tax	169,688	160,789	169,688	160,789
Total current debtors	348,753	345,057	464,848	427,695

14 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	80,753	55,368	79,939	48,486
Taxation and social security	31,212	28,329	30,590	28,329
Other creditors	114,679	122,531	111,541	117,585
Accruals	135,901	145,548	127,228	141,348
Deferred income (note 16)	462,846	174,445	462,846	174,445
	825,391	526,221	812,144	510,193

Included in other creditors above is an amount due in relation to pension schemes of £8,156 (2021: £5,463).

15 Creditors: amounts falling due after one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	47,501	250,001	–	200,000
Deferred income (note 16)	–	–	–	–
Amounts owed to group undertakings	–	–	–	–
Amounts due under finance leases	–	–	–	–
	47,501	250,001	–	200,000

Bank loans totalling £47,501 (2021: £250,001) are part of the government backed CBILS scheme. The CIBLS Loan is interest free for a year and thereafter charged at 2.7% above prime. The loan is repayable in equal instalments of £833 per month and will be repaid in full by December 2026.

16 Deferred income

Deferred income movements in the year were as follows:

	At 1 April 2021	Released in year	Deferred in year	At 31 March 2022
	£	£	£	£
Group and Charity				
Box office advance income	174,445	(918,503)	1,206,904	462,846
Grants for Educational Work	5,000	(5,000)	–	–
Future Events income	1,750	(1,750)	–	–
	181,195	(925,253)	1,206,904	462,846

Notes to the financial statements

For the year ended 31 March 2022

17a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
London Borough of Newham	-	213,320	(213,320)	-	-
New Wolsey Theatre	-	10,750	(10,750)	-	-
Garfield Weston Foundation	144,000	-	(144,000)	-	-
Harold Hyam Wingate Foundation	10,000	-	(10,000)	-	-
The John Thaw Foundation	-	2,000	(2,000)	-	-
Foundation For Future London	-	20,000	(20,000)	-	-
Foyle Foundation	-	50,000	(50,000)	-	-
Belvedere Trust	-	1,000	(1,000)	-	-
Boris Karloff Trust	-	1,000	(1,000)	-	-
Golsoncott Foundation	-	1,000	(1,000)	-	-
London Theatre Concertium	-	3,000	(3,000)	-	-
People's Palace Projects	-	5,000	(5,000)	-	-
The Leche Trust	-	3,000	(3,000)	-	-
The Noel Coward Foundation	-	3,000	(3,000)	-	-
National Theatre Connections	-	1,000	(1,000)	-	-
Esmee Fairbairn Foundation	-	42,500	(42,500)	-	-
Worshipful Company of Basket Makers	5,000	5,000	(10,000)	-	-
Total restricted funds	159,000	361,570	(520,570)	-	-
Unrestricted funds:					
Designated Funds					
Fixed Assets	557,040	-	-	(53,040)	504,000
Building Fund	100,000	-	-	100,000	200,000
Operational Fund	500,000	-	-	-	500,000
Production Fund	-	-	-	300,000	300,000
Cultural Recovery Fund	267,728	-	-	(267,728)	-
	1,424,768	-	-	79,232	1,504,000
Unrestricted general funds	767,258	3,061,489	(2,830,669)	(79,232)	918,846
Non-charitable trading	(65,528)	115,213	(110,581)	-	(60,896)
Total unrestricted funds	2,126,498	3,176,702	(2,941,250)	-	2,361,950
Total funds	2,285,498	3,538,272	(3,461,820)	-	2,361,950

Transfers between funds

Purposes of restricted funds

Funds given by The Foyle Foundation and the London Borough of Newham were to support our programme of capital works.

In additions to the funds given by London Borough of Newham was also for rebranding and hosting the Newham Unlocked The *New Wolsey Theatre* contributed £10,750 towards the cost of supporting the theatre's Agent For Change and for Slambition hosted in March

The John Thaw Foundation provided funds to run our summer school, which was delivered in 2021/22

Funds given by Foundation for Future London of £20,000 was for Westfield East Bank Creative Futures Fund and Stratford East: A Civic Hub

The grant from the *Belvedere Trust* is to provide funding for the employment of Assistant Directors on future productions.

The grant from The Esmee Fairbairn Foundation was for Live Streaming, Closing the Gap and Freelancers.

Other funds listed as listed above have been given to support the theatre's programmes of work with young people and the local community.

Purposes of Designated funds

The trustees have this year decided to be explicit in showing the designations in the accounts.

The *Fixed Assets* fund represents the net value of Fixed Assets at the end of March 2020.

The *Building Fund* is allocated for the purpose of setting aside funds for essential major building repairs.

The *Operational Fund* represents the amount required to cover liabilities and operating costs in the event of an orderly wind-up of operations if that situation were to arise.

The *Production Fund* represents the amount required to cover costs of production to allow TRSE to plan for ambitious work on our main stage.

Notes to the financial statements

For the year ended 31 March 2022

17b Movements in funds (prior year)

	At 31 March 2020	Income & gains	Expenditure & losses	Transfers	At 31 March 2021
	£	£	£	£	£
Restricted funds:					
Theatres Trust Foundation	-	5,000	(5,000)	-	-
Garrick Charitable Trust	-	4,000	(4,000)	-	-
London Borough of Newham	-	1,000	(1,000)	-	-
New Wolsey Theatre	-	7,500	(7,500)	-	-
Garfield Weston Foundation	-	155,178	(11,178)	-	144,000
Tate & Lyle	-	2,000	(2,000)	-	-
Harold Hyam Wingate Foundation	10,000	-	-	-	10,000
Esmee Fairbairn Foundation	-	5,755	(5,755)	-	-
The John Thaw Foundation	-	2,000	(2,000)	-	-
Worshipful Company of Basket Makers	5,000	5,000	(5,000)	-	5,000
Total restricted funds	15,000	187,433	(43,433)	-	159,000
Unrestricted funds:					
Designated Funds:					
Fixed Assets	557,040	-	-	-	557,040
Building Fund	100,000	-	-	-	100,000
Operational Fund	500,000	-	-	-	500,000
Cultural Recovery Fund	-	-	-	267,728	267,728
	1,157,040	-	-	267,728	1,424,768
Unrestricted general funds	118,646	2,786,450	(1,870,110)	(267,728)	767,258
Non-charitable trading	(46,575)	30,443	(49,396)	-	(65,528)
Total unrestricted funds	1,229,111	2,816,893	(1,919,506)	-	2,126,498
Total funds	1,244,111	3,004,326	(1,962,939)	-	2,285,498

Transfers between funds

Following discussion with The Esmee Fairbairn Foundation they agreed to the reclassification of their donation to support the work of the theatre in general, and the remaining unspent funds were moved from Restricted to Unrestricted.

Purposes of restricted funds

Funds given by *The Theatres Trust Foundation* were for re-opening the building safely following shut-down.

The *Garrick Theatre Trust* grant was to contribute to the costs of creative teams and Lighting Directors on productions.

The *New Wolsey Theatre* contributed £7,500 towards the cost of supporting the theatre's Agent For Change.

The grant received from *The Garfield Weston Foundation* was to pay for technical equipment, to fund Learning and Participation work, and to contribute to the costs of producing the 2021 pantomime.

The purpose of the *Tate & Lyle* grant was to fund Learning and Participation online resources.

The grant from The Esmee Fairbairn Foundation was for computers, laptops and IT equipment.

The John Thaw Foundation provided funds to run our summer school, which was delivered online in 2020.

The grant from the *Harold Hyam Wingate Foundation* is to provide funding for the employment of Assistant Directors on future productions.

Other funds listed as listed above have been given to support the theatre's programmes of work with young people and the local community.

Notes to the financial statements

For the year ended 31 March 2022

18a Analysis of group net assets between funds (current year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	504,951	–	504,951
Current assets	1,904,500	–	1,904,500
Creditors amount falling due after more than one year	(47,501)	–	(47,501)
Net assets at 31 March 2022	2,361,950	–	2,361,950

18b Analysis of group net assets between funds (prior year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	518,956	–	518,956
Current assets	1,857,542	159,000	2,016,543
Creditors amount falling due after more than one year	(250,001)	–	(250,001)
Net assets at 31 March 2021	2,126,497	159,000	2,285,498

19 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2022 £	2021 £
Less than one year	2,814	3,504
One to five years	2,655	5,469
Over five years	–	–
	5,469	8,973

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2022 £	2021 £
Less than one year	2,124	2,124
One to five years	2,655	4,779
Over five years	–	–
	4,779	6,903

20 Capital commitments

At the balance sheet date, the group had no capital commitments (2021: £nil) in respect of development works.

21 Future Commitments

The charitable company entered into a 15 year lease with the Theatre Workshop Trust in September 2020; this is currently rent free.

22 Legal charges

The Theatre is party to a legal charge in favour of the Arts Council of England of £13,744,599 on the Freehold and Leasehold land and buildings of the Theatre. This charge was originally taken out and held jointly and severally against Pioneer Theatres, Theatre Workshops Trust and Dramrail Limited (Dramrail Limited is the previous owner of the property now owned by Theatre Workshop Trust). However, Dramrail Limited was dissolved on 26 January 2010. The charge relates to funds provided mainly to the London Borough of Newham in respect of works to the Theatre and surrounding areas, and expired in 2021.

23 Related party transactions

Joshua Garfield (trustee) is a councillor for LB Newham who provides TRSE with funding during the year.

The following trustees of the charity are also directors of the subsidiary, Stratford East Trading Limited: Joshua Garfield, Christopher Hird, Margaret Hodge, Martin Pilgrim, and Peter Wilson

There are no other related party transactions to disclose for 2022 (2021: none).

24 Contingent assets or liabilities

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

PIONEER THEATRES LIMITED

England & Wales - Charity number 233801

Accounts

Company number: 00556251
Charity Number: 233801

Pioneer Theatres Limited

Trading as “Theatre Royal Stratford East”

Report and financial statements
For the year ended 31 March 2021

Pioneer Theatres Limited (Theatre Royal Stratford East)

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Pioneer Theatres Limited (Theatre Royal Stratford East)

Reference and administrative information

For the year ended 31 March 2021

Company number	00556251 – incorporated in the United Kingdom
Charity number	233801 – registered in England and Wales
Registered office and Operational address	Gerry Raffles Square Stratford London E15 1BN
Trading name	Theatre Royal Stratford East
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: The Rt. Hon. Dame Margaret Hodge, Chair Mina Barber (resigned 24 March 2021) Andrew Cowan Cllr Joshua Garfield Dr Elizabeth Glyn Simon Haynes Christopher Hird Baroness Denise Kingsmill (resigned 16 June 2021) Deborah Mattinson Martin Pilgrim MBE Owen Pringle (resigned 16 June 2021) Bryan Raven Peter Wilson
Artistic Director	Nadia Fall
Executive Director	Eleanor Lang
Bankers	Natwest Bank plc, 1 Stratford Broadway London E15 4DX
Solicitors	Harbottle & Lewis 14 Hanover Square London W1R 0BE
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108 – 114 Golden Lane LONDON EC1Y 0TL

Chair's Statement

For the year ended 31 March 2021

Chair's Statement

2020-21 has been an unprecedented year, with COVID-19 impacting dramatically both locally and globally. The theatre sector has been particularly badly affected, with live indoor performances to an audience banned in the UK for most of the year. The constant changes in guidance have required continual replanning. The theatre has had to relook at its business model, its budgets, and sadly we were forced to make a small number of redundancies in November 2020.

Despite the challenges of the year, Theatre Royal Stratford East has continued to make work throughout the pandemic. Obviously much of our work has been digital, but we have been determined and able to expand our work in the community, particularly focused on young people in Newham who have been so badly affected by the pandemic.

Much of the work responded to issues of the moment, including a response piece from key workers, which was made into a film, *No Masks*, which we produced with Sky Arts. We also created 846 – 14 short audio pieces that responded to the killing of George Floyd. When we were allowed to have audiences we did – partnering with Greenwich & Docklands Festival on *846 Live*, and bringing Thick Skin's virtual reality piece, *Petrichor* to the theatre in December. Alongside this our Learning & Participation work kept going through lockdown, ensuring that our young people's programmes continued – online, and as soon as allowed face-to-face. We helped schools by providing additional resources to support home learning and we continued to engage with our community groups, providing contact during lockdowns.

On behalf of the Board I would like to warmly acknowledge and applaud the work and dedication of the whole team during this particularly challenging year, led by Nadia Fall, Artistic Director and Chief Executive and supported by Eleanor Lang, our Executive Director. From those on furlough, to those working longer hours to keep the organisation going, the year has not been easy for anyone. I would also like to extend my thanks to the trustees, who have provided additional support to the organisation during this time.

The trustees are also particularly grateful to Arts Council England and the Borough of Newham for their ongoing support, as well as to all our supporters, who have continued to stay with us during this time of closure. That support has been particularly invaluable this year.

Rt Hon Dame Margaret Hodge MP
Chair

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2021

The trustees present their report and the audited group financial statements for the year ending 31 March 2021. The financial statements have been prepared in accordance with current statutory requirements; Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Principal activities

The objects of the charity as set out in the Articles of Association are:

to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefor provided that all objects of the Company shall be of a charitable nature.

Structure

Pioneer Theatres Limited (trading as Theatre Royal Stratford East) is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association as amended 18th November 2015. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charitable company.

Pioneer Theatres Limited has two wholly owned subsidiaries. The results of Stratford East Trading Limited are consolidated into these financial statements. Stratford East Productions Limited is a dormant company.

Our aims

Theatre Royal Stratford East (TRSE) has five key aims:

- to contribute to the development of a vibrant contemporary theatre industry that reflects the broad cultural diversity of urban British life;
- to place excellence, accessibility, diversity and education at the centre of the artistic offer;
- to celebrate the value of arts and creativity within the community with a programme of UK and international artists for the performance of drama, dance, comedy and music;
- to contribute towards social cohesion and the development of a harmonious and tolerant society; and
- to play a role in the social and economic development of East London, building on its role as a cultural flagship with a national and international reputation.

Objectives

The TRSE 2018-22 business plan outlines the following key objectives:

- Produce work of the highest artistic quality that is:
 - Popular: Theatre of the highest quality that seeks to move and entertain everyone
 - Political: Work that provokes discourse about the world we live in and our place within it
 - Inclusive: Stories that are representative of our East London home and speaks to a wider London audience and which strive for an expansive and imaginative portrayal of its diverse communities
- Build our audiences and increase re-attendance
- Ensure diversity and inclusion is central to everything we do
- Invest in our Grade 2 listed building

Trustees' annual report

For the year ended 31 March 2021

- Be environmentally sustainable
- Nurture and develop our staff
- Create and champion opportunities for a diverse range of artists
- Develop an emerging generation of talent
- Present a year-round participation programme for people of all ages
- Play a leading role within Newham and the East London area
- Raise the profile of TRSE
- Become financially resilient

ACTIVITY IN 2020-21

Public Benefit

Over the course of the year TRSE has fulfilled its charitable objectives through continuing to engage with the widest possible audiences, predominately via digital interaction, while also continuing its local work in Newham. This was a year like no other, but in 2020-21:

- 159,602 people watched or listened to our online work
- 21 artists were commissioned
- 33 online short films of our audio pieces were made
- 1 Sky Arts film was made
- 2 productions with 31 performances
- 11 pieces of digital content were made for young people
- 681 people saw live work
- Ran regular sessions for 146 young people
- Ran regular community sessions for 69 adults
- Screened our 2019 pantomime in Newham schools and care homes
- Employed 111 freelancers
- Set up a freelancer network, providing support and professional development
- Acted as a cultural leader and collaborated with other Arts organisations to make the case for cultural support during the pandemic
- Won an Olivier Awards for Noyes Fludde

Artistic Programme

The 2020-21 artistic programme had to be completely changed, with theatres required to close their doors to live audiences for the majority of the year. We cancelled four productions and postponed two more. We hoped to open with a festival of monologues and duologues in January 2021, but due to the third lockdown these were also postponed to later in 2021.

The programme during the year included:

No Masks: A community call out for key worker stories, creating a 'wall' of testimonies on our website. Our Youth Theatres made a sister piece, telling the stories of the children of key workers.

No Masks film: 5 testimonies were then adapted in a Sky Arts Film which premiered in September 2020. The film wove five stories together, and was written by Nadia Fall and Rebecca Lenkiewicz, directed by Nadia Fall and starred Lorraine Ashbourne, Anna Calder-Marshall, Anya Chalotra, Russell Tovey and Eamonn Walker, with Elijah Melhado from Stratford East's Youth Theatre.

846: 14 audio pieces from global majority writers, in response to the killing of George Floyd and the Black Lives Matter movement. Writers were: Samina Baig, Gurpreet Kaur Bhati, Eddie Botosio, Ishy Din, Clint Dyer, Nathan Powell, Lettie Precious, Avril E Russell, Carol Russell, Sumera Srivastav, Selina Thompson, David KS Tse, Nat Marcello White and Roy Williams

The piece was directed by Ola Ince with soundscape by Donato Wharton

846 Live: In partnership with Greenwich + Docklands International Festival and the Royal Docks team we developed five of the 846 pieces to be a live performance piece, performed in a basketball court in Woolwich as part of the festival in September 2020.

Petrichor: In December 2020, ThickSkin brought their virtual reality piece, Petrichor, to the theatre. Audiences of up to 20 at a time sat on the stage, watching a pre recorded play. Audiences could also watch at home.

Press Play Here: We commissioned five writers to write five monologues, originally to be performed around Newham. Due to increased lockdown, we filmed them at the theatre and distributed as online content. Writers commissioned were: Leo Butler, Robert Hyman, Alexander Luttley, Ambreen Razia and Daniel Ward. The pieces were directed by Eva Sampson and Sita Thomas.

Hysterical! A Hilarious History of Hysteria: We did a call out in January 2021 to D/deaf and disabled artists who had commissions ready to go. We had a fantastic response, and wished we could commission more, but we commissioned Rebecca Buckle's brilliant Hysterical!, making a filmed version performed by Rebecca, and directed by Mina Barber.

Learning & Participation

2020-21 was a challenging year for the Learning & Participation team, having to move to online engagement with most of our groups.

We moved our youth theatres online, continuing the programme through to summer 2020. This included creating three short films of performance poetry based on interviews with key worker children. In Autumn 2020 our youth theatre and Young Company restarted, and have continued to run, working towards a performance in summer 2021. We have been able to do a mixture of live and online work, responding to guidelines. We ran two live workshops sessions in Newham Youth Zones. During the first lockdown the team made regular contact via phone with young people and their families to support mental wellbeing.

Our Young Actors programme showcased their work in a live zoom event, sharing pre recorded monologues they have worked on, with excellent industry attendance and audience of nearly 300.

We ran two digital summer schools, and a digital summer project. In the autumn half term we ran an live workshop week on stage for young people, and ran an online half term project in February 2021.

We produced regular support packs for schools during the first lockdown and created a virtual work experience offer for Newham schools. Subsequently we commission and produced a series of short films for schools, as digital resources to support their drama work.

We have also continued our work with community groups, creating resource packs during the first lockdown and ensuring that those without easy digital access also had support. We worked in Silvertown

producing a design workshop as part of the Fun Palaces weekend in October 2020. We moved our masterclass series online, and commissioned two artists to work with two local community groups in early 2021.

Trading Subsidiary

Our bar has been mothballed for the whole of the 2020-21 year. There were some costs, as we initially furloughed bar staff. Our Bar Manager was made redundant in November 2020, with the realisation that the bar would not open until late 2021.

Diversity

Diversity is at the heart of TRSE's way of working and our business plan and is championed by the Board and senior team. The killing of George Floyd in May 2020 and the subsequent Black Live Matter protests shone a light across the industry on the anti-racism work that still needs to be done in the sector. In October 2020, Closing the Gap was formed, a task force led by people with lived experiences of racism. The group meet monthly try to implement ways to level the playing field between people with lived experiences of racism and white people at Stratford East and within the wider industry; both personally and professionally. This has include working on the language we use, and rejecting the use of the term BAME.

We continue to programme work that reflects the diverse community in which we live. In particular this year we wanted to acknowledge that people who are ethnically and culturally diverse, and people who are D/deaf and disabled have been more adversely affected by the pandemic, and to reflect that in our programming. 61% of our creative teams and freelancers identified as people who are ethnically and culturally diverse, and 12% identified as D/deaf and disabled.

We continue to be a committed partner in the Ramps on the Moon consortium and have begun work towards our Ramps on the Moon production in 2023. Providing more digital content has allowed us to reach a wider range of audiences and provide content to those who are shielding. We have captioned all of our digital content, and also begun to audio describe and provide BSL versions as well. We continue to resource an Agent for Change role to embed meaningful change across TRSE.

Building

Our building was closed for most of the year, and we have carried out regularly building checks throughout the year, to ensure that the building did not deteriorate over this time. We also used the opportunity to carry out some building maintenance and redecoration. We had a leak over Christmas 2020 in the auditorium, resulting in an insurance claim. Fortunately, the damage was not widespread and not structural, and since the theatre was closed, there was no disruption. The remedial work was completed by April 2021.

Staffing

We furloughed most of our workforce in Spring/ Summer 2020, reducing to a small team to keep the core work and building going. From Autumn 2020, we have gradually phased staff back, using the flexi furlough scheme where possible. In September 2020 we when through a staff consultation, leading to 4 redundancies in November 2020, as well as renegotiating staff contracts to allow for Short Time Working. We have not had to draw on this, as a result of the extension to the furlough scheme.

Trustees' annual report

For the year ended 31 March 2021

Fundraising

During the year we raised a total of £425,161 from Trusts and Foundations, Corporates and individuals, a reduction of £132,124 from the amount raised in the previous year. Mainly responsible for this reduction was income from individual and corporate donors which dropped to £220,228 from £336,011 in 2019/20.

During the year we spent £169,271 on fundraising costs, or 40% of the funds raised. This compares with £163,952 (28% of funds raised) in the previous year.

The Trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities.

There is a dedicated permanent fundraising team at TRSE, led by a Director of Development. The Director of Development is supported by a Development Committee, which was formed in May 2019. The committee has a remit to advise and support on all fundraising activities. There are no commercial participators used.

TRSE closely follows the Code of Fundraising Practice and stays up to date with all compliance and regulation around fundraising.

TRSE is careful to protect the data of our supporters and is fully GDPR compliant. TRSE has not received any complaints about our fundraising activities. We do not approach members of the public to ask for charitable support.

FUTURE PLANS

In January 2021 we postponed three plays programmed for January - March 2021, with THE SUN, THE MOON, AND THE STARS moving to June 2021, and EXTINCT moved to July 2021, both opening with socially distanced audiences. We also moved the postponed SHINING CITY to open, hopefully with full audiences, to September 2021, and our postpone pantomime of RED RIDING HOOD to Christmas 2021. We plan to reopen the bar in September 2021, and are working on programming for 2022.

Our Learning & Participation work resumed in a live form in April 2021, with the youth theatres able to do live sharings of their work in June/ July, and the Young Company performing SCREAM FIRE and PUNK ROCK in July 2021. We will be running a summer programme, and are working towards a series of events as part of the NEWHAM UNLOCKED festival in autumn 2021.

Alongside this, from April 2021 we have been working with the London Borough of Newham's Youth Empowerment Service (YES) to reopen the building formerly known as Stratford Circus, now Stratford Youth Zone. We have entered into a short term partnership with them through to August 2022, with the ambition that it will be a cultural and creative hub for young people in Newham. Activity has been limited in the first few months, and we are working with Newham towards a fuller reopening in September 2022. Alongside work with young people, it will also provide space for rehearsal and for artist development.

Our priority for the 2021-22 year will be rebuilding post pandemic, making sure audiences and staff feel safe and confident returning to the building. We need to rebuild and grow our audiences and continue to make excellent artistic work on our stages and with young people and in our community, on reduced resources. We want to continue our anti-racism work, and our work with the Ramps on the Moon

consortium. We need to work with freelancers to make the industry a better place for them, and to prioritise working in a more sustainable way.

FINANCIAL REVIEW

Review of financial performance

TRSE this year received annual funding from Arts Council England of £1,125,847 (2019/20 £1,105,506).

Overall, income for the year was £3,004,326, down from £3,649,257 in 2019/20. Income from Arts Council England increased by £ 610,624 as we were in receipt of one-off grants for COVID emergency funding and the Cultural Recovery Fund. Other grants and donations amounted to £426,161 and were however lower than the £564,285 achieved in 2019/20, predominantly as a result of reduced income from Corporates and individuals. Also, as expected, income from productions reduced from £1,474,165 in 2019/20 to £504,233 in 2020/21; this drop would have been far greater if it were not for government support in the form of furlough income and business support grants, amounting to £431,477. Income from the trading subsidiary was reduced to £30,443 compared to £99,762 in 2019/20 due to the bar being closed throughout the year.

Total resources expended in the year were £1,962,939 (2019/20: £3,569,530). The reduction was, as expected, overwhelmingly the result of very low production activity during 2020/21, compared with a full slate of productions in 2019/20.

Overall, net income for the year to 31 March 2020 was £1,041,387 (2019/20 £79,727) resulting in funds carried forward increasing to £2,258,498 (2019/20 £1,164,384) at the end of the year.

Principal funding sources

TRSE was successful in its re-application to the Arts Council of England for National Portfolio Funding in 2017. The new agreement runs until April 2022. It will receive £1,105,506 per year for that time.

In 2020-21 TRSE was a recipient of Arts Council Emergency Funding in the first phase of the pandemic, followed by funding from the government's Cultural Recovery Fund. TRSE also received a second grant in the first quarter of 2021-22.

TRSE receives an annual grant from the London Borough of Newham of £256,500 per year (2019/20 £256,500).

Reserves

The Trustees believe the company should hold in reserves a sufficient cushion of funds to enable it to continue to exist through a period of reduced income and, should it be necessary to, wind up in an orderly fashion. The trustees consider the desirable level of unrestricted free reserves for these purposes to be £676,000, approximately equal to three months running and production costs. As at 31 March 2021 the group unrestricted reserves amounted to £ 2,126,498, which after deducting the Fixed Asset and Cultural Recovery Fund designations reduces to £1,301,730, which is in excess of the desirable level. However, reserves will reduce significantly as the theatre reopens and resumes with a full program of productions following the COVID shut-down. The aim is to maintain the reserve at the desired level, as well as maintaining a building reserve.

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2021

As at 31 March 2021 the group restricted reserves amounted to £159,000 (2018/9 £15,000). The reserves balance relates to grants made during the year for projects beyond March 2020

As at 31 March 2021 the group unrestricted reserves amounted to £ 2,126,498 (2019/20 £1,259,165).

The current funds position shows restricted funds of £159,000 (2019/20 £15,000), designated funds of £1,424,768 (2019/20 £1,157,040) and general unrestricted funds £701,730 (2019/20 £72,071)

Going Concern

The Trustees have considered the question of going concern. Taking into account the current level of cash and reserves, the financial plans over the coming year, and remedial actions that could be taken if future income was significantly reduced, the Trustees are confident that the charity will be able to maintain the designated operational reserves of £500k and therefore continue as a going concern. Furthermore, there is strong historical evidence of support from the local authority, Arts Council England and other donors, and the Trustees believe that this support is likely to continue for the foreseeable future.

Principal Risks and Uncertainties

The major risks can be broken down into these categories.

COVID 19: the ongoing impact and uncertainty from the pandemic is the highest risk to the organisation. While social distancing is now ended, the organisation is still vulnerable to staff, in particular, show staff, catching Covid and having to isolate. In addition, the longer term impact of Covid on the economic environment, and audience confidence is still unknown.

Box office: We are anticipating a slow return to growth in box offices and forecast for the next few years are likely to be lower than normal. There is also risk around box offices if cancellations happened again due to another lockdown or cast/ crew illness.

Fundraising: We are enormously grateful to many of our donors who have supported us through our closure and continue to sort us. Our fundraising income was strong, but reduced during the pandemic, and we need to regrow this.

Core funding: We are currently submitting our Business Plan to Arts Council England for to confirm funding for 2022-23. We will in the next year need to submit our application for future funding to 2026. London Borough of Newham faces a difficult financial operating environment, exacerbated by the pandemic and this remains a key area of exposure. TRSE recognises the need to continue to diversify its income streams.

GOVERNANCE AND MANAGEMENT

Appointment of trustees

New trustees are elected to the Board by existing members. Annually, a third of the Board must retire and trustees may be eligible for re-election up to a maximum of nine years' service.

The Board regularly reviews the skills mix of the trustees and considers whether it adequately represents the community which it serves. Various methods are then adopted to identify and recruit potential trustees, if required.

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2021

Trustee induction and training

All new trustees receive the support of staff and existing members of the Board during an induction period, as well as receiving key organisational documents.

Organisation and key management

The Board is responsible for the strategic management of the charitable company and the setting of policy. It has ultimate responsibility and control of the charitable company which it exercises through quarterly meetings of the Board and a Finance Committee. The key management is considered to be the Chief Executive and the Executive Director. The Board sets the pay and remuneration of the Chief Executive, informed by a benchmarking exercise of industry peers. The Chief Executive sets the pay and remuneration of the Executive Director, based on industry peers.

Related parties

The charitable company has a wholly owned subsidiary, Stratford East (Trading) Limited, which provides the bar and catering facilities at TRSE. It has a dormant subsidiary Stratford East Productions Limited, which is to be used in the case of commercial productions. It also has a related charity, Theatre Workshop Trust, which owns the freehold of the Theatre

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Pioneer Theatres 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 the year. 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;
- 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; and
- 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 enables 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.

Pioneer Theatres Limited (Theatre Royal Stratford East)

Trustees' annual report

For the year ended 31 March 2021

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

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 9 November 2021 and signed on their behalf by

Rt. Hon. Dame Margaret Hodge MP

Chair

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Opinion

We have audited the financial statements of Pioneer Theatres Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Pioneer Theatres Limited'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.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

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

Other Information

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

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

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

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Capability of the audit in detecting irregularities

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:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

Pioneer Theatres Limited (Theatre Royal Stratford East)

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

Date: 16 December 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

		Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £
	Notes						
Income from:							
Donations and legacies	2	2,231,199	187,433	2,418,632	1,753,517	172,274	1,925,791
Charitable activities	3						
Theatre		504,233	–	504,233	1,474,165	–	1,474,165
Education and workshops		520	–	520	4,312	–	4,312
Other trading activities	4	80,941	–	80,941	243,066	–	243,066
Investment income		–	–	–	1,923	–	1,923
Total income		2,816,893	187,433	3,004,326	3,476,983	172,274	3,649,257
Expenditure on:							
Raising funds	5	229,488	–	229,488	284,634	–	284,634
Charitable activities							
Theatre		1,514,067	43,433	1,557,500	3,075,475	71,024	3,146,499
Education and workshops		175,951	–	175,951	138,397	–	138,397
Total expenditure		1,919,506	43,433	1,962,939	3,498,506	71,024	3,569,530
Net income / (expenditure) for the year	6	897,387	144,000	1,041,387	(21,523)	101,250	79,727
Transfers between funds		–	–	–	100,000	(100,000)	–
Net movement in funds		897,387	144,000	1,041,387	78,477	1,250	79,727
Reconciliation of funds:							
Total funds brought forward		1,229,111	15,000	1,244,111	1,150,634	13,750	1,164,384
Total funds carried forward		2,126,498	159,000	2,285,498	1,229,111	15,000	1,244,111

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Balance sheets

Company no. 00556251

As at 31 March 2021

		Group		Charity	
	Notes	2021 £	2020 £	2021 £	2020 £
Fixed assets:					
Tangible assets	10	518,956	557,040	518,656	553,224
Investments	11	–	–	2	2
		518,956	557,040	518,658	553,226
Current assets:					
Stock of goods for resale		4,167	4,028	–	–
Debtors	13	345,057	457,694	427,695	531,640
Cash at bank and in hand		2,193,540	1,016,396	2,114,865	963,185
		2,542,764	1,478,117	2,542,560	1,494,825
Liabilities:					
Creditors: amounts falling due within one year	14	(526,221)	(791,047)	(510,193)	(757,365)
Net current assets		2,016,543	687,071	2,032,367	737,460
Total assets less current liabilities		2,535,499	1,244,111	2,551,025	1,290,686
Creditors: amounts falling due after one year	15	(250,001)	–	(200,000)	–
Net assets		2,285,498	1,244,111	2,351,025	1,290,686
Funds:					
Restricted funds	16a	159,000	15,000	159,000	15,000
Unrestricted funds:					
Designated funds		1,424,768	1,157,040	1,424,768	1,157,040
Charitable funds		767,258	118,646	767,258	118,646
Non charitable trading (deficit)		(65,528)	(46,575)	–	–
Total unrestricted funds		2,126,498	1,229,111	2,192,026	1,275,686
Total funds		2,285,498	1,244,111	2,351,026	1,290,686

Approved by the trustees on 9 November 2021 and signed on their behalf by

Dame Margaret Hodge
Chair

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Consolidated statement of cash flows

For the year ended 31 March 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		1,041,387		79,727	
Depreciation charges		59,221		56,136	
(Increase)/decrease in stocks		(139)		(4,028)	
(Increase)/decrease in debtors		112,637		25,610	
Increase/(decrease) in creditors		(264,825)		(37,650)	
Net cash provided by operating activities		948,280		119,795	
Cash flows from investing activities:					
Purchase of fixed assets		(21,137)		(118,818)	
Bank loans		250,001		–	
Net cash (used in) investing activities		228,864		(118,818)	
Change in cash and cash equivalents in the year		1,177,144		977	
Cash and cash equivalents at the beginning of the year		1,016,396		1,015,419	
Cash and cash equivalents at the end of the year	a	2,193,540		1,016,396	
Analysis of cash and cash equivalents and of net debt					
	At 1 April 2020 £	Cash flows £	Other non- cash changes £	At 31 March 2021 £	
Cash at bank and in hand	1,016,396	1,177,144		2,193,540	
a Total cash and cash equivalents	1,016,396	1,177,144		2,193,540	
Total	1,016,396	1,177,144	–	2,193,540	

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

b) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

c) Statutory information

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East" is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

d) Consolidation

The Statement of Financial Activities (SoFA) and Balance Sheet consolidate the financial statements of the charitable company and its subsidiary, Stratford East (Trading) Limited. The results of the subsidiary are consolidated on a line by line basis in accordance with FRS 102 – section 9 and the Charities SORP (FRS 102) – section 24.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Stratford East (Trading) Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet.

Details of Stratford East (Trading) Limited are given in note 12 of the financial statements.

A separate statement of financial activities for the Charitable Company has not been presented because the Charitable Company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

e) Going concern

Detailed financial projections have been prepared for the period of 12 months from the date of approval of these financial statements which indicate that the charitable company and group will have sufficient financial resources to continue to be able to meet its liabilities as they fall due. The trustees have carefully considered these financial projections, level of funding and other matters relevant to TRSE and believe that it is appropriate for the financial statements to be prepared on a going concern basis.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

f) Incoming resources

Incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income from theatre admission fees is included in incoming resources in the period in which the relevant performance takes place. Income related to productions or lettings in a subsequent period is treated as deferred income.

Income from commercial activities is included in the period in which the group is entitled to receipt.

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable unless the donor has specified that the donation or grant relates to a future period or that certain pre-conditions must be fulfilled before use. In these cases amounts received are recognised in the relevant period or when the pre-conditions have been met and until then treated as deferred income. Donations and grants for particular purposes are included in incoming resources as restricted funds.

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

f) Incoming resources (continued)

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

g) Interest receivable

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

h) Resources expended

Expenditure is accounted for on an accruals basis.

Costs of generating funds are those costs incurred in attracting voluntary income to support the activity of the theatre, and costs incurred in commercial trading activities to raise funds.

Charitable activity costs include all direct expenditure associated with the staging of productions and educational programmes together with support costs allocated to those activities.

Support costs are the costs of central and administrative functions, which are allocated to activity cost categories on the basis of time spent by staff on those activities.

Governance costs are those costs associated with the governance arrangement of the charitable company including costs associated with strategic management and constitutional and statutory requirements.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose, including costs incurred by the trading subsidiary.
- Expenditure on charitable activities includes the costs of running the theatre and its productions, and other educational activities undertaken to further the purposes of the charity and their associated support costs

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

i) Cost of new productions

The cost of materials, creative team fees and other related set up costs of a new production are carried forward and written off when the production is first performed to a fee paying audience. Ongoing labour and related production costs which occur throughout the life of the production are expensed as incurred. Where production set up costs have been incurred prior to the year end, but the production has not yet opened to the fee paying public, the set up costs are carried forward at the balance sheet date as deferred production costs until such time as the production opens.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on the direct costs per activity as a proportion of total direct costs, of the amount attributable to each activity

- | | |
|-------------------------|----|
| • Raising funds | 0% |
| • Theatre costs | 0% |
| • Education & Workshops | 0% |

k) Taxation

The charitable company is considered to pass the tests set out in Paragraph I Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

l) Fixed asset investments

The Statement of Recommended Practice requires investments to be stated at market value. The investment of the charitable company consists of the investment in the subsidiary, an unquoted company. The trustees consider it appropriate to include this investment at cost. See note 12 for more details.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

m) Tangible fixed assets

Individual fixed assets consisting of more than £250 are capitalised at cost.

Tangible fixed assets are depreciated at rates calculated to write off each asset over its anticipated useful life. The rates used are:

• Computer equipment	4 years straight line basis
• Other	4 years straight line basis
• Auditorium	20 years straight line
• Production equipment	8 years straight line basis

Assets in the course of construction are not depreciated until they are brought into use.

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

n) Stock

Stock comprises catering and bar consumables for resale and is stated at the lower of cost and net realisable value.

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Debtors include amounts owed to the charity for the provision of goods and services or amounts the charity has paid in advance for the goods or services it will receive. Debtors are measured at their recoverable amount.

Other debtors and prepayments are recognised at the settlement amount due.

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

p) Cash at bank and in hand

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

q) Creditors

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements. Expenditure which meets these criteria is charged to the fund.

t) Pension costs

The theatre makes contributions to a defined contribution pension scheme, on behalf of eligible employees, at a rate determined by the trustees.

u) Operating leases

Rental charges are charged against income on a straight line basis over the term of the lease.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2021

2 Income from donations and legacies

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Arts Council of England						
– Revenue Grant	1,125,847	–	1,125,847	1,105,506	–	1,105,506
– Transition Fund	32,123	–	32,123	–	–	–
– Emergency and Cultural Recovery Grants	578,501	–	578,501	–	–	–
London Borough of Newham						
– Revenue grant	256,000	–	256,000	256,000	–	256,000
– Newham Giving Fund	–	–	–	–	–	–
– Black History Month	–	1,000	1,000	–	7,000	7,000
The Austin Hope and Pilkington Trust	1,000	–	1,000	–	–	–
Foyle Foundation	–	–	–	–	–	–
The Linbury Trust	–	–	–	–	100,000	100,000
New Wolsey Theatre	–	7,500	7,500	–	7,500	7,500
Garfield Weston	–	155,178	155,178	–	–	–
Garrick Charitable Trust	–	4,000	4,000	–	–	–
Jack Petchey Foundation	–	–	–	–	1,500	1,500
National Theatre Connections	–	–	–	–	1,750	1,750
Esmée Fairbairn Foundation	17,500	5,755	23,255	50,000	–	50,000
The John Thaw Foundation	–	2,000	2,000	–	–	–
Equity Charitable Trust	–	–	–	–	2,500	2,500
Worshipful Company of Basketmakers	–	5,000	5,000	–	5,000	5,000
Theatres Trust Foundation – Reopening fund	–	5,000	5,000	–	–	–
Tate & Lyle	–	2,000	2,000	–	–	–
West Ham Foundation	–	–	–	–	4,674	4,674
Harold Hyam Wingate Foundation	–	–	–	–	10,000	10,000
Bunbury Family Trust	–	–	–	1,000	–	1,000
Aspers Good Causes Fund	–	–	–	–	6,750	6,750
Kings College London	–	–	–	–	600	600
The London Community Foundation	–	–	–	–	25,000	25,000
Gerald & Gail Ronson Family Trust	–	–	–	5,000	–	5,000
Rothschild Grant	–	–	–	–	–	–
Sir John Cass's Foundation	–	–	–	–	–	–
Santander Charitable Giving Fund	–	–	–	–	–	–
St James's Place Charitable Foundation	–	–	–	–	–	–
Aziz Foundation	–	–	–	–	–	–
Corporate and Individual donors	220,228	–	220,228	336,011	–	336,011
	2,231,199	187,433	2,418,632	1,753,517	172,274	1,925,791

Grants – Association of London Government and London Boroughs

In accordance with sub-section 37(4) of the Local Government and Housing Act 1989, these grants have been fully utilised in accordance with the terms under which they were originally granted and have been fully expended on revenue items in the normal course of the charitable company's business.

3 Income from charitable activities

	2021 Total £	2020 Total £
Theatre		
Box office receipts	10,432	1,087,154
Touring and co-productions	50,522	297,604
Front of house	414	56,922
Theatre hire	10,510	19,190
Royalties	878	7,166
Other income	431,477	6,129
Education and workshops	520	4,312
Total income from charitable activities	504,753	1,478,477

All income from charitable activities is unrestricted. Other income includes £392,387 received via the HMRC Job Retention Scheme.

4 Income from other trading activities

	2021 Total £	2020 Total £
Commercial Trading (note 12)	30,443	99,762
Corporation tax rebate	50,498	143,304
	80,941	243,066

All income from other trading activities is unrestricted.

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2021

5a Analysis of expenditure (current year)

	Charitable activities						
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £	2021 Total £	2020 Total £
Staff costs (Note 7)	155,901	799,221	111,773	–	319,970	1,386,865	1,923,896
Theatre production freelance	–	67,389	–	–	–	67,389	210,688
Theatre production costs	–	17,192	–	–	–	17,192	868,488
Theatre running costs	–	90,966	–	–	85,325	176,291	198,251
Theatre fundraising costs	4,404	1,451	–	–	–	5,855	54,824
Press and publicity	–	9,398	–	–	43,355	52,753	61,981
Education and workshops	–	–	5,329	–	–	5,329	5,154
Commercial trading	5,450	–	–	–	–	5,450	40,258
General office and administration	–	–	–	–	144,366	144,366	128,654
Depreciation	3,516	50,219	–	–	5,486	59,221	56,136
Audit fees	–	–	–	26,540	–	26,540	9,975
Legal and professional fees	–	734	–	–	14,956	15,690	10,730
Board meeting expenses	–	–	–	–	–	–	497
	169,271	1,036,570	117,102	26,540	613,458	1,962,941	3,569,532
Support costs	57,720	499,328	56,409	–	(613,458)	(1)	(1)
Governance costs	2,497	21,602	2,440	(26,540)	–	(1)	(1)
Total expenditure 2021	229,488	1,557,500	175,951	–	–	1,962,939	3569530.5
Total expenditure 2020	284,634	3,146,499	138,397	–	–		3,569,530

Pioneer Theatres Limited Trading as "Theatre Royal Stratford East"

Notes to the financial statements

For the year ended 31 March 2021

5a Analysis of expenditure (prior year)

	Charitable activities					
	Raising funds £	Theatre costs £	Education & Workshops £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 7)	164,742	1,324,648	107,760	–	326,746	1,923,896
Theatre production freelance	–	210,688	–	–	–	210,688
Theatre production costs	–	868,488	–	–	–	868,488
Theatre running costs	–	80,852	–	–	117,399	198,251
Theatre fundraising costs	35,936	18,888	–	–	–	54,824
Press and publicity	–	12,016	–	–	49,965	61,981
Education and workshops	–	–	5,154	–	–	5,154
Commercial trading	40,258	–	–	–	–	40,258
General office and administration	–	–	–	–	128,654	128,654
Depreciation	6,206	43,106	–	–	6,824	56,136
Audit fees	–	–	–	9,975	–	9,975
Legal and professional fees	–	8,438	–	–	2,292	10,730
Board meeting expenses	–	–	–	497	–	497
	247,142	2,567,124	112,914	10,472	631,880	3,569,532
Support costs	36,881	569,930	25,068	–	(631,880)	(1)
Governance costs	611	9,445	415	(10,472)	–	(1)
Total expenditure 2020	284,634	3,146,499	138,397	–	–	3,569,530

Notes to the financial statements

For the year ended 31 March 2021

6 Net income / (expenditure) for the year

	Group 2021 £	2020 £
This is stated after charging:		
Depreciation	59,221	56,136
Auditor's remuneration (excluding VAT):		
Audit (Group)	14,550	14,280
Other services	11,990	4,695
Operating lease costs	3,504	3,504

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	1,113,736	1,098,542
Non NI Salaries and wages	48,117	597,811
Social security costs	93,549	95,692
Pension costs	38,162	39,538
Total employee costs	1,293,564	1,831,583
Freelance staff	52,819	57,759
Commercial trading	40,482	34,554
Total staff costs	1,386,865	1,923,896

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021 No.	2020 No.
£60,000 – £69,999	1	2

No trustees received any remuneration or benefits in kind in their capacity as a trustee during the year (2020: none).

No trustees had travel and subsistence expenses reimbursed in the year (2020: £35).

One trustee, Mina Barber, who resigned as a trustee on 24th March 2021, received payments of £2,800 during the period for work as a production director.

The key management of the Charity comprise of the Trustees, the Executive Director and the Artistic Director.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £135,817 (2020: £147,618).

8 Staff numbers

The average weekly number of employees (head count based on number of staff employed) during the year was 65 (2020: 103).

	2021 No.	2020 No.
Fundraising	3	4
Productions	28	61
Press and Publicity	4	5
Education	2	3
Support and Administration	25	28
Trading Activities	3	2
	65	103

Employee time has been allocated either;

- i) To direct costs on a percentage of the time spent by an employee on an activity
- ii) To support costs allocated on a percentage basis over all the costs

Notes to the financial statements

For the year ended 31 March 2021

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Stratford East (Trading) Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2021 £	2020 £
UK corporation tax at 19%	-	-

10 Tangible fixed assets

Group	Equipment & Furniture £	Building Improvements £	Total £
Costs			
As at 1 April 2020	384,900	480,208	865,108
Additions	21,137	-	21,137
Disposals	-	-	-
At 31 March 2021	406,037	480,208	886,245
Depreciation			
As at 1 April 2020	221,570	86,498	308,068
Charge for the year	35,807	23,414	59,221
Disposals	-	-	-
At 31 March 2021	257,377	109,912	367,289
Net book value 31 March 2021	148,660	370,296	518,956
31 March 2020	163,330	393,710	557,040
Charity			
Costs			
As at 1 April 2020	335,412	480,208	815,620
Additions	21,137	-	21,137
Disposals	-	-	-
At 31 March 2021	356,549	480,208	836,757
Depreciation			
As at 1 April 2020	175,898	86,498	262,396
Charge for the year	32,291	23,414	55,705
Disposals	-	-	-
At 31 March 2021	208,189	109,912	318,101
Net book value 31 March 2021	148,360	370,296	518,656
31 March 2020	159,514	393,710	553,224

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2021

11 Investments

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Shares in group undertakings	-	-	2	2

12 Net income from the subsidiary trading activities

The wholly owned trading subsidiary Stratford East (Trading) Limited, is a company registered in England and Wales. The company number is 03074042, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. All activities have been consolidated on a line by line basis in the statement of financial activities. The trading company distributes its available taxable profits to the charitable company under gift aid. Stratford East (Trading) Limited provides the bar facilities at the Theatre Royal.

The charity owns the entire issued share capital of 2 ordinary shares of £1 each. The trustees Dame Margaret Hodge, Martin Pilgrim, Joshua Garfield, Peter Wilson and Christopher Hird are also directors of the subsidiary.

A summary of the trading results of the subsidiary is shown below:

	2021	2020
	£	£
Turnover	30,429	99,425
Cost of sales	(21,490)	(45,349)
Administrative expenses	(27,958)	(35,670)
Net profit/(loss)	(19,019)	18,407
Other income and bank interest	14	337
Retained in subsidiary	(19,005)	18,744

The aggregate of the assets, liabilities and reserves was:

Fixed assets	299	3,815
Current assets	85,343	61,010
Creditors: amounts falling due within one year	(151,224)	(111,399)
Total net liabilities	(65,582)	(46,575)
Aggregate share capital and reserves	(65,582)	(46,575)

The charity also owns the entire issued share capital of 1 ordinary share of £1 of Stratford East Productions Limited, a company incorporated in England. The company number is 05369063, and the registered office address is Theatre Royal Stratford East, Gerry Raffles Square, Stratford, London, E15 1BN. Stratford East Productions Limited has been dormant throughout the year and given its immateriality has not been included in the consolidated accounts.

Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2021	2020
	£	£
Gross income	2,786,450	3,377,221
Result for the year	1,060,392	60,983

Notes to the financial statements

For the year ended 31 March 2021

13 Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	73,919	73,460	72,074	69,788
Amounts owed from group undertakings	–	–	84,483	77,618
Accrued income	42,392	81,974	42,392	81,974
Other debtors	4,046	17,581	4,046	17,581
Prepayments	14,925	11,630	14,925	11,630
Deferred production costs	48,986	11,551	48,986	11,551
Corporation tax	160,789	261,498	160,789	261,498
Total current debtors	345,057	457,694	427,695	531,640

14 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	55,368	52,363	48,486	39,111
Taxation and social security	28,329	26,296	28,329	26,296
Other creditors	122,531	211,672	117,585	195,442
Accruals	145,548	422,088	141,348	417,888
Deferred income (note 16)	174,445	78,628	174,445	78,628
	526,221	791,047	510,193	757,365

Included in other creditors above is an amount due in relation to pension schemes of £5,463 (2020: £11,244).

15 Creditors: amounts falling due after one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	250,001	–	200,000	–
Deferred income (note 16)	–	–	–	–
Amounts owed to group undertakings	–	–	–	–
Amounts due under finance leases	–	–	–	–
	250,001	–	200,000	–

Bank loans totalling £250,001 (2020: £NIL) are part of the government backed CBILS scheme.

15 Deferred income

Deferred income movements in the year were as follows:

	At 1 April 2020	Released in year	Deferred in year	At 31 March 2021
	£	£	£	£
Group and Charity				
Box office advance income	71,878	(71,878)	174,445	174,445
	–	–	–	–
Grants for Educational Work	5,000	–	–	5,000
Future Events income	1,750	–	–	1,750
	78,628	(71,878)	174,445	181,195

Notes to the financial statements

For the year ended 31 March 2021

16a Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Theatres Trust Foundation	–	5,000	(5,000)	–	–
Garrick Charitable Trust	–	4,000	(4,000)	–	–
London Borough of Newham	–	1,000	(1,000)	–	–
New Wolsey Theatre	–	7,500	(7,500)	–	–
Garfield Weston Foundation		155,178	(11,178)		144,000
Tate & Lyle		2,000	(2,000)	–	–
Harold Hyam Wingate Foundation	10,000	–	–	–	10,000
Esmee Fairbairn Foundaion	–	5,755	(5,755)	–	–
The John Thaw Foundation	–	2,000	(2,000)	–	–
Worshipful Company of Basket Makers	5,000	5,000	(5,000)	–	5,000
Total restricted funds	15,000	187,433	(43,433)	–	159,000
Unrestricted funds:					
Designated Funds					
Fixed Assets	557,040	–	–	–	557,040
Building Fund	100,000	–	–	–	100,000
Operational Fund	500,000	–	–	–	500,000
Cultural Recovery Fund				267,728	267,728
	1,157,040	–	–	267,728	1,424,768
Unrestricted general funds	118,646	2,786,450	(1,870,110)	(267,728)	767,258
Non-charitable trading	(46,575)	30,443	(49,396)	–	(65,528)
Total unrestricted funds	1,229,111	2,816,893	(1,919,506)	–	2,126,498
Total funds	1,244,111	3,004,326	(1,962,939)	–	2,285,498

Transfers between funds

The transfer of £267,728 from *Unrestricted general funds* to *Cultural Recovery Fund* relates to the amount received from Arts Council England that had not yet been spent at the year end date.

Purposes of restricted funds

Funds given by *The Theatres Trust Foundation* were for re-opening the building safely following shut-down. The *Garrick Theatre Trust* grant was to contribute to the costs of creative teams and Lighting Directors on productions. The *New Wolsey Theatre* contributed £7,500 towards the cost of supporting the theatre's Agent For Change. The grant received from *The Garfield Weston Foundation* was to pay for technical equipment, to fund Learning and Participation work, and to contribute to the costs of producing the 2021 pantomime. The purpose of the *Tate & Lyle* grant was to fund Learning and Participation online resources. The grant from The Esmee Fairbairn Foundation was for computers, laptops and IT equipment. The John Thaw Foundation provided funds to run our summer school, which was delivered online in 2020. The grant from the *Harold Hyam Wingate Foundation* is to provide funding for the employment of Assistant Directors on future productions. Other funds listed as listed above have been given to support the theatre's programmes of work with young people and the local community.

Purposes of Designated funds

The trustees have this year decided to be explicit in showing the designations in the accounts. The *Fixed Assets* fund represents the net value of Fixed Assets at the end of March 2020. The *Building Fund* is allocated for the purpose of setting aside funds for essential major building repairs. The *Operational Fund* represents the amount required to cover liabilities and operating costs in the event of an orderly wind-up of operations if that situation were to arise.

Notes to the financial statements

For the year ended 31 March 2021

16b Movements in funds (prior year)

	At 1 April 2019	Income & gains	Expenditure & losses	Transfers	At 31 March 2020
	£	£	£	£	£
Restricted funds:					
Jack Petchey Foundation	–	1,500	(1,500)	–	–
National Theatre Connections	–	1,750	(1,750)	–	–
Equity Charitable Trust	–	2,500	(2,500)	–	–
The Linbury Trust	–	100,000	–	(100,000)	–
London Borough of Newham	–	7,000	(7,000)	–	–
New Wolsey Theatre	–	7,500	(7,500)	–	–
West Ham Foundation	–	4,674	(4,674)	–	–
Harold Hyam Wingate Foundation	–	10,000	–	–	10,000
Aspers Good Causes Fund	–	6,750	(6,750)	–	–
Kings College London	–	600	(600)	–	–
Sir John Cass's Foundation	8,750	–	(8,750)	–	–
Worshipful Company of Basket Makers	5,000	5,000	(5,000)	–	5,000
The London Community Foundation	–	25,000	(25,000)	–	–
Total restricted funds	13,750	172,274	(71,024)	(100,000)	15,000
Unrestricted funds:					
Designated Funds:					
Fixed Assets	–	–	–	557,040	557,040
Building Fund	–	–	–	100,000	100,000
Operational Fund	–	–	–	500,000	500,000
	–	–	–	1,157,040	1,157,040
Unrestricted general funds	1,216,005	3,377,221	(3,417,540)	(1,057,040)	118,646
Non-charitable trading	(65,371)	99,762	(80,966)	–	(46,575)
Total unrestricted funds	1,150,634	3,476,983	(3,498,506)	100,000	1,229,111
Total funds	1,164,384	3,649,257	(3,569,530)	–	1,244,111

Transfers between funds

Following discussion with The Esmée Fairbairn Foundation they agreed to the reclassification of their donation to support the work of the theatre in general, and the remaining unspent funds were moved from Restricted to Unrestricted.

Purposes of restricted funds

The Arts Council Transition Fund is an award from the Arts Council given in 2018 to support the new Artistic Vision and inaugural season of work under the newly appointed Artistic Director, Nadia Fall.

Funds given by The Foyle Foundation, The Linbury Trust, and the London Borough of Newham were to support our programme of capital works.

Other funds restricted as listed above have been given to support the theatre's programmes of work with young people.

17a Analysis of group net assets between funds (current year)

	General unrestricted	Restricted funds	Total funds
	£	£	£
Tangible fixed assets	518,956	–	518,956
Current assets	1,857,542	159,000	2,016,543
Creditors amount falling due after more than one year	(250,001)	–	(250,001)
Net assets at 31 March 2021	2,126,497	159,000	2,285,498

Notes to the financial statements

For the year ended 31 March 2021

17b Analysis of group net assets between funds (prior year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	557,040	–	557,040
Current assets	672,070	15,001	687,071
Creditors amount falling due after more than one year	–	–	–
Net assets at 31 March 2020	1,229,110	15,001	1,244,111

18 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2021 £	2020 £
Less than one year	3,504	3,504
One to five years	5,469	8,973
Over five years	–	–
	8,973	12,477

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment 2021 £	2020 £
Less than one year	2,124	2,124
One to five years	4,779	6,903
Over five years	–	–
	6,903	9,027

19 Capital commitments

At the balance sheet date, the group had no capital commitments (2020: £nil) in respect of development works.

20 Future Commitments

The charitable company entered into a 15 year lease with the Theatre Workshop Trust in September 2020; this is currently rent free.

21 Legal charges

The Theatre is party to a legal charge in favour of the Arts Council of England of £13,744,599 on the Freehold and Leasehold land and buildings of the Theatre. This charge was originally taken out and held jointly and severally against Pioneer Theatres, Theatre Workshops Trust and Dramrail Limited (Dramrail Limited is the previous owner of the property now owned by Theatre Workshop Trust). However, Dramrail Limited was dissolved on 26 January 2010. The charge relates to funds provided mainly to the London Borough of Newham in respect of works to the Theatre and surrounding areas, and expires in 2021.

22 Related party transactions

Joshua Garfield (trustee) is a councillor for LB Newham who provide TRSE with funding during the year.

The following trustees of the charity are also directors of the subsidiary, Stratford East Trading Limited: Joshua Garfield, Christopher Hird, Margaret Hodge, Martin Pilgrim, and Peter Wilson

There are no other related party transactions to disclose for 2021 (2020: none).

23 Contingent assets or liabilities

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.