

Company No. 00926862
Charity No. 255460

Leeds Theatre Trust Limited

(Limited by guarantee)

Trustees' annual report and financial statements

For the Year Ended 31 July 2022

Leeds Theatre Trust Limited

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Leeds Theatre Trust Limited

Charity Information

Charity number 255460

Company number 00926862

Registered office Leeds Playhouse
Playhouse Square
Quarry Hill
Leeds
LS2 7UP

Trustees

Ms R Breen, Chair
Mr N Adleman, Vice Chair
Mr M H Ellis
Mr K H Emsley (Retired 28 July 2022)
Ms S Friskney (Resigned 14 July 2022)
Cllr J Lennox (Retired 01 July 2022)
Ms C Lowson
Mr M Nabarro
Ms R Pitt
Miss S Pitter
Mr M Rashid (Retired 29 July 2022)
Mr K Reid (Retired 25 April 2022)
Mr S Walker (Retired 01 October 2022)
Mrs S Watson (Retired 28 July 2022)
Cllr C Howley (Appointed 01 July 2022)
Cllr L Martin (Appointed 01 July 2022)
Mr S Robinson (Appointed 23 February 2022)
Mr L Brophy (Appointed 19 May 2022)
Ms B Calinaud (Appointed 14 July 2022)

Secretary Mr C J Williams

Artistic Director and Chief Executive Mr J Brining

Executive Director Mr R Hawkes (to 21 January 2022)
Mr S Iqbal (appointed 31st October 2022)

Bankers National Westminster Bank plc
8 Park Row
Leeds
LS1 5HD

Auditors Azets Audit Services Limited
33 Park Place
Leeds
LS1 2RY

Investment Advisors Rathbone Investment Management Limited
Port of Liverpool Building
Pier Head
Liverpool
L3 1NW

Leeds Theatre Trust Limited

Trustees' Annual Report for the year ended 31 July 2022

The trustees, who are directors of Leeds Theatre Trust Limited ("The Trust") for the purposes of company law and trustees for the purpose of charity law, present the trustees' annual report (including the strategic report) together with the financial statements for the year ended 31 July 2022. Leeds Theatre Trust Limited operates as "Leeds Playhouse".

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Statement by the Chair and Chief Executive

Leeds Playhouse's 2021/22 year continued to be affected by the ongoing effects and unpredictability of the Covid-19 pandemic. The organisation began presenting a full and ambitious programme of work to live audiences, defined by on-going government advice surrounding social distancing and testing procedures. After extended periods of furlough for many staff over the previous financial year, the team were able to return to full time work as the building reopened. The senior management team, in close consultation with the Board, continued to embark on an iterative process of scenario planning, as different variants of the COVID-19 virus emerged throughout the year.

The key focus throughout 2021/22 remained maintaining the financial sustainability of the organisation in the context of the ongoing COVID-19 pandemic. The theatre was successful in claiming further awards from the Culture Recovery Fund after successful applications during 2020/21; in round 3 of the scheme, Leeds Playhouse was granted just under £500,000. The Christmas production of Wendy & Peter Pan, an instrumental part of the theatre's business plan, suffered considerably from the impact of the Omicron variant, resulting in the organisation making an additional claim to the Cultural Recovery Emergency Respond Fund Round 2, to assist the theatre in maintaining sufficient level of reserves and recovering income losses. The Playhouse was awarded £500,242 as part of this grant, which proved an instrumental lifeline for the organisation's finances.

Leeds Playhouse returned to operating within a pre-pandemic model in its artistic programme. The theatre responded with an energy and rigour to present bold, ambitious, and wide-ranging programming in collaboration with a range of exciting local and national partners. At the core of this remained a reinvigorated and authentic commitment to diversity. Some of the many highlights included August Wilson's Jitney, a co-production with Headlong, an adaptation of Macbeth which involved integrated audio description and rock musical Hedwig and the Angry Inch a co-production with HOME which featured gender queer performer Divina De Campo in the lead role.

The programme received critical and industry acclaim – demonstrated by Leeds Playhouse receiving a staggering five nominations at the recent UK Theatre Awards. The organisation won three of these including the prestigious UK's Most Welcoming Theatre, Divina de Campo taking home the Best Performance in a Musical award for her performance in Hedwig and the Angry Inch and Best Design going to Laura Hopkins and Simon Wainwright for their work on Dracula: the Untold Story.

Digital and virtual activities continued to play an important part of the theatre's offer during this period. Leeds Playhouse continued to offer content via its online platform Playhouse: At Home. One of the many examples included a filmed version of Oliver Twist – originally staged at the theatre during 2020 before being curtailed by the pandemic. The production featured the use of creative integrated sign language, audio description and captioning. Playhouse: At Home continued to be a platform which delivered a creative, supportive response to the pandemic, in relation not only to our performance programme but more broadly across the range of our participatory activities.

Our Creative Engagement department, which remains one of the largest in the country, continued to respond to the needs and challenges of our communities. In 2021/2022 our delivery focused around a return to normality and try to address some of the longer-term impacts of the pandemic. The department built on the success of the work of PLAYHOUSE CONNECT delivered during the pandemic (recognised in the Stage 100 of this year). Similarly, with Leeds2023 on the horizon the theatre began to explore collaborations that would sit well in the year of culture. Over 10,000 people took part in over 50 projects throughout 21/22.

Leeds Theatre Trust Limited

Trustees' Annual Report for the year ended 31 July 2022

Statement by the Chair and Chief Executive cont.

In January 2022, Robin Hawkes left the organisation after six and a half years as Executive Director and joint CEO to take up the role of Theatre Director at Manchester Palace and Opera House theatres. Mark Dobson and Neil Murray joined the organisation temporarily as interim Executive Directors, respectively. During this period, the Leeds Playhouse leadership structure was changed, with James Brining being appointed as sole CEO of the organisation. After a rigorous recruitment process, Shawab Iqbal was then appointed as Executive Director in May 2022, joining Leeds Playhouse from the Gate Theatre, London where he held the same role.

By year end, the Playhouse is in a resilient position with its underlying financial health restored after the existential crisis of the pandemic, and all areas of its activity restarted. However, like all arts organisations in the UK, Leeds Playhouse continues to be affected by various economic factors such as the rises in inflation, energy prices and wider cost of living crisis. This is further exacerbated at a time of stand still funding and gradual but slower return of audiences. The organisation continues to benefit from the enhanced Theatre Tax Relief rate as it rebuilds from the pandemic and addresses the new challenges of the current economic climate.

Structure, governance and management

Governing document

Leeds Theatre Trust Limited (the Trust or the charitable company) is a company limited by guarantee governed by its Memorandum and Articles of Association dated 5 February 1968 and amended to allow for governance arrangements on 19 March 2013. It is registered as a charity with the Charity Commission. There are 12 members (2021: 14) each of whom agrees to contribute £1 in the event of the Trust winding up.

Appointment of trustees and members

The board of trustees of the charitable company is made up of a minimum of five members and no maximum, although this can be varied by ordinary resolution. The trustees have the power to appoint any person who is able and willing to do so to be a trustee, at which time they automatically become a member of the company. The number of members of the company is the same as the number of trustees. The company has a maximum of two Local Authority trustees who are appointed by Leeds City Council.

A rotation plan is in place for trustees in office at 19 March 2013. Trustees appointed after this date serve in office for an initial period of four years following which they may be reappointed by the trustees for a further term of four years. 5 trustee who has served in office for two terms must retire for a period of at least one year, following which they may be reappointed. The Articles were amended in June 2021 to allow the trustees to determine to extend the second term of office of a trustee by up to one year in order to provide continuity amongst the trustees. The Chair of the board is appointed by the board of trustees and is entitled to preside at meetings of the trustees and of the company.

Trustee induction and training

All new trustees receive a welcome pack containing important information about the Trust's work, recent achievements, copies of key documents, including the Articles of Association, organisation chart, financial plans, annual accounts, and reports together with a schedule of forthcoming meeting dates and the artistic and education programmes for the next season. All trustees are invited to an induction day where they will meet with the Chief Executive and other members of the senior management team and take a tour of the Leeds Playhouse building. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The trustees administer the charitable company and there are sub-committees covering Arts Development, Finance, and Fundraising. The Chief Executive is appointed by the trustees to manage the day-to-day operations.

Leeds Theatre Trust Limited

Trustees' Annual Report for the year ended 31 July 2022

Arrangements for setting the pay and remuneration for key management personnel

The directors consider that the trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 10 and 22 to the accounts. The pay of the senior staff is reviewed annually and benchmarked against pay levels in other theatres of a similar size.

Members

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

Ms R Breen, Chair
Mr N Adleman, Vice Chair
Mr M H Ellis
Mr K H Emsley (Retired 28 July 2022)
Ms S Friskney (Resigned 14 July 2022)
Cllr J Lennox (Retired 01 July 2022)
Ms C Lawson
Mr M Nabarro
Ms R Pitt
Miss S Pitter
Mr M Rashid (Retired 29 July 2022)
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Mr S Walker (Retired 01 October 2022)
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Cllr L Martin (Appointed 01 July 2022)
Mr S Robinson (Appointed 23 February 2022)
Mr L Brophy (Appointed 19 May 2022)
Ms B Calinaud (Appointed 14 July 2022)

Related parties

The Trust has a close working relationship with Leeds City Council who provide essential core funding in support of both the artistic and education programmes for the benefit of local residents and the public. A summary of all transactions with Leeds City Council is set out in note 22 to the financial statements.

Objectives and activities

The objectives of the Trust are to promote, maintain, improve and advance the education of the public in the performing arts. The vision of the theatre is centred on an eco-system of three interwoven strands of creative output: the artistic programme on our stages, our Furnace artist development programme, and our Creative Engagement programme.

Leeds Playhouse is one of the country's leading theatres and delivers an exceptional range of work. The year-round stage programme brings major productions with leading artists, new writing for the stage, established classics, music theatre and family work to a wide and increasingly diverse audience. The Playhouse has successfully transferred work into the West End and produced national and international tours, taking its work beyond the region, and ensuring a national reputation. The Playhouse makes a significant percentage of its own work, designing, building, costuming, and normally producing nine or more major productions and co-productions per annum from its building in central Leeds. In addition, Leeds Playhouse collaborates with and presents work from some of Britain's leading touring theatre companies. The theatre hosts dance, comedy events and large-scale community performances.

Furnace is the Playhouse's development engine: it encompasses the work we do to develop artistic voices and new theatre for the stage. The Playhouse works with the community of artists in Leeds, Yorkshire and the wider North to strengthen the region's creative ecology by creating a broader, more diverse, and highly skilled pool of artists living and working in Leeds, allowing skilled practitioners to build sustainable careers in the city.

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Trustees' Annual Report for the year ended 31 July 2022

Objectives and activities (continued)

Through the projects the Playhouse supports we provide a home for independent artists at all stages of their careers to create and share new work with audiences, allowing them to increase the ambition and scale of their work. The Playhouse also supports smaller, less established theatre and performance spaces and companies around Leeds and the region.

A core element of the Playhouse's creative activity is an exemplary and award-winning Creative Engagement department which delivers a full programme of education and community initiatives. The aim of the Creative Engagement department is to use theatre to open up possibilities for people of all ages and abilities in the Leeds city region. Working with approximately 10,000 people each year, Creative Engagement comprises four strands of activity: Young People, Older People, Creative Education and Communities. Alongside these strands is also our pioneering work with refugees and asylum seekers as the UK's first Theatre of Sanctuary.

Funding

The Trust received annual revenue grants to fund the Playhouse from Leeds City Council and Arts Council England. As the funding periods to which these grants relate do not coincide with the Trust's financial year, the receipts from the two bodies are split proportionately over two financial years. The annual grants are shown below together with the value of the funding recognised in the year ending 31 July 2022. Included in Arts Council England is £1,000,000 from The Culture Recovery Fund.

	For the year ended 31 March 2021	For the year ended 31 March 2022	12 months recognition of funding for the year ended 31 July 2022
	£	£	
Leeds City Council	587,493	540,184	540,184
Arts Council England	1,535,853	2,585,811	2,585,811
	2,802,511	3,125,995	3,125,995

Investment powers and policy

Under the memorandum and articles of association, the Trust has the power to make any investment which the trustees see fit.

Reserves policy

The Trust has adopted a formal reserves policy as outlined below

- To meet its objectives of promoting artistic excellence, the Trust presents a programme of theatre productions and other events at the Playhouse which are aimed at the widest possible audience. This inevitably involves a degree of risk. Identifying and managing risk is an important part of good charity governance. The charity aims to hold sufficient free reserves to withstand the financial impact of these risks.
- Having considered various stressed financial scenarios the Trust has concluded that it should hold free reserves within a range of £1.2M to £1.8M which is the equivalent to 8 weeks and 12 weeks average annual income. Given the current risks and uncertainties around the Covid-19 pandemic, the Trust believes it is prudent to operate close to the top of the upper range of free reserves. The target level of free reserves is reviewed regularly by the Finance Committee and recommendations made to the Board for their approval. The free reserves at 31 July 2022 are £1,372,621
- Designated funds are held at the discretion of Trustees. The Trust has identified four main designated funds as follows:
 - Capital Equipment Fund
 - Roof Replacement Fund
 - Grant Specific Designations
 - Covid Mitigation Fund
 - See Note 19 for details of designated funds

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Trustees' Annual Report for the year ended 31 July 2022

Objectives and activities (continued)

Changes in fixed assets

Movements in fixed assets are set out in note 11 to the financial statements. The trustees are of the opinion that the market values of the Trust's properties are in excess of the amounts at which they are stated in the financial statements.

Public benefit

Leeds Theatre Trust is a public benefit entity and has five main areas of activity with which it seeks to provide benefit to its customers and the public at large: Own theatre productions, Visiting theatre productions, Touring out, Creative Engagement and Furnace artist development.

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

Strategic Report

Risk management

The Trust uses various financial instruments including investments, cash and items such as trade debtors and trade creditors that arise directly from its operations. The main risks arising from the financial instruments are market risk, cash flow risk, credit risk, interest rate risk and liquidity risk.

The trustees have established a strategy for the management of risks including:

- a periodic review of the risks facing the charitable company.
- the establishment of systems and procedures to mitigate any risks identified, including regular financial and non-financial reports.
- the implementation of procedures designed to minimise any potential impact on the charitable company by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably; and
- regular reviews with the Trust's investment managers to manage the investment portfolio.

The principal risks facing the organisation have been reported under Principal Risks and Uncertainties.

Fundraising Activity

The Fundraising activity for Leeds Theatre Trust Limited is led by an in-house team employed directly by the charity. The dedicated team of three fundraising and development staff raises funds for charitable activity from a combination of sources including individuals, corporates, trusts and foundations, working to a fundraising strategy approved by the trustees. The team is managed by the Director of Fundraising, a member of the Senior Management Team who reports to the Executive Director and Chief Executive.

Leeds Theatre Trust Limited has developed a clear and transparent strategy to deliver the new GDPR rules and part of this commitment is to ensure that we do not unintentionally contact vulnerable individuals who do not have a direct and obvious relationship with the Playhouse. We no longer include telephone fundraising as part of our strategy, and we carefully monitor the records we keep on previous and current donors. We never target our campaigns without applying these rules.

Leeds Theatre Trust Limited has received no complaints relating to its fundraising practice.

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Trustees' Annual Report for the year ended 31 July 2022

Achievements and performance

Overview

The accounting year was another affected by the Covid-19 pandemic. Although the year started with the removal of most Covid restrictions, the Omicron outbreak in Sep-21 led the Government to announce its "Plan B" strategy, which further suppressed audience appetite. The very high levels of infection associated with the Omicron variant over the winter period led to the cancellation of 34 performances of the Christmas Show Wendy & Peter Pan. The reduced audience appetite and the cancellations had a huge financial impact and the resulting effect on commercial trading was devastating. The theatre again relied heavily on emergency funding from the Government's Culture Recovery Funds as well as emergency funding from Trusts and Foundations.

Organisational development

In recent years, significant work has been undertaken to create an organisation with a much greater clarity of purpose which is better understood both by staff and stakeholders. A new artistic vision has firmly taken root and become embedded in the organisation's approach to all of its activities and this clarity of purpose was communicated externally through the newly developed brand of Leeds Playhouse throughout this period.

Strategic Partnerships

We consider partnership working to be fundamental to the resilience of the Playhouse, the theatre industry and the wider arts and culture sector. A strong example of this is the success of the partnership between the Playhouse and Leeds City Council to successfully deliver our major Redevelopment Project.

Our redeveloped theatre contributes more towards the City's key agendas and priorities, meeting the City Council's Corporate and Asset Management objectives, and making it fit to form part of the Leeds 2023 International Festival of Culture. It will contribute to both a strong economy and to a compassionate city by making Leeds a more attractive place to invest but also a better place to live, contributing to Child Friendly Leeds, and to Leeds' ambition to be best city by 2030. Our new building has significantly improved access facilities breaking down barriers and allowing more people to share their stories and our spaces.

Access, Inclusion and Equality

A commitment to Equality and Inclusion values was in our DNA long before it became a priority across our sector. The Playhouse has engaged in meaningful ways with local communities, particularly those disconnected from mainstream cultural activity, and our programme has always been positively influenced by the principles at the heart of the Creative Case. The Playhouse, like Leeds, is a melting pot of people, cultures, and experiences. Its rich diversity is its strength, and we intend to evolve and actively respond to this context. In May 2022, Shawab Iqbal was appointed Executive Director of the Playhouse. He brings significant expertise in this area from his roles in a range of organisations who have spearheaded this work including the Gate Theatre and Eclipse Theatre.

In 2021/22, in addition to the access and inclusion work, which is intrinsic across our programme and operations, work continued on the development and implementation of two new key initiatives: our Plan for Change, and our Diversity Champions and Inclusion Allies.

Plan For Change

The Playhouse has created an externally facilitated Reference Group tasked with developing a Plan for Change to support its commitment to being an anti-racist organisation, providing a safe and supportive environment for black colleagues and communities and contributing to the advancement of progressive values around equity of representation and dismantling discriminatory structures.

The Plan continues to set out positive actions we will take both as an employer and as a major cultural institution in the city. The results of survey work have folded accountability, measurement, and urgency into the process, allowing us to set goals for the future and report on progress. This work continues to have a dedicated budget including resource to allow the appointment of new changemaker roles and provide targeted financial support to artists who have experienced racism.

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Plan For Change (continued)

The Plan for Change contains specific targets and measurable outcomes covering some of the following areas, which we have evaluated on during a quarterly basis:

- Making recruitment processes more open and inclusive and better targeted to creating routes into the organisation to diversify workforce
- Re-structure so we have more diversity of thinking and lived experience at a senior level of the organisation
- Training and learning opportunities across the organisation
- Increase financial commitment to this area of work
- Respond to and build on outcome of perceptions analysis
- Improved data gathering and analysis
- Consideration of our communications in this area

Diversity Champions and Allies:

Through external facilitation, we continue to train all our Senior Management Team as Diversity Champions, to help to build awareness of issues that people may face, to develop our internal and external relationships, and to ensure that we consider the widest possible range of impacts when we propose any organisational change.

We will also continue to train a cohort of Playhouse staff from across other levels of the organisation as Inclusion Allies. These are designed to complement the Diversity Champion roles and provide different routes for people to seek help or support, or to check in with someone.

Performance Programme

In 2021/22, the theatre presented an ambitious and dynamic programme of work across our stages, which held diversity unapologetically at its core – aimed at encouraging a wide range of audiences from Leeds to return to the theatre as we rebuilt from the effects of the pandemic.

The theatre continued to generate repeated positive feedback from audiences about the safety of the experience, and the value of the opportunity for a shared community experience in the ongoing COVID environment.

Some of the many highlights across the performance programme included:

- **DRACULA: THE UNTOLD STORY** - Unfolding on stage as a live graphic novel, this chilling new version of the classic gothic vampire tale is a co-production by Leeds Playhouse and imitating the dog. Directed by Deputy Artistic Director, Amy Leach.
- **JITNEY** - a co-production from Leeds Playhouse and Headlong, brought **August Wilson's** ground-breaking modern classic to the stage. Directed by **Tinuke Craig** *Jitney* explored the fragile bond between eight men, as they live, love and work in a racially segregated, post-Vietnam America.
- **WENDY & PETER PAN** - Co-directed by **Jonathan Munby** and **Rupert Hands**, this adaptation of the J M Barrie by Ella Hickson classic retold the story from the unique viewpoint of Wendy Darling.
- **MACBETH**, directed by Leeds Playhouse Deputy Artistic Director **Amy Leach** which included integrated audio description.
- **HEDWIG AND THE ANGRY INCH** - a co-production with HOME. Directed by **Jamie Fletcher** (*Dancing Bear*), it featured Yorkshire's own divine drag queen **Divina De Campo** in her first leading role as Hedwig, a genderqueer performer pushing back against binary norms.

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Performance Programme (continued)

- **MAGGIE MAY** – by award-winning writer **Frances Poet** in a co-production with Leicester's Curve and Queen's Theatre Hornchurch. This extraordinary play was about an ordinary Leeds family balancing the challenges of daily life while living with dementia - inspired by the Playhouse's award-winning Creative Engagement programme.
- **I WANNA BE YOURS** - directed by Leeds Playhouse Associate Director **Sameena Hussain** and designed by the Playhouse's Resident Designer **Warda Abbasi**, a tender, funny and vibrant play by award-winning slam poet **Zia Ahmed**.

Creative Engagement

A core element of the Playhouse's Creative Programme is its Creative Engagement department which is one of the largest engagement teams in the UK theatre industry outside London, engaging between 8,000 to 12,000 participants each year through: Playhouse Youth, Playhouse Older People (including our award-winning Dementia Friendly work), Playhouse Education and Playhouse Communities. This is enriched by a wrap-around theme: Theatre of Sanctuary.

Our Young People's programme consists of creative projects, workshops, and productions for anyone aged 5 to 25. Over 200 young people access the Playhouse every week both in the theatre building but also in our dedicated creative space for young people, First Floor. The programme's innovative approach combines outstanding professional artists and qualified youth workers to offer creative experiences that encourage young people to explore the world and their place within it, building their confidence and raising aspirations.

People aged 55 and over are encouraged to participate in our Older People's Programme. The programme has been and continues to be shaped in response to the needs of older people involved in Heydays, the creative arts project for over 55's, who meet on a weekly basis to take part in visual arts, performance and discussion groups. The Playhouse leads the sector in its approach to people living with Dementia, having created the concept of Dementia Friendly Performances, as well as a guide for other theatres in how to approach this work.

Schools and Teachers are the central focus of our Creative Education strand of activity, though anyone working or learning in formal education setting can engage with this work. Projects, one-off workshops and CPD sessions for education professionals form the core of the offer. As the teaching of creative subjects in schools becomes more challenging, we aim to support the teaching of drama and theatre and aim to ensure that every child has access to an exciting and inspiring cultural education.

Our communities strand aims to reach those areas where there are particular challenges and engagement with the arts is low offering access and entry points for people regardless of their background. Throughout the year, we deliver workshops and performances in Community Partner Areas of the city as well as inviting local community leaders to bring their neighbours to the Playhouse.

Theatre of Sanctuary connecting and providing support for refugees or those seeking asylum through a women's choral group, Asmarina for younger children to engage in play sessions, Conversation Cafe - a weekly 'cafe' for those with English as a second language to chat and learn in a relaxed setting.

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Creative Engagement (continued)

We offer projects to support learning disabled adults and create platforms for people from all walks of life to share their stories and perform on our renowned stages.

In 2021/2022 our delivery was very much focused around a return to normality and try to address some of the longer-term impacts of the pandemic. We wanted to build on the success of the work of PLAYHOUSE CONNECT delivered during the pandemic (recognised in the Stage 100 of this year). Similarly, with Leeds2023 on the horizon we began to explore collaborations that would sit well in the year of culture.

In particular we focused on:

- Widening & Deepening Our Relationships in the City
- Restoring Confidence with Existing Participants
- Developing our Creative Practice
- Using Creativity to Enhance Wellbeing

WIDENING & DEEPENING OUR RELATIONSHIPS

The pandemic response highlighted the importance of the partnerships we had already established and enabled us to build new relationships. We also found that people were much less ready to travel into the city centre for a variety of reasons (not just Covid-19, but also cost of living and other factors). This required a different approach to the way we have previously focused our programme.

Examples of new partnership projects included:

- Playhouse Youth Theatre On Your Doorstep in Middleton with DAZL Dance
- Delivering as part of Health Holidays programmes across the city
- Our Head of Education leading on the skills and progression pod of the Local Cultural Education Partnership
- Renewing our partnership with Leeds City College, particularly on the delivery of alternative education projects
- Establishing a new MoU with Leeds Conservatoire to cover direct delivery on projects and assist in helping the institution to reach out to wider communities
- Partnership events with skateboarding crew, Rolling With the Girls to support safe outdoor skating sessions for young female and non-binary skaters
- Hosted the final Cultural Runway of the 4-year Burberry Inspire schools project working with 4 arts partners and 8 schools across Yorkshire

RESTORING CONFIDENCE

Many of Creative Engagement's participants fall under the 'vulnerable' category and therefore people's willingness to take part in communal activities such as drama was incredibly varied. Following the pandemic, confidence amongst those people who tend to be marginalised by society (young people, older people, refugees and people seeking sanctuary eg) was low and our work needed to be designed in such a way as to make the return as safe and reassuring as possible. We also created projects to specifically address this. Examples of this activity included:

- Conversation Café in partnership with Refugee Council welcomed hundreds of refugees and people seeking asylum to practice their English whilst also receiving support on housing and legal issues in a large and safe, socially-distanced space
- Relaunch of Youth Theatre featured over 300 workshops for young people aged 5 – 25 to explore mental health and positivity in safe creative spaces
- Heydays welcomed older people in person and online and we continued support phone calls to those who were still not confident enough to leave the house
- Turning our regular club night for adults with learning disabilities into a Festival week so people could join in smaller numbers and become familiar with the Playhouse again
- We delivered our first Open Season Festival since 2017 which welcomed over 40 community groups to use our stages

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Creative Engagement (continued)

DEVELOPING OUR CREATIVE PRACTICE

Adapting to the post-pandemic world was a key pillar to the programme in 21/22. Part of this was about skilling up artists, support workers and Playhouse staff to address contemporary issues and challenges. We used our creativity to find new ways to make even greater impact through projects such as:

- A Research and asset-based approach to community arts delivery in targeted areas such as Harehills through an innovative partnership with Bellbrooke Surgery
- Acting as creative lead with Leeds City Council on Little Amal's visit to the city centre
- Creating a suite of Digital Resources for schools to access our production of Macbeth
- Launching our Creative Associates scheme which gave over 80 Leeds-based artists direct connection to the Playhouse and access to additional training such as Safeguarding
- Using the Kickstart scheme to enable training of over 15 young people in applied theatre practice
- Co-created production with young refugees and people-seeking asylum that combined their stories and stories of others, exploring the experience of seeking status in the UK

USING CREATIVITY TO ENHANCE WELLBEING

Wellbeing, both physical and mental, has been enormously impacted by the after-effects of isolation and lockdowns. We also know that one of the benefits of taking part in a creative project can be improved wellbeing (cf nef's Five Ways). We began to measure wellbeing as part of our projects globally and created bespoke projects to support people's wellbeing:

- Work for people living with dementia continued online in the build up to our dementia-friendly production, Maggie May, where people were welcomed into the building in person for a story that was informed by and resonated with their experiences
- We reignited our Armley Comedy Club for older men living alone
- The Origins of Love project brought together young people struggling with their gender identity to sing songs from Hedwig... and share their challenges

Over 10,000 people took part in over 50 projects throughout 21/22.

Furnace (Artistic Development)

As the industry began to emerge from the challenges of the pandemic, and our activity moved back into the building, Furnace was able to welcome local artists back into the building to undertake a wide range of free and paid artist development opportunities. With the industry suffering the effects of both talent drain and a lack of diversity in many areas, much of our Furnace activity was created to welcome, support and develop artists from groups currently under-represented in the theatre industry.

Artist Development opportunities have included:

We provided 2288 sessions of artist development including:

- 197 121 'fancy a brews' with local artists
- 23 paid placements of which over half supported artists from the global majority (including two placements hosted as part of the Government's Kickstart scheme)
- 8 artist development courses in disciplines such as playwriting, producing, acting, radio drama and dancing, with a number of these courses targeted at artists currently under-represented in the theatre industry (particularly global majority and deaf/disabled artists).

Welcomed local artists into the building to use 190 days (38 weeks) of free rehearsal space and 144 of free technical support.

Hosted our annual Furnace Festival in the Bramall Rock Void, which included 17 events and 43 local artists.

Hosted a script reading window through which we fed back on 66 scripts by local writers.

Supported 11 commissions through bespoke support including workshop weeks and dramaturgy.

Leeds Theatre Trust Limited

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Board activity & governance

Rozina Breen and Neil Adleman acted as Chair and Vice-Chair for the full reporting period. Appointments and resignations of trustees are shown on page 4 of the Trustees Report.

Financial review

The financial results for the period 2021/22 were impacted adversely by continued enforced closures due to the Covid-19 pandemic. The theatre relied heavily on emergency funding to cover losses associated to the pandemic. The deficit for the year on unrestricted funds was £773,867 (2021: surplus £4,513,393). We carry forward a consolidated surplus on unrestricted funds of £3,646,839 (2021: surplus £4,420,706) of which £1,771,354 (2021: £1,846,912) is designated. In future years we aim to become more sustainable by developing the trading areas and diversifying income streams, working more efficiently, and expanding fundraising activities. The impact of the Covid-19 Pandemic will require us to review our current business plan and operating model to enable us to do this.

Plans for the future

The Playhouse aims to attract new audiences to its newly revitalised spaces. It must also ensure that the spaces are working well and function according to their design to deliver on the Redevelopment Project's objectives to make the Playhouse a resilient organisation fit for the 21st Century. This will also require it to grow new revenues from the enhanced theatre and front of house offer, to maximise the benefits the Redevelopment has been designed to bring.

Principal risks and uncertainties

The trustees have examined the major strategic, business, and operational risks which the Trust faces and confirm that systems have been established and measures introduced to manage risks, accepting that it is not possible to eliminate all risks. The organisation maintains a risk register which is regularly scrutinised by the Trustees.

The principal risk areas normally relate to the costs and revenues associated with the artistic programme including theatre tax relief. The existing risks around physical hazards and health and safety continue to apply. The uncertainty as to the future impact on the Group of the ongoing Covid-19 outbreak is also significant and is detailed separately below:

Covid-19

Uncertainties and risks relating to the Covid-19 pandemic include:

- Audience appetite to return to the theatre, during and post pandemic, remains uncertain adding further to the revenue risks associated with the artistic programme.
- Reduced audience numbers due to reduced capacity and audience appetite could impact significantly on the Bar & Catering income.
- The risk of a further outbreak remains and could lead to a further period of closure and cancelled shows.

Physical hazards

There are physical hazards inherent in the nature of the work we carry out: we construct and operate large-scale physical stage sets and there are large numbers of visitors every day to our premises. Failure to manage risks arising from these operations could result in major injuries or loss of life to staff, contractors and members of the public, significant disruption to the programme of work on our stages and damage to our reputation. The cost related to the recovery or resultant litigation could have a material financial impact.

Trustees' responsibility statement

The trustees (who are also directors of Leeds Theatre Trust Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under

Leeds Theatre Trust Limited

Trustees' Annual Report for the year ended 31 July 2022

company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing 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 (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and group will continue in business.

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

The trustees confirm that:

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

Going concern

The activities of the group, together with the factors likely to affect its future development and performance, are set out in the Report of the Trustees. The financial position of the group, its cashflow and liquidity are described in the Financial Statements and accompanying notes. The organisation was working to its short-term yearly Business Plans for 2021-22 as submitted to Arts Council England and Leeds City Council. A longer-term Business Plan is being reviewed in light of the ongoing impact on the business model caused by Covid-19, inflation, energy costs, and the ongoing cost of living crisis.

The theatre has again been impacted by the ongoing Covid-19 pandemic and this has had a significant impact on income and expenditure for the Group. The theatre has taken advantage of the Government's Culture Recovery Funds.

The financial statements have been prepared on a going concern basis. The Trustees have taken note of the guidance issued by the Financial Reporting Council on Going Concern assessments in determining that this is the appropriate basis of preparation of the financial statements and have considered a number of factors.

In addition to the regular Arts Council England funding, during the year, the Group has been awarded significant emergency funding from Arts Council England amounting to £1,000,000. The awards include grants made under the Culture Recovery Continuity Fund £499,758 and Emergency Response Fund £500,242.

The Trustees have prepared forecasts and cashflows covering the period to July 2024 and approved by the Board in Feb 2023. The uncertainty as to the future impact on the Group of the recent Covid-19

Leeds Theatre Trust Limited

Trustees' Annual Report for the year ended 31 July 2022

outbreak has been separately considered as part of the Trustees' consideration of the going concern basis of preparation.

Notwithstanding the indications of the forecasts and cashflows of the financial stability of the Group and Company, there is a risk that the impact of Covid-19 could be more significant than can be currently anticipated, and the Trustees have concluded that these circumstances represent a material uncertainty which could cast significant doubt on the Group's ability to continue as a going concern. These financial statements do not include any adjustment that would arise if the going concern basis of preparation was not considered appropriate.

Auditors

Azets Audit Services Limited offer themselves for reappointment as auditors in accordance with the Companies Act 2006. In accordance with s587(2) of the Companies Act 2006 they are deemed reappointed annually.

Statement of disclosure to the auditor

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.

In approving the Report of the Trustees, the Trustees are also approving the Strategic Report in their capacity as company directors.

On behalf of the Board

Rozina Breen

Rozina Breen
Chair of Trustees

24/04/2023

Leeds Theatre Trust Limited

Independent Auditor's Report to the Members of Leeds Theatre Trust

Opinion

We have audited the financial statements of Leeds Theatre Trust Limited (the 'charitable company') and its subsidiary for the year ended 31 July 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Statement of Cash Flows and the related 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 charitable company's affairs as at 31 July 2022 and of its incoming resources and application of resources including, the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Leeds Theatre Trust Limited

Independent Auditor's Report to the Members of Leeds Theatre Trust

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

1.

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Leeds Theatre Trust Limited

Independent Auditor's Report to the Members of Leeds Theatre Trust

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future

developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the charitable company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.
- Performing audit work over the timing and recognition of revenue and in particular whether it has been recorded in the correct accounting period.

2.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Leeds Theatre Trust Limited

Independent Auditor's Report to the Members of Leeds Theatre Trust

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. 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.

Azets Audit Services Limited

Jessica Lawrence (Senior Statutory Auditor)
For and on behalf of Azets Audit Services Limited

Date: 24/04/2023
Date:

Chartered Accountants
Statutory Auditor

33 Park Place
Leeds
LS1 2RY

Leeds Theatre Trust Limited

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

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2022 £	Total Funds 2021 £
Income from:					
Donations and legacies	2,19	282,734	649,887	932,621	2,620,083
Commercial trading operations		475,093	-	475,093	58,640
Income from investments		56,464	-	56,464	55,289
Income from charitable activities	3	5,214,403	540,184	5,754,587	5,650,641
Coronavirus Job Retention Scheme		50,403	-	50,403	760,537
Total income		6,079,097	1,190,071	7,269,168	9,145,190
Expenditure on:					
Raising funds		708,742	-	708,742	567,727
Expenditure on charitable activities		6,124,708	1,304,520	7,429,228	4,299,674
Capital Redevelopment Contribution	21	-	-	-	(1,181,347)
Total Expenditure	4	6,833,450	1,304,520	8,137,970	3,686,054
Net income / (expenditure) before other gains / (losses)		(754,353)	(114,449)	(868,802)	5,459,136
(Losses)/gains from investments	12	(19,514)	-	(19,514)	94,041
Net movement in funds		(773,867)	(114,449)	(888,316)	5,553,177
Reconciliation of funds:					
Total funds brought forward	19, 20	4,420,706	6,178,517	10,599,223	5,046,046
Total funds carried forward	19, 20	3,646,839	6,064,068	9,710,907	10,599,223

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

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

All income and expenditure derive from continuing activities.

A fully detailed Statement of Financial Activities for the year ended 31 July 2021 is shown at note 23.

Leeds Theatre Trust Limited

Consolidated Balance Sheet as at 31 July 2022

	Note	Group		Company	
		2022 £	2021 £	2022 £	2021 £
Fixed assets					
Tangible assets	11	5,804,835	6,173,998	5,804,835	6,173,998
Investments	12	660,733	680,247	660,735	680,249
		6,465,568	6,854,245	6,465,570	6,854,247
Current assets					
Stocks	13	37,077	24,808	20,164	13,096
Debtors	14	1,802,876	1,572,776	1,960,680	2,110,537
Cash at bank and in hand		4,417,601	4,956,170	4,270,840	4,388,893
		6,257,555	6,553,754	6,251,684	6,512,526
Current liabilities					
Creditors: amounts falling due within one year	15	(2,072,186)	(1,547,796)	(1,993,789)	(1,457,949)
Net current assets		4,185,369	5,005,958	4,257,895	5,054,577
Total assets less current liabilities		10,650,937	11,860,203	10,723,465	11,908,824
Creditors: amounts falling due after more than one year	17	(940,030)	(1,260,980)	(895,030)	(1,215,980)
		9,710,907	10,599,223	9,828,435	10,692,844
Funds of the charity					
Restricted funds	19	6,064,068	6,178,517	6,064,068	6,178,518
Unrestricted funds	19	3,646,839	4,420,706	3,764,367	4,514,326
		9,710,907	10,599,223	9,828,435	10,692,844

The financial statements were approved by the Board of Trustees and signed on their behalf on 24/04/2023

Rozina Breen

Rozina Breen
Chair of Trustees

Leeds Theatre Trust Limited

Consolidated Statement of Cash Flows for the year ended

	2022 £	2021 £
Reconciliation of cashflow from operating activities		
Net (expenditure)/income for the year	(888,316)	5,553,177
Depreciation	419,421	427,354
Losses/(Gains) on investments	19,514	(94,041)
(Profits)/Losses on sale of fixed assets	-	700
Investment income	(56,462)	(55,289)
(Increase)/Decrease in stocks	(12,269)	7,618
(Increase)/Decrease in debtors	(230,099)	2,051,413
Increase/(Decrease) in creditors	218,551	(159,681)
Net cash (used in)/provided by operating activities	(470,656)	7,731,251
Cash inflow from investing activity		
Income from investments	56,464	55,289
Purchase of tangible fixed assets	(50,258)	(323,354)
Cash inflow from financing activity	6,206	(268,065)
Payment of finance lease obligations	(74,119)	(69,792)
Other loans repaid/(advanced)	-	(3,361,242)
Cash provided used in financing activities	(74,119)	(3,431,034)
Change in cash and cash equivalents in the year	(538,569)	4,032,152
Cash and cash equivalents at the beginning of the year	4,956,170	924,018
Cash and cash equivalents at the end of the year	4,417,601	4,956,170

Analysis of changes in net debt

	1 August 2021 £	Cashflows £	31 July 2022 £
Cash at bank and in hand	4,956,170	(538,569)	4,417,601
Borrowings excluding overdrafts	(1,605,341)	119,119	(1,486,222)
Net debt	(3,335,829)	(419,450)	(2,931,379)

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

1 Principal accounting policies

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

Charitable company information

The charitable company is a registered charity and a company limited by guarantee and registered in England.

Charity number:	255460
Company number:	0926862
Registered Office:	Leeds Playhouse, Playhouse Square, Quarry Hill, Leeds LS2 7UP

Leeds Playhouse (Enterprises) Limited is a wholly owned subsidiary of the charitable company.

Basis of preparation

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) ("Charities SORP (FRS 102)"), the Financial Reporting Standard applicable in the UK and Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

Leeds Theatre Trust meets the definition of a public benefit entity under FRS 102.

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

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £1.

The principal accounting policies adopted in the preparation of the financial statements have remained unchanged from previous years and are set out below.

Basis of consolidation

These financial statements consolidate the results of the charity and its wholly owned subsidiary Leeds Playhouse (Enterprises) Limited on a line-by-line basis. A separate statement of financial activities and income and expenditure accounts are not presented for the charity itself following the exemptions afforded by the Companies Act 2006 and the SORP 2019.

Going concern

The activities of the group, together with the factors likely to affect its future development and performance, are set out in the Report of the Trustees. The financial position of the group, its cashflow and liquidity are described in the Financial Statements and accompanying notes. The organisation was working to its short-term yearly Business Plans for 2021-22 and 2022-23 as submitted to Arts Council England and Leeds City Council. A longer-term Business Plan is being reviewed in light of the ongoing impact on the business model caused by Covid-19, inflation, energy costs, and the ongoing cost of living crisis.

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

1 Principal accounting policies

The financial statements have been prepared on a going concern basis. The trustees have taken note of the guidance issued by the Financial Reporting Council on Going Concern assessments in determining that this is the appropriate basis of preparation of the financial statements and have considered a number of factors.

In addition to the regular Arts Council England funding, during the year, the Group has been awarded significant emergency funding from Arts Council England amounting to £1,000,000. The awards include grants made under the Culture Recovery Continuity Fund £499,758 and Emergency Response Fund £500,242.

The Trustees have prepared forecasts and cashflows covering the period to July 2024 and approved by the Board in February 2023. The uncertainty as to the future impact on the Group of the recent Covid-19 outbreak has been separately considered as part of the Trustees' consideration of the going concern basis of preparation.

As part of the financial forecasting work referred to in Going Concern as set out above, the Trustees have considered the impact of the pandemic on the business, including on its working capital and the availability of cash.

Income

Voluntary income including donations, gifts and legacies and grants that provide core funding or are of general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- the donor specifies that the grant or donation must only be used in future accounting periods; or
- the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Income from commercial trading activities is recognised as earned as the related goods and services are provided.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income received under contract. Where entitlement to grant funding is subject to specific performance conditions, this is recognised as earned as the related goods or services are provided.

Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Income is deferred when admission fees or performance related grants are received in advance of the performances or event to which they relate.

Government grants in the form of Coronavirus Job Retention Scheme are recognised at entitlement and are shown separately on the face of the SoFA.

Expenditure

Expenditure is recognised when a liability is incurred.

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

1 Principal accounting policies

Costs of generating funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds.

Charitable activities include expenditure associated with the staging of concerts, stage productions, art exhibitions and educational programmes and include both the direct costs and support costs relating to these activities. Production costs are written-off in the year in which the first performance of the related production takes place, unless the substantive part of the show's run is post year end, in which case both income and expenditure would be deferred.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, e.g., the proportion of turnover.

Production comprises the salaries and overhead costs of the production, literary and artistic teams. Executive comprises executive salaries and travel. Support services comprise IT, administration, finance and secretarial salaries and overheads as well as theatre management costs and legal and other professional fees. Promotion comprises marketing and press salaries and costs. Front of house comprises box office, reception and duty management salaries and costs. Occupancy costs comprise cleaning and maintenance salaries and costs as well as utilities.

The following bases of allocation are used: Production – direct production costs, Executive – unrestricted direct costs, Support services – unrestricted direct costs, Promotion – Box office income, Front of house – Box office income, Occupancy – unrestricted direct cost

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for those purposes is charged to the appropriate fund.

Unrestricted funds are donations and other income received or generated for expenditure on the general objectives of the charity.

When grants and donations are received for a specific purpose involving capital investment, the cash will be recorded against a restricted fund. When the investment has been made, the relevant capital asset will be recorded against the relevant fund, and depreciation of the asset charged against the fund. Once any restrictions on the use of the asset have expired, the asset will be transferred from the restricted fund to the Trust's unrestricted funds.

Stocks

Stocks are stated at the lower of cost and net realisable value, after making allowance for obsolete and slow moving items. Cost comprises the invoiced value of the goods and services received.

Tangible fixed assets and depreciation

Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets except freehold land by equal annual instalments over their expected useful lives. The periods applicable are as follows:

Freehold buildings	50 years
Long leasehold buildings	50 years
Wardrobe equipment, office, bar and restaurant fixtures and fittings	4 - 10 years
Computer equipment	5 years
Electrical equipment	7 - 15 years
Theatre fixtures and fittings	6 - 12 years
Motor vehicles	4 years

Freehold land is not depreciated.

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

1 Principal accounting policies

Investments

Investments are stated at market value at the balance sheet date.

The investment portfolio is held to generate returns and gains for the charity and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices and values determined by independent fund managers, with any gains or losses going through the SoFA.

Staff costs

The costs of short-term employee benefits are recognised as a liability and an expense where settlement of obligations does not fall within the same period.

Pensions

Leeds Theatre Trust Limited operates a Group Personal Pension Plan with Standard Life which is a defined contribution contracted-in money purchase scheme.

Accordingly, these financial statements include pension costs payable on a defined contribution basis.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SoFA on a straight-line basis over the period of the lease.

Financial instruments

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

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 held for working capital.

Debtors

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

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

Creditors, loans and provisions

Creditors, loans and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors, loans and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Financial liabilities are only derecognised when, and only when, the group's obligations are discharged, cancelled or they expire.

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

As permitted by paragraph 34.90 of FRS 102, concessionary loans are initially recognised at the amount received or paid, with the carrying amount adjusted in subsequent years to reflect repayments and any accrued interest and adjusted if necessary for any impairment.

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

1 Principal accounting policies

Taxation

Leeds Theatre Trust is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the charity is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising.

Critical accounting judgements and estimation uncertainty

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 11 for the carrying amount of the property plant and equipment and the note below for the useful economic lives for each class of assets.

2 Income from donations and legacies

	2022 £	2021 £
Donations (Unrestricted)	282,734	1,036,180

In addition to the unrestricted voluntary income above, the Trust has received restricted grant income of £1,190,071 (2021 £1,583,903), which is analysed in note 19.

3 Income from charitable activities

	2022 £	2021 £
Core funding/performance grants:		
- Arts Council England	1,585,811	1,465,670
- Culture Recovery Fund	1,000,000	3,000,000
- Leeds City Council	540,184	587,493
	3,125,995	5,053,163
Income from theatre productions:		
Admission charges	1,753,157	408,402
Co-production income	339,380	70,337
Recharge income	21,340	675
Touring out	107,396	-
Creative engagement: education and event income	137,077	40,991
Other income	320,645	77,073
	5,804,990	5,650,641

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

4 Expenditure on charitable activities and raising funds

The Trust undertakes direct charitable activities only and does not make grant payments.

For the year to 31 July 2022	Unrestricted direct costs	Unrestricted support costs (Note 5)	Unrestricted total costs	Costs against designated fund	Restricted total costs	Total 2022
Expenditure on charitable activities:	£	£	£	£	£	£
Own theatre productions	1,544,418	2,572,179	4,116,598	367,305	571,274	5,055,176
Visiting theatre productions	213,258	308,355	521,613	-	-	521,613
Touring out	-	-	-	-	-	-
Creative Engagement	474,433	478,927	953,360	-	447,013	1,400,373
	2,232,109	3,359,461	5,591,571	367,305	1,018,287	6,977,162
Depreciation	133,187	-	133,187	-	286,234	419,421
Governance	19,616	13,029	32,645	-	-	32,645
Total expenditure on charitable activities	2,384,912	3,372,490	5,757,403	367,305	1,304,520	7,429,228
Expenditure on raising funds:						
Fundraising expenses	146,319	98,426	244,745	-	-	244,745
Trading expenses	463,997	-	463,997	-	-	463,997
Total expenditure on raising funds	610,316	98,426	708,742	-	-	708,742
Total expenditure	2,995,228	3,470,916	6,466,145	367,305	1,304,520	8,137,970

As disclosed in note 21 the capital redevelopment fund relates to a credit against the amount Leeds Theatre Trust contributed towards the capital project in prior years. This arose due to Leeds City Council obtaining additional funding such that a credit against this expense was due back to the charity.

Notes to the Financial Statements for the year ended 31 July 2022

4 Expenditure on charitable activities and raising funds (continued)

For the year to 31 July 2021	Unrestricted direct costs	Unrestricted support costs (Note 5)	Unrestricted total costs	Costs against designated fund	Restricted total costs	Total 2021
Expenditure on charitable activities:	£	£	£	£	£	£
Own theatre productions	447,162	1,107,805	1,554,967	19,818	38,557	1,613,342
Visiting theatre productions	214,144	586,762	800,906	-	-	800,906
Touring out	45,450	84,533	129,983	-	-	129,983
Creative Engagement	373,647	884,510	1,258,157	-	200,171	1,458,328
	1,080,403	2,663,610	3,744,012	19,818	238,728	4,002,559
Depreciation	121,963	-	121,963	-	305,391	427,354
Governance	8,269	8,120	16,389	-	-	16,389
Total expenditure on charitable activities	1,210,634	2,671,730	3,882,364	19,818	544,119	4,446,301
Expenditure on raising funds:						
Fundraising expenses	131,311	131,025	262,336	-	-	262,336
Trading expenses	158,764	-	158,764	-	-	158,764
Total expenditure on raising funds	290,075	131,025	421,100	-	-	421,100
Total	1,500,709	2,802,755	4,303,464	19,818	544,119	4,867,401
Capital redevelopment contribution	(1,181,347)	-	(1,181,347)	-	-	(1,181,347)
Total expenditure	319,362	2,802,755	3,122,117	19,818	544,119	3,686,054

Notes to the Financial Statements for the year ended 31 July 2022

5 Analysis of support costs

The Trust allocates its support costs between the charitable activities undertaken as shown in the table below.

For the year to 31 July 2022	Production	Executive	Support services	Promotion	Front of house	Occupancy	Total support costs 2022
Allocated to cost of charitable activity:	£	£	£	£	£	£	£
Own theatre productions	703,417	147,793	729,498	274,073	193,882	523,610	2,572,272
Visiting theatre productions	71,932	15,123	74,646	54,512	38,563	53,579	308,355
Touring out	-	-	-	-	-	-	-
Creative Engagement	160,046	33,642	166,052	-	-	119,187	478,927
	935,395	196,558	970,196	328,585	232,445	696,376	3,359,554
Allocated to costs of generating donations	-	10,374	51,204	-	-	36,752	98,330
Governance	-	1,375	6,786	-	-	4,871	13,032
Total support costs	935,395	208,307	1,028,186	328,585	232,445	737,999	3,470,916

For the year to 31 July 2021	Production	Executive	Support services	Promotion	Front of house	Occupancy	Total support costs 2021
Allocated to cost of charitable activity:	£	£	£	£	£	£	£
Own theatre productions	389,013	60,932	198,429	131,006	145,544	182,880	1,107,805
Visiting theatre productions	186,229	29,178	95,021	89,246	99,150	87,938	586,762
Touring out	39,487	6,196	20,177	-	-	18,673	84,533
Creative Engagement	413,487	64,787	210,982	-	-	195,254	884,510
	1,028,216	161,093	524,609	220,252	244,694	484,745	2,663,610
Allocated to costs of generating donations	-	17,885	58,244	-	-	54,896	131,025
Governance	-	1,117	3,637	-	-	3,366	8,120
Total support costs	1,028,216	180,095	586,490	220,252	244,694	543,007	2,802,755

Notes to the Financial Statements for the year ended 31 July 2022

6 Analysis of funding support for charitable activities

This table shows the cost of the main charitable activities and the sources of revenue directly to support those activities.

For the year to 31 July 2022	Own theatre productions £	Visiting theatre productions £	Touring out £	Creative Engagement £	Total 2022 £
Admission charges	1,462,307	290,849	107,396	137,077	1,997,629
Co-production income	339,380	-	-	-	339,380
Recharge income	-	21,340	-	-	21,340
Other income	-	-	-	-	-
Total direct revenue	1,801,687	312,189	107,396	137,077	2,358,349
Unrestricted total costs (Note 4)	(4,116,597)	(521,613)	-	(953,360)	(5,591,570)
Net cost funded from grants and other income	(2,314,910)	(209,424)	107,396	(816,283)	(3,233,221)
For the year to 31 July 2021	Own theatre productions £	Visiting theatre productions £	Touring out £	Creative Engagement £	Total 2021 £
Admission charges	242,924	165,478	-	-	408,402
Creative engagement: education and event income	-	-	-	40,991	40,991
Co-production income	70,337	-	-	-	70,337
Recharge income	-	675	-	-	675
Other income	32,386	-	-	-	32,386
Total direct revenue	345,647	166,153	-	40,991	552,791
Unrestricted total costs (Note 4)	(1,554,967)	(800,906)	(129,983)	(1,258,157)	(3,744,012)
Net cost funded from grants and other income	(1,209,320)	(634,753)	(129,983)	(1,217,166)	(3,191,221)

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

7 Financial activities of the charity

The Charity has taken advantage of section 408 of the Companies Act 2006 and has not included its own income and expenditure accounts in these financial statements.

A summary of the financial activities undertaken by the Trust is set out below:

	2022 £	2021 £
Income	6,794,074	9,045,050
Expenditure on charitable activities	(7,394,225)	(3,229,708)
Expenditure on raising funds	(244,745)	(262,336)
(Losses)/Gains on investments	(19,512)	94,041
Net movements in funds	(864,408)	5,647,047
Total funds brought forward	10,692,843	5,045,797
Total funds carried forward	9,828,435	10,692,844
Represented by:		
Restricted funds	6,064,068	6,178,518
Unrestricted funds	3,764,367	4,514,326
	9,828,435	10,692,844

Operating costs are stated after charging: Auditor's remuneration of £18,750 (2021: £15,750) for audit services in respect of the Group and £2,700 (2021: £2,700) for taxation services.

8 Operations of trading subsidiary

The wholly owned trading subsidiary, Leeds Playhouse (Enterprises) Limited, registered in England and Wales, pays all its profits to its parent charitable company under gift aid. Leeds Playhouse (Enterprises) Limited operates the bars, restaurant, coffee lounge and all commercial trading operations carried on at the Leeds Playhouse and is commissioned by Leeds Theatre Trust Limited and other theatre companies to produce theatre productions. Leeds Theatre Trust Limited owns the entire issued share capital of 2 ordinary shares of £1 each. A summary of the trading results and financial position of Leeds Playhouse (Enterprises) Limited is shown below.

	2022 £	2021 £
Turnover	4,024,462	1,368,491
Other income – CJRS government grants	38,511	41,501
Cost of sales	(3,736,020)	(1,324,260)
Gross profit	326,953	85,732
Administrative expenses	(351,003)	(179,517)
Operating profit	(24,050)	(93,785)
Interest receivable	146	162
Operating (loss)/profit	(23,904)	(93,623)
Tax on (loss)/profit on ordinary activities	-	-
Loss for the financial year after taxation	(23,904)	(93,623)

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

8 Operations of trading subsidiary (continued)

	2022	2021
	£	£
Current assets	903,931	1,225,507
Creditors: amounts falling due within one year	(976,209)	(1,273,880)
Creditors: amounts falling due after one year	(45,000)	(45,000)
Total net assets	(117,278)	(93,373)
Share capital and reserves	(117,278)	(93,373)

9 Taxation

The Trust has charitable status, and its investment income and gains are exempt from corporation tax by virtue of the provisions of section 488, Corporation Taxes Act 2010. Furthermore, it is considered that the trading activities of the Trust are carried out as the primary purpose of the charitable company and, accordingly, any element of the operating surplus attributable to such activities is also exempt from corporation tax under the provisions of that section.

10 Staff costs

	Group 2022	2021
	£	£
Wages and salaries	3,116,730	2,528,333
Redundancy	1,713	9,052
Social security costs	263,141	215,058
Pension costs	59,525	57,470
	3,441,109	2,809,913

The average number of full-time equivalent employees (including casual and part-time staff) during the period was as follows:

	Group 2022	2021
	Number	Number
Trading	19	12
Stage performances	38	36
Box office and front of house	44	42
Creative Engagement	20	26
Administration	38	24
	159	140

The number of employees whose emoluments (excluding pension contributions, employer's social security costs but including benefits in kind) fell within the following bands:

	2022	2021
	Number	Number
£80,001 to £90,000	1	-
£70,001 to £80,000	-	2

The key management personnel of the charity comprise the trustees, the Executive Director and Joint Chief Executive, Artistic Director and Joint Chief Executive, Finance Director, Technical Director, Marketing & Communications Director, Director - Creative Engagement, Strategic Director of Fundraising and Development, HR & Learning Director, Commercial Director, Associate Director, and the Senior Producer. The total cost of their employment was £615,667 (2021: £569,831).

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

10 Staff costs (continued)

Regular benchmarking exercises are carried out to ensure that staff salary rates are consistent with market rates for the sector. An annual pay review is implemented in April of each year.

During the year Neil Adleman (trustee) was reimbursed for out-of-pocket expenses of £nil (2021: £nil).

The directors of the charity are also the Trustees under charity law and received no remuneration either from the Charity or its subsidiary. The Charity has taken out indemnity insurance that protects both the Charity and its Trustees from losses arising from neglect or default by the Trustees, employees or other agents of the Group.

11 Fixed Assets

Group and company

	Freehold land and buildings £	Long Leasehold buildings £	Fixtures, Fittings and motor vehicles £	Total £
Cost				
At 31 July 2021	467,578	14,041,461	1,518,464	16,027,503
Additions	-	-	50,258	50,258
Disposals	-	-	-	-
At 31 July 2022	467,578	14,041,461	1,568,722	16,077,761
Depreciation				
At 31 July 2021	125,446	8,720,333	1,007,726	9,853,505
Provided in the period	6,537	280,000	132,884	419,421
Eliminated on disposal	-	-	-	-
At 31 July 2022	131,983	9,000,333	1,140,610	10,272,926
Book values				
At 31 July 2022	335,595	5,041,128	428,112	5,804,835
At 31 July 2021	342,132	5,321,128	510,738	6,173,998

All tangible fixed assets were used for charitable purposes. The bar, restaurant and conference facilities were also used by the trading subsidiary to generate funds.

Fixed assets includes assets held under hire purchase leases with a cost of £214,823, a book value of £85,929 and depreciation of £42,965 has been charged in the year.

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

12 Investments

Group and company

	Listed Investments £
Cost or valuation	
At 31 July 2021	680,247
Less: sale of investments	-
Net investment gains/(losses)	(19,514)
At 31 July 2022	660,733
Net book amount	
At 31 July 2022	660,733
At 31 July 2021	680,247

Investments are listed on a recognised stock exchange and are valued at fair value through the statement of financial activities.

The allocation of investments held at the period end was as follows:

	2022 £	2021 £
UK and overseas equities	394,567	443,707
UK and overseas Fixed interest	67,259	65,593
Short term cash deposits	198,907	170,947
Book value at 31 July	660,733	680,247
Historical cost at 31 July	551,975	538,064

The Charitable company also holds a £2 investment in its subsidiary (2021: £2).

The £2 investment is stated at cost and represents 100% of the ordinary share capital of Leeds Playhouse (Enterprises) Limited, company number 02441300 registered in England and Wales with its registered office at the same address as its parent company. The results and aggregate amount of capital and reserves of the subsidiary at 31 July 2022 are disclosed in note 8 to these financial statements.

Leeds Playhouse (Enterprises) Limited is controlled by virtue of the parent Charity holding 100% of the issued share capital. It has a reporting date which is coterminous with the Charity and its registered office is the same as that of the parent company.

13 Stocks

	Group 2022 £	2021 £	Charitable company 2022 £	2021 £
Raw materials and goods for resale	37,077	24,808	20,164	13,096

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

14 Debtors

	Group 2022 £	2021 £	Charitable company 2022 £	2021 £
Trade debtors	120,970	150,427	95,675	134,810
Debtors arising on operations	29,570	7,914	28,116	7,914
Other debtors	896,669	181,818	186,820	-
Other taxes and social security	21,671	123,225	21,671	123,225
Prepayments	407,082	405,096	403,425	404,997
Accrued income	326,914	704,296	326,914	704,057
Amounts owed by subsidiary undertaking	-	-	898,059	735,534
	1,802,876	1,572,776	1,960,680	2,110,537

15 Creditors: amounts falling due within one year

	Group 2022 £	2021 £	Charitable company 2022 £	2021 £
Trade creditors	246,594	267,110	232,851	258,620
Other taxes and social security	80,947	70,259	69,669	65,519
Other creditors	43,639	167,869	36,758	116,700
Finance lease creditor	58,588	80,094	58,588	80,094
Loans - Leeds City Council	532,604	264,267	532,604	264,267
Amounts owed to subsidiary undertaking	-	-	-	-
Accruals	416,035	370,327	375,040	344,879
Deferred income (note 18)	693,779	327,870	688,279	327,870
	2,072,186	1,547,796	1,993,789	1,457,949

A bank overdraft facility is secured by a fixed and floating charge over the group and charitable company's freehold land and buildings.

16 Loans & Finance lease obligations

	Group 2022 £	2021 £	Charitable company 2022 £	2021 £
Future minimum lease payments:				
Amounts due within one year	60,070	76,316	60,070	76,316
Amounts due in two to five years	-	66,599	-	66,599
	60,070	142,915	60,070	142,915
Less future finance changes	(1,482)	(10,208)	(1,482)	(10,208)
	58,588	132,707	58,588	132,707

	Group 2022 £	2021 £	Charitable company 2022 £	2021 £
Future minimum loan payments:				
Amounts due within one year	572,506	286,253	572,506	286,253
Amounts due in two to five years	948,369	1,234,622	948,369	1,234,622
	1,520,875	1,520,875	1,520,875	1,520,875
Less future finance changes	(93,241)	(93,241)	(93,241)	(93,241)
	1,427,634	1,427,634	1,427,634	1,427,634

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

17 Creditors: amounts falling due after more than one year

	Group		Charitable company	
	2022	2021	2022	2021
	£	£	£	£
Other creditors	-	-	-	-
Finance lease creditor	-	52,613	-	52,613
Loans - Leeds City Council	895,030	1,163,367	895,030	1,163,367
Other loans	45,000	45,000	-	-
	940,030	1,260,980	895,030	1,215,980

Loans payable to Leeds City Council represent the value of Leeds Theatre Trust Limited's grant contribution to the Council's scheme for the redevelopment of Leeds Playhouse and is summarised as follows:

- £500,000 loan agreement payable over 15 years from September 2021
- £957,541 loan repayable over a five-year period ending in September 2024.

Other loans represent a 3-year loan advanced to Leeds Playhouse (Enterprises) Limited by the brewery, the loan is interest free, but this is conditional on minimum purchasing commitments.

18 Deferred income

The movements in deferred income during the year were as follows. Contractual income is deferred when income is invoiced or received in advance of delivery of the associated service. The majority of deferred income relates to ticket sales for shows in the next financial year: the income is released when the performances take place.

	Group		Charitable company	
	2022	2021	2022	2021
	£	£	£	£
At 1 August 2021	327,870	557,482	327,870	557,482
Released in year	(327,870)	(557,482)	(327,870)	(557,482)
Deferred in year	693,779	327,870	688,279	327,870
At 31 July 2022	693,779	327,870	688,279	327,870

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

19 Analysis of charitable funds

For the year ended 31 July 2022	Balance at 31 July 2021	Movement in period		Transfers between funds	Balance at 31 July 2022
Restricted Funds	£	Income £	Expenditure £	£	£
Grants of a capital nature:					
Front of House Improvements	109,554	-	(5,128)	-	104,426
Premises fund - long leasehold theatre complex	5,301,971	-	(280,000)	-	5,021,971
Total capital grants	5,411,525	-	(285,128)	-	5,126,397
Grants of a revenue nature:					
Theatre of Sanctuary	10,000	10,000	(25,123)	-	(5,123)
Theatre redevelopment project	38,841	40,250	-	-	79,091
Roof Project	421,038	250,000	(16,853)	-	654,185
Leeds City Council	-	540,184	(540,184)	-	-
The Liz and Terry Bramall Charitable Trust	4	-	-	-	4
National Lottery Community Fund	-	96,569	(96,569)	-	-
ACE Celebrating Age	36,030	-	(36,030)	-	-
Esmée Fairbairn	-	66,159	(66,159)	-	-
Literary fund & Play Enabling	25,233	21,233	(32,237)	-	14,229
Ramps On The Moon	23,108	21,023	-	-	44,131
Innovations in Dementia	-	4,833	(5,000)	-	(167)
ACE Action Research	99,160	-	(6,234)	-	92,926
Andrew Lloyd Webber Foundation	12,503	-	(11,461)	-	1,042
Comic Relief	23,744	19,849	(34,770)	-	8,823
Stage One Theatre Investment Fund	653	-	(652)	-	1
Creative Arts & Dementia Project	352	-	-	-	352
Emerald Foundation	75,000	50,000	(75,000)	-	50,000
Talent Development	(1,827)	-	-	-	(1,827)
Weston Jerwood Fellowship	2,153	6,971	(9,124)	-	-
Society for Theatre Research	1,000	0	(996)	-	4
Burberry Inspire	-	63,000	(63,000)	-	-
Total revenue grants	766,992	1,190,071	(1,019,392)	-	937,671
Total Restricted Funds	6,178,517	1,190,071	(1,304,520)	-	6,064,068

Leeds Theatre Trust Limited

Notes to the Financial Statements for the year ended 31 July 2022

19 Analysis of charitable funds (continued)

For the year to 31 July 2022	Balance at 31 July 2021 £	Movement in period			Balance at 31 July 2022 £
		Income £	Expenditure £	Designations £	
Unrestricted Funds					
Designated:					
Capital Equipment fund	87,250	-	-	87,250	174,500
Roof Replacement fund	430,000	150,000	-	168,000	748,000
Grant Specific designations	608,282	-	(517,305)	-	90,977
Covid-19 Recovery fund	721,380	-	(463,503)	500,000	757,877
Total Designated funds	1,846,912	150,000	(980,808)	755,250	1,771,354
Unrestricted – general:					
Unrestricted funds	2,573,794	5,929,097	(6,627,406)	-	1,875,485
Total Unrestricted Funds	4,420,706	6,079,097	(7,608,214)	755,250	3,646,839

Leeds Theatre Trust Limited

For the year ended 31 July 2021	Balance at 31 July 2020	Movement in period		Transfers between funds	Balance at 31 July 2021
Restricted Funds	£	Income £	Expenditure £	£	£
Grants of a capital nature:					
Front of House Improvements	-	128,711	(19,157)	-	109,554
Premises fund - long leasehold theatre complex	5,581,972	-	(280,000)	-	5,301,971
Total capital grants	5,581,972	128,711	(299,157)	-	5,411,525
Grants of a revenue nature:					
Theatre of Sanctuary	10,000	-	-	-	10,000
Theatre redevelopment project	(802,294)	841,135	-	-	38,841
Roof Project	-	431,708	(10,670)	-	421,038
Leeds City Council	-	587,493	(587,493)	-	-
The Liz and Terry Bramall Charitable Trust	32,272	-	(32,268)	-	4
National Lottery Community Fund	6,745	-	(6,745)	-	-
ACE Celebrating Age	9,995	26,035	-	-	36,030
Esmée Fairbairn	66,159	-	(66,159)	-	-
Literary fund & Play Enabling	21,233	4,000	-	-	25,233
Ramps On The Moon	14,998	8,110	-	-	23,108
ACE Action Research	105,394	-	(6,234)	-	99,160
Andrew Lloyd Webber Foundation	2,503	10,000	-	-	12,503
Comic Relief	23,744	-	-	-	23,744
Stage One Theatre Investment Fund	8,518	-	(7,865)	-	653
Creative Arts & Dementia Project	351	-	-	-	351
Emerald Foundation	60,000	50,000	(35,000)	-	75,000
Talent Development	(3,857)	18,500	(16,470)	-	(1,827)
Weston Jerwood Fellowship	-	5,704	(3,551)	-	2,153
Society for Theatre Research	1,000	-	-	-	1,000
Burberry Inspire	-	60,000	(60,000)	-	-
Total revenue grants	(443,239)	2,042,685	(832,455)	-	766,991
Total Restricted Funds	5,138,733	2,171,396	(1,131,612)	-	6,178,517

Leeds Theatre Trust Limited

For the year to 31 July 2021	Balance at 31 July 2020	Movement in period			Balance at 31 July 2021
	£	Income £	Expenditure £	Designations £	£
Unrestricted Funds					
Designated:					
Capital Equipment fund	19,817	-	(19,817)	87,250	87,250
Roof Replacement fund	-	-	-	430,000	430,000
Grant Specific designations	-	-	-	608,282	608,282
Covid-19 Recovery fund	-	-	-	721,380	721,380
Total Designated funds	19,817	-	(19,817)	1,846,912	1,846,912
Unrestricted – general:					
Unrestricted funds	(112,504)	6,973,794	(2,440,582)	(1,846,912)	2,573,794
Total Funds	(92,687)	6,973,794	(2,460,399)	-	4,420,706

Grants of a capital nature

Restricted funds in respect of the long leasehold theatre complex are transferred to unrestricted funds over 50 years, being the period over which the theatre complex is depreciated. The Equipment fund represents the value of grants received towards the costs of specific theatre assets.

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Grants of a revenue nature

The Backstage Trust provided further funds totalling £250,000 towards the works to repair the Playhouse roof.

Ramps On The Moon is a collaboration between Birmingham Repertory Theatre, New Wolsey Theatre Ipswich, Nottingham Playhouse, Leeds Playhouse, Sheffield Theatres, Theatre Royal Stratford East and Graeae Theatre funded by Arts Council England aiming to lead a fundamental change across the theatre industry in the development of deaf and disabled people as performers, audiences and participants.

The Emerald Foundation provided a £50,000 grant to fund Leeds Playhouse Youth Project consisting of creative projects, workshops and production for anyone aged 5-25 years old.

The Burberry Foundation provided £60,000 in the year to enable Leeds Playhouse to work as a key partner in the Burberry Cultural Capital in Yorkshire project delivering engaging and impactful experiences, through participating schools, giving young people the creative agency to become theatre-makers in their own right.

Esmée Fairburn provided £66,159 towards project costs for co-creation and community engagement linked to the Leeds 2023 year of culture and beyond

The National Lottery Community Fund provided £96,569 to support the Buzz Programme which offers arts education opportunities for young people aged 14 to 25 with learning disabilities

The Weston Jerwood Fellowship provided funds of £6,971 for talent development of a Resident Designer.

The Andrew Lloyd Webber Foundation provided funds of £10,000 towards the Leeds Playhouse – Young Leaders, providing training, support, and a host of creative opportunities to 12 young people with a passion for the arts.

Unrestricted designated funds

Designated funds are held at the discretion of Trustees. The Trust has identified four main designated funds as follows:

- Capital Equipment Fund
- Roof Replacement Fund
- Grant Specific Designations
- Planned future deficits as part of our Covid-19 recovery plan

20 Analysis of group net assets between funds

As at 31 July 2022	Unrestricted			Total Funds
	General funds	Designated funds	Restricted funds	
	£	£	£	£
Tangible fixed assets	502,864	-	5,301,971	5,804,835
Investments	660,733	-	-	660,733
Current assets	3,724,105	1,771,354	762,097	6,257,555
Current liabilities	(2,072,186)	-	-	(2,072,186)
Long term liabilities	(940,031)	-	-	(940,031)
	1,875,485	1,771,354	6,064,068	9,710,907

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Notes to the Financial Statements for the year ended 31 July 2022

As at 31 July 2021	Unrestricted			Total Funds £
	General Funds £	Designated funds £	Restricted funds £	
Tangible fixed assets	872,027	-	5,301,971	6,173,998
Investments	680,245	-	-	680,245
Current assets	3,830,296	1,846,912	876,546	6,553,754
Current liabilities	(1,547,796)	-	-	(1,547,796)
Long term liabilities	(1,260,980)	-	-	(1,260,980)
	2,573,794	1,846,912	6,178,517	10,599,223

21 Material Item - Reduction in Contribution to Leeds City Council Capital Redevelopment in 2021

The total amount due to Leeds City Council relating to the capital redevelopment, was £4,788,876 and was accounted as expenditure in prior years. During the year Leeds City Council were awarded an ACE Capital Kickstart grant allowing the Council to reduce the overall contribution to the capital redevelopment from the Playhouse. The reduction in the final contribution in 2021 of £1,181,347 was therefore been accounted as negative expenditure in these financial statements.

22 Related party transactions

The Trust has a close working relationship with Leeds City Council, which has nominated two trustees and provides funding by means of an annual grant to enable the charitable company to carry out its charitable objectives. The following is a summary of financial transactions with Leeds City Council (excluding business rates and similar charges):

	2022 £	2021 £
Grants received	540,184	559,232

Grant funding was received either as fees under contract or by grant funding conditional on the staging of specific performances or drama training events. This income has been included in the financial statements under incoming resources from charitable activities.

The land on which the theatre complex is situated is owned by Leeds City Council and occupied by Leeds Theatre Trust Limited at a peppercorn rent, under a 250-year lease dated 3 May 2007. A balance of £1,427,094 (2021 - £1,427,634) included in other creditors due after more than one year in the balance sheet is payable to Leeds City Council representing the current value of Leeds Theatre Trust Limited's grant contribution to the Council's scheme for the redevelopment of Leeds Playhouse.

Leeds Theatre Trust Limited paid £nil (2021 £nil) for legal services to Harbottle & Lewis LLP. Neil Adleman (trustee) is a partner at Harbottle & Lewis. Leeds Theatre Trust Limited also paid £37,394 (2021: £29,198) to Spektrix Ltd for box office services. Michael Nabarro, who is a trustee of Leeds Theatre Trust Limited, is CEO of Spektrix Limited. Sarah Friskney, trustee, was employed as Senior Development Surveyor at Caddick Developments Ltd. Caddick Group PLC, the parent company of Caddick Developments paid £20,000 (2021: £20,000) in capital sponsorship to Leeds Playhouse (Enterprises) Limited, and Moda Living Limited, the sister company, paid £nil (2021: £nil) for catering to Leeds Playhouse (Enterprises) Limited during the year; Caddick Group PLC paid £nil (2021: £nil) for catering. Sharon Watson, trustee, is the Artistic Director of Phoenix Dance Theatre; Leeds Theatre Trust were invoiced £19,076 by Phoenix Dance Theatre for Box Office share of the show 40 Years of Phoenix (2021: £nil for choreography fees) and Phoenix Dance Theatre were invoiced by Leeds Theatre Trust Limited £9,566 for charges relating to the same show. All amounts were paid after the year end (2021: £nil). During the year Neil Adleman, trustee, was reimbursed for out-of-pocket expenses of £nil (2021: £nil) and Claire Lowson, trustee, £nil (2021: £nil).

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Notes to the Financial Statements for the year ended 31 July 2022

23 Comparative statement of financial activity for the year ended 31 July 2021

	Note	Unrestricted funds £	Restricted funds £	Total Funds 2021 £	Total Funds 2020 £
Income from:					
Donations and legacies	2,19	1,036,180	1,583,903	2,620,083	1,008,907
Commercial trading operations		58,640	-	58,640	588,915
Income from investments		55,289	-	55,289	57,614
Income from charitable activities	3	5,063,148	587,493	5,650,641	6,036,118
Coronavirus Job Retention Scheme		760,537	-	760,537	621,449
Total income		6,973,794	2,171,396	9,145,190	8,313,003
Expenditure on:					
Raising funds		262,336	305,391	567,727	741,788
Expenditure on charitable activities		3,473,453	826,221	4,299,674	7,691,133
Capital Redevelopment Contribution	21	(1,181,347)	-	(1,181,347)	-
Total Expenditure	4	2,554,442	1,131,612	3,686,054	8,432,921
Net income / (expenditure) before other gains / (losses)		4,419,352	1,039,784	5,459,136	(119,918)
(Losses)/gains from investments	12	94,041	-	94,041	(49,431)
Net movement in funds		4,513,393	1,039,784	5,553,177	(169,349)
Reconciliation of funds:					
Total funds brought forward	19, 20	(92,687)	5,138,733	5,046,046	5,215,395
Total funds carried forward	19, 20	4,420,706	6,178,517	10,599,223	5,046,046