

LYRIC THEATRE HAMMERSMITH LIMITED (THE)

(A Company Limited by Guarantee)

Registered Company No.1443809

Registered Charity No.278518

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

**Lyric Theatre Hammersmith Limited (The)
Trustees' Report
For the year ended 31 March 2025**

The Trustees of the Lyric Theatre Hammersmith are pleased to present their report together with the financial statements for the year ended 31 March 2025.

REFERENCE AND ADMINISTRATIVE DETAILS

Company Details

Registered Name:	Lyric Theatre Hammersmith Limited (The)
Registered Charity No.:	278518
Registered Company No.:	1443809
Registered Address:	Lyric Hammersmith Theatre Lyric Square King Street London W6 0QL
Joint Chief Executive & Artistic Director:	Rachel O'Riordan
Joint Chief Executive & Executive Director:	Amy Belson

Advisers

Auditors:	Saffery LLP 71 Queen Victoria Street London EC4V 4BE
Bankers:	Barclays Bank Knightsbridge Business Centre PO Box 32014 London NW1 2ZG
Solicitors:	Harbottle and Lewis 14 Hanover Square London W1R 0BE Farrer and Co LLP 66 Lincoln's Inn Fields London WC2A 3LH

Constitution

The Lyric Theatre Hammersmith is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association dated 14 August 1979 and last updated in 2004.

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STRATEGIC REPORT

Objectives

The objectives of the charity as set out in the Lyric's Memorandum and Articles of Association are:

- The advancement of the education of the public, and in particular of people living or working in the London Borough of Hammersmith and Fulham and in West London, in the arts.
- The provision of facilities for recreation and other leisure time occupations for the public and in particular persons living and working in the London Borough of Hammersmith and Fulham.

Mission & strategic objectives

UK Prime Minister Keir Starmer, then Leader of the Opposition, on his visit to the Lyric Hammersmith Theatre during the election campaign on the 25 June 2024, said:

"Today, I have had the pleasure of visiting the Lyric Hammersmith Theatre - a cultural venue deeply embedded into its local West London community through their work on stage as well as extensive creative engagement with young people. The Lyric's commitment to supporting their local community is testament to the positive impact a thriving theatre sector can and does make in our country. My Labour Party will always stand squarely behind organisations like the Lyric who are so key to driving growth and investment in this country."

Mission

We are the Lyric Hammersmith Theatre. We are the artistic and civic heart of West London. In our big, beautiful theatre, we present world-class theatre and tell stories that matter. We bring the best artistic talent to Hammersmith to make ambitious theatre for our audience that entertains and inspires. We believe theatre is for everyone and support tomorrow's artists to discover the power of creativity and realise their potential to shape the future of theatre.

A local theatre with a national impact. The Lyric – 130 years young.

Values

Work with integrity and respect

We support each other with kindness, openness and integrity. Together we celebrate our achievements and work collaboratively through our challenges.

Every day we learn and grow

We continue to ask questions, seek answers and share our learning with each other for the benefit of the Lyric.

Be ambitious and action-focused

We believe in excellence; we have a can-do attitude, go the extra mile and ensure our ideas become actions.

Serve our West London community

We are here for the people of West London, every decision we make and action we take should benefit our community

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Strategic objectives for 2024/25:

In 2023 the Lyric Hammersmith Theatre launched the theatre's strategic vision, defining organisational ambitions through to 2026. It forms the foundations of all strategic work and planning across the organisation.

Fundamental to the strategic work is a continued commitment to change, which is articulated through our Anti-Racism Strategy.

The vision is informed by the delivery requirements of our major funders – Arts Council England and the London Borough of Hammersmith & Fulham – alongside creative and organisational priorities that will ensure the future success of the Lyric.

Strategic Strands:

OUR WORK & IDENTITY

Positioning the Lyric in the UK theatre landscape

OUR BUSINESS DEVELOPMENT & SUSTAINABILITY

Developing and delivering against the Lyric's business model

OUR AUDIENCE & COMMUNITY

Engaging and growing the Lyric's audience and wider community

OUR PEOPLE & CULTURE

Supporting staff, young people and artists to excel

Activities & Achievements: Delivering the strategic objectives

Productions in 2024/25 included:

Artistic Director, **Rachel O'Riordan** directed a major revival of **Brian Friel's** masterpiece ***Faith Healer***.

David Haig's *Minority Report*, based on the short story by **Philip K. Dick**, directed by **Max Webster**, ***Minority Report*** was co-produced with **Nottingham Playhouse** and **Birmingham Rep**, in association with **Simon Friend Entertainment**.

A new production of **Alice Childress' seminal play *Wedding Band: A Love/Hate Story in Black and White***, directed by **Monique Touko**, who returned to the Lyric following the success of the 2023 production of ***School Girls; Or, the African Mean Girls Play***.

The UK premiere of the hit Australian musical, ***FANGIRLS***, by award-winning playwright and composer **Yve Blake**, directed by **Paige Rattray**, co-produced with **Sonia Friedman Productions**.

The world premiere of ***The Promise***, a brand new production by award-winning **Deafinitely Theatre** about dementia in the D/deaf community, written by **Paula Garfield** and **Melissa Mostyn** for D/deaf and hearing audiences in the Studio Theatre in a co-production with **Birmingham Rep** and **Deafinitely Theatre**.

Artistic Director **Rachel O'Riordan** directed **Timberlake Wertenbaker's** Olivier Award-winning modern classic, ***Our Country's Good***, with the award-winning playwright revisiting the piece for this major London revival.

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Lorraine Hansberry's American classic, ***A Raisin in the Sun***, directed by Lyric Artistic Associate **Tinuke Craig** in a co-production with **Headlong, Leeds Playhouse** and **Nottingham Playhouse**.

For the Culture: Celebrations of Blackness Festival returned in conjunction with *A Raisin in the Sun*. This three day festival featured music, art, workshops, celebrating and honouring the Black British diaspora.

Sonia Jalaly wrote the Lyric's 2024 Panto, ***Aladdin***, directed by **Associate Director, Nicholai La Barrie**.

Play On!, a major touring musical based on Shakespeare's *Twelfth Night*, directed by **Michael Buffong**, set in New York's Cotton Club and featuring Duke Ellington's timeless music. In a co-production with **Talawa, Belgrade Theatre, Birmingham Hippodrome, Bristol Old Vic, Liverpool's Everyman Playhouse**.

The Lyric hosted English Touring Theatre with their touring production of Shakespeare's ***Macbeth*** directed by their Artistic Director **Richard Twyman**.

OUR WORK & IDENTITY | Positioning the Lyric in the UK theatre landscape

Highlights of work achieved in 2024/2025:

The Lyric is a producing theatre with the ability to be genuinely eclectic; the programme for 2024/2025 included new plays alongside classics, musicals, and comedy. We were bold, innovative and welcoming in our programme. Our work in 2024/2025 told big stories from our big beautiful stage transporting audiences to different worlds. We welcomed theatre companies, producers and leading artists from across the world to make theatre in Hammersmith with us for the people of West London and beyond to great critical acclaim.

**** "Quietly spellbinding, beautifully acted staging" (*Faith Healer* | Financial Times)

**** "An important, affecting revival" (*Wedding Band* | The Guardian)

***** "A musical that feels unlike anything else" (*FANGIRLS* | The Independent)

**** "Explores the power of theatre as a humanising force" (*Our Country's Good* | The Observer)

**** "A magisterial revival" (*A Raisin in the Sun* | Evening Standard)

**** "The Lyric Hammersmith pantomime is firing on all cylinders" (*Aladdin* | The Times)

***** - "Charming, enchanting, laugh-out-loud funny" (*Play On!* | WhatsOnStage)

In the Autumn of 2024, our For the Culture biannual three-day festival returned. For the Culture is a programme of work that celebrates Black British artists and culture. This programme seeks to honour the legacy of Black British Artists while fostering creativity, representation, and new artistic voices. It also seeks to build audiences from the black diaspora and more locally from our West London community. It also seeks to enhance the audience experience of the Lyric's artistic programme and introduce new and Emerging Black British talent to a wider audience. The festival was curated by three-time BAFTA-nominated screenwriter, Sunday Times best-selling author and Young Lyric alumni Nathan Byron and Lyric Associate Director Nicholai La Barrie with 13 events and 1,856 attendees with 94% of audiences first time attendees.

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Our work with young people is sector leading. 2024 saw the end of our three-year pilot of our ambitious flagship programme *Springboard*, which has made a bold intervention into how theatre addresses the lack of affordable drama training and subsequent impact on our industry. A total of 31 trainees took part in Springboard between 2021-2024; 52% of trainees identified as Global Majority, 80% were from the top 50% of deprived wards in West London and 32% identified as having a medical condition or access requirement. 81% of trainees completed the programme, with 68% securing professional representation and 84% of alumni have found professional employment in the creative sector to date. The programme addressed the financial, geographical and institutional barriers to engagement, reflecting the challenges faced by the performing arts sector in diversifying and training new entrants to the workforce.

"SPRINGBOARD provides you with a professional working environment... We've seen 8 productions come in, rehearse and be put on the stage, on top of other rehearsals that we have sat in on ... We've seen artists ... and we're seeing the real working mechanics of this industry whilst learning ... it really does put it above and beyond other training programmes." SPRINGBOARD Trainee

We are very grateful to Esmée Fairbairn Foundation and The Emmanuel Kaye Foundation for funding the first three years of SPRINGBOARD. This generous support has provided young aspiring creatives in West London with bespoke and high-quality industry training, responding to individual needs and ensuring each trainee had a toolkit to confidently move forward in their career. Looking ahead, we aim to train another 30 young people over the next three years, generously supported by John Lyon's Charity. The success of SPRINGBOARD now and for future years is entirely dependent on the vision and generosity of our funders.

OUR BUSINESS DEVELOPMENT & SUSTAINABILITY | Developing and delivering against the Lyric's business model

Highlights of work achieved in 2024/2025:

We have further developed the Lyric's business model to provide greater financial security and sustainability for the theatre. Most notably with the creation of a Lyric Model Year, with the intention of including quantitative and financial measures to compare the Lyric's activities and budget to each year to highlight the ways in which that year varies. The Model Year will allow us to work more efficiently utilising our available resources to achieve our mission and objectives.

The further development of our Building Use Strategy has ensured greater integration of our space usage to allow us to grow both our commercial hires business, artistic work and Young Lyric projects. In close collaboration with our Landlord Hammersmith & Fulham Council we are developing a capital plan that will protect the Lyric as an asset for the people of our Borough for the future.

Our commitment to environmental sustainability has been further strengthened this year as we take the important steps to becoming a Carbon Literate organisation; with training completed by our nominated Environment Champion at Trustee level, Joint CEO/Executive Director, Head of Production and Head of Buildings & Facilities. Through our Environmental Sustainability Action Plan and Taskforce, our collaborations with other London Theatres and locally with the H&F Climate Alliance, we are making direct actions to ensure we are minimising our impact on the environment.

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OUR AUDIENCE & COMMUNITY

Engaging and growing the Lyric's audience and wider community

Highlights of work achieved in 2024/2025:

Through 2024/2025 we have had 29,901 unique bookers. 56% of patrons were new to the Lyric. Survey responders described the Lyric as entertaining, affordable and creative. This year we launched our new three-year audience development strategy to continue centring us as an audience-first organisation.

In 2024 we celebrated the 30th anniversary of Free First Night, we distributed 3,539 free tickets to people who live or work in Hammersmith & Fulham to our Main House first previews enabling equity of opportunity by ensuring everyone can experience theatre made in their home Borough together. Since 2008 22,439 schoolchildren have benefitted from our free Panto ticket scheme and in 2024, we provided an additional 1,874 free tickets to schoolchildren in Hammersmith & Fulham – ensuring every child in Hammersmith & Fulham gets the opportunity to experience theatre before they leave primary school. The impact of this programme not only enriches schoolchildren's creativity and access to culture but has a positive impact on educational potential. We achieve this through cross-curricular learning activities, supporting children's learning inside and outside of the classroom.

"Absolutely fantastic experience!" (*FANGIRLS* | Audience comment)

"Moving inspirational unexpected" (*The Promise* | Audience comment)

"An engaging and thought provoking evening." (*Our Country's Good* | Audience comment)

"It was fabulous! A wonderful play and a mesmerising performance! Many thanks to everyone involved!" (*A Raisin in the Sun* | Audience comment)

"Everyone enjoyed the show and the theatre staff were exceptional." (*Aladdin* | Audience comment)

"Free, at a time when many theatre tickets (not necessarily the Lyric) are unaffordable. This also gives the event a sense of community, warmth, generosity & inclusiveness." (Free First Night attender)

"I like the atmosphere and the way locals come together." (Free First Night attender)

"Thank you so very, very much to you and all the staff at the Lyric. The families that came with me to watch the Father Christmas show on Monday had such a lovely time - A lot of the families we work with are not privileged and some are very vulnerable so it was so lovely to see the delight on their little faces during the show. Once again, thank you for making our families Christmas a little brighter." LBHF Children's Centre Coordinator

OUR PEOPLE & CULTURE

Supporting staff, young people and artists to excel

Highlights of work achieved in 2024/2025:

The Lyric can only succeed with the right people and culture to drive it. If the Lyric is the heart of West London, then it is the people who are the blood that keep it pumping. We have focused on growing and supporting the best talent of the UK theatre industry – onstage and off, freelance and

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employed - and provide them with the culture that will allow them to thrive and succeed, embedded within this is our commitment to change articulated through our Anti-Racism Strategy.

Our priority areas to achieve this have and continue to be:

- Transparent culture: we embrace the new working culture to the benefit of the Lyric, placing our values at the heart of that culture. We have ensured our policies are clear and accessible to all.
- Proud and confident: we instil collaborative working and in all areas working as One Lyric team towards our shared mission. Through our Quarterly Staff Meetings, we share ideas and come together to learn and grow.
- Networks: we have brought people into the One Lyric community who we want to work with – strengthening our organisation capabilities and ensuring we are representative of the people we serve in our home Borough with 46% of our workforce identifying as Global Majority.
- Supporting freelancers: we have worked with the very best artists and creative practitioners, employing 120 artists in 24/25, an increase on the previous year, demonstrating the ambition we have in our work and our position as the leading cultural venue in West London.

Fundraising

We raise money from a range of sources including grants from trusts and foundations, corporate partnerships, corporate support, individual memberships, major donors, crowdfunding appeals, and special events.

In an increasingly difficult fundraising environment, particularly for the arts, we remain grateful for the ongoing – and in some cases – increased support of our current donors across all philanthropic income streams.

Team

The team was without a dedicated Trusts & Foundations fundraiser for the entire financial year due to the difficult recruitment market. The Director of Development, Nathalie Bristow, who served in post for four years, departed in October 2024 and her replacement, Zosha Nash, took up the role in January 2025. However, despite these challenges there were numerous successes for the team and philanthropic income remained steady.

Trusts and Foundations fundraising remains a challenge given the increasing demand on these organisations, many of whom have paused giving or re-evaluated their funding criteria. A small number of reliable larger foundations have now spent out, leaving gaps in the prospect pool. However, there is an increasing understanding of the need for core and multi-year funding from trusts and foundations, enabling the team to plan ahead with confidence and ensure our on and off-stage work – especially Young Lyric's demonstrably impactful work with underrepresented young people – can continue.

Individual support is a growing area for the theatre. Our membership scheme has been a key focus for expansion and we are heartened by major donor support towards both core and projects, which has made a significant difference to the Lyric's ability to maximise the impact of creative and education work.

Events are an increasing opportunity to fundraise and spread the charitable messaging of the organisation. The team have run successful and financially beneficial events including quiz nights, comedy nights and Merry Lyric Christmas. There will be more events, including a ticketed birthday party performance and gala dinner in 2025 to celebrate the Lyric's 130th anniversary (Lyric 130), as

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well as other events that will contribute to the major capital campaign to replace the main auditorium lights. We have a busy calendar of events around each of our shows to engage our members and generous donors and cultivate new supporters.

Corporate remains the theatres least active stream of philanthropic support, however we have ongoing support from a number of local businesses and have reached more through corporate workshops and opportunities around Panto.

Fundraising activity is delivered in-house by our Development team with the support of a (volunteer) Development Committee and the wider Lyric team. In 2024/25 we recruited an experienced freelance Director of Lyric 130 who is overseeing preparations for all fundraising events in our birthday year. We ensure that our fundraising staff are trained in our fundraising policies and procedures, supported with controls to ensure compliance.

We operate according to an agreed strategy and report back to the Finance & Resources Committee and Trustees at regular Board meetings through the Board member who chairs our Development Committee. Our financial goals in 2024/25 were revised responding to recruitment challenges and some disappointing bid outcomes.

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

It is possible that our fundraisers may come into contact with vulnerable people. We are especially careful and sensitive when engaging with vulnerable people, and have a Safeguarding Policy, procedures and processes in place to ensure we are doing all we can to protect vulnerable people. Our Guidelines for Fundraising Involving Vulnerable People was updated in January 2022.

We are committed to following the Code of Fundraising Practice and voluntarily subscribe to the Fundraising Regulator. We have complied with relevant laws and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation, and Charity Commission guidance, as well as our policies, such as Fundraising Policy and Ethics Policies both of which were updated in December 2023. The Development Director and Executive Director have reviewed and monitored all fundraising activity in this financial year against these policies and can report that there has been no negligence. There have been no complaints to date about fundraising at the Lyric. The Lyric is fully compliant with GDPR legislation in how we use data and communicate with our database. Our Privacy Policy states how we use data in fundraising in order to ensure we are only soliciting gifts from those who are willing and able to support us.

Future plans

2025 marks the 130th birthday of the Lyric Hammersmith Theatre. Our work on stage will showcase the bold, original storytelling that has kept our Frank Matcham auditorium at the heart of West London and UK theatre for over a century.

Productions and projects include:

- **Artistic Director Rachel O’Riordan** reunites with writer **Gary Owen** (*Iphigenia in Splott*) in a reimaging of Henrik Ibsen’s ***Ghosts***.
- The stage adaptation of ***Marriage Material*** by **Gurpreet Kaur Bhatti**, based on the critically acclaimed novel by **Sathnam Sanghera**, directed by **Iqbal Khan**.
- The **UK premiere** of the critically-acclaimed stage adaptation of ***Sing Street*** in a brand new production from Tony-Award winning creative team, including writer **Enda Walsh** (*Once*), with music and lyrics by **Gary Clark** and **John Carney**, directed by **Rebecca**

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- A brand new adaptation of *Dracula*, based on the novel by **Bram Stoker**, adapted by **Morgan Lloyd Malcolm** (*Emilia*) and directed by **Emma Baggott**.
- The launch of **The Bill Cashmore Award: One Act Play Prize**, run in conjunction with the Lyric as a nationwide opportunity for playwrights aged 18 - 30 to develop a one-act play from the page to professional stage.
- The Lyric collaborates with **Hammersmith & Fulham Council's Gangs, Violence and Exploitation Unit** (GVEU) for the touring theatre intervention production *Cross the Line* with the aim to support reducing future crime amongst young people within the borough.

As we celebrate the Lyric's 130th birthday, the Development team's focus is on a major capital campaign to complete vital work to replace the outdated lighting system with energy-efficient LED fixtures, called Light Up the Lyric. Our current lighting infrastructure, installed in 2005, is not only inefficient but also costly to maintain, environmentally unsustainable and on the brink of becoming obsolete, meaning that our on-stage work, and the off-stage work that directly responds to it – is at risk if we do not undertake the works in the next eighteen months. Additionally, upgrading to LED lighting will also significantly reduce our energy consumption, cut electricity costs, and lower our carbon footprint, aligning with our commitment to environmental sustainability.

The Reuben Foundation Wing - which houses our Young Lyric classes, much of our talent development and work with vulnerable young people, plus our rehearsal, meeting and office spaces – is now ten years old and requires capital work to ensure it is fit for purpose. This is also a priority for the team as fundraising is required to cover at least some of the costs of this work, which includes new lighting systems, updated equipment, and repairing general wear and year after a decade of intensive use.

Additional initiatives in fundraising will focus on expanding our membership scheme at all levels from Bronze to Artistic Director's Circle; membership offers vital unrestricted funding which can be allocated where it is needed most in the organisation, and enables members to see behind the curtain to the creative heart of the theatre, hearing from writers, directors and actors around each production.

Finally, we intend to run two medium scale crowdfunding campaigns – a Big Give Christmas Challenge around START, which will enter its 20th year in 2026, and one around Light Up the Lyric.

This next year the Lyric will continue to grow and strengthen its position as the creative heart of West London - a major producing house delivering for our audiences with creative engagement and opportunity at our core.

FINANCIAL REVIEW

The group's total income for the year was £6,741,434, a 6% increase on 2023/24. This represents our highest level of annual income (excluding grants towards the refurbishment of the theatre's Main House in 2018/19), after reduced audience numbers during and after the Coronavirus pandemic from 2020 to 2023 resulting in income falling to between £3.6m and £4.9m.

Of this income, £3.8m was from charitable activities, £1.4m from public funding, £0.9m from commercial activity (bars, catering, hires and events) and £0.6m from grants, donations and other fundraising.

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Total expenditure for the year was £8,125,439. This represents our highest ever level of expenditure, reflecting our most ambitious season of theatrical productions to date.

Of this expenditure, £7.1m was on charitable activities (£6.5m on theatre productions and £0.6m on our Young People's programme), £0.6m on commercial activity, £0.2m on support costs and £0.2m on fundraising.

After receipt of Theatre Tax Relief of £814,316, the net movement of funds for the year was a deficit of £569,689. The net movement of funds includes £472,193 of depreciation from restricted and designated funds.

The charity's net deficit for the year, excluding restricted funds, was £114,681.

The group's total funds at 31 March 2025 were £8,216,737, comprising £6,091,140 fixed assets held in restricted funds, £522,230 fixed assets held in designated funds, £137,031 restricted funds for activities in 2025-26, £1,458,146 in designated reserves (see below) and £8,190 general funds.

Reserves

As part of the charity's risk management strategy (see below) the potential financial impact of each risk is assessed and weighted according to its likelihood. The Trustees' reserves policy is to maintain a designated **Reserves Fund** to cover this overall level of risk. The current requirement, according to this policy, is for the Reserves Fund to hold between £1.1m and £1.5m, against which £1.1m was held at 31 March 2025. During the year a transfer of £30,000 was made from the Reserves Fund into General Funds.

The Trustees have also identified the need to hold a designated **Building Renewal Fund** for the essential replacement and renewal of equipment, fixtures and fittings over the short term, and for the larger capital expenses which will be required to maintain the theatre over the long term. The Trustees' initial assessment is that this fund should maintain a balance of between £0.2m and £0.6m during the next 4-5 years, with a view to increasing this level over the subsequent decade. Total movement on the Fund during the year was £124,633, reducing the Fund balance from £0.5m to £0.4m. Of this, £80,503 was a transfer to the Fixed Asset Fund (for fixed assets bought during the year not funded by restricted income), including a new Building Management System.

For detailed analysis of reserves see Notes 15-17 of the Financial Statements.

Risk Management

The company has a risk management strategy which includes an Organisational Risk Register and a Disaster Recovery Plan. The Register assesses the major risks faced by the company, and an outline of actions taken to mitigate each risk. The Register is reviewed quarterly by the Senior Management Team, the Finance & Resources Committee and the Board.

The most significant areas of risk that the company currently faces are:

Box office income targets

As a publicly-funded theatre committed to the production and presentation of new and innovative work we face an inherent risk in the potential failure to reach box office targets. To manage this risk, we set realistic targets and reforecast annual budgets to take account of shows which under- or over-perform against these targets. We aim for a balanced programme and seek opportunities to maximise revenue wherever possible when a show is successful.

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Fundraising targets

We raise a significant proportion of our total income from trusts, companies and individual donations, and from our commercial activity. We set realistic targets which are regularly monitored against confirmed income and we reforecast according to our performance in this area.

Building, equipment and facilities maintenance and renewal

Damage or breakdown of essential equipment or infrastructure could have a significant impact on the Lyric's ability to undertake its charitable activities. To manage this risk a schedule of planned preventative maintenance is undertaken; close communication is maintained with our landlord (the London Borough of Hammersmith and Fulham) regarding shared obligations; and a capital plan is in place for renewal and refurbishment in order to maintain the building to a standard befitting its use as a theatre and community hub.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The group consists of the Lyric Theatre Hammersmith charity and two wholly-owned subsidiaries: Lyric Hammersmith Enterprises Limited and Lyric Hammersmith Worldwide Limited.

The charity is a Company Limited by Guarantee, the Trustees of the charity being the Directors of the Company, governed by its Memorandum and Articles of Association.

Board of Trustees

The Articles of Association require that the Board comprise between ten and sixteen members as follows:

- up to four persons nominated by the London Borough of Hammersmith and Fulham who hold current office as Councillors of the Borough
- up to eight persons who in the opinion of the Directors are specially qualified for such office by virtue of their particular expertise or experience in the promotion or encouragement of the lively arts and or theatre management, of which up to four persons the Directors will endeavour to nominate from the local community; and
- up to four persons who in the opinion of the Directors are specially qualified for such office by virtue of their particular involvement engagement or employment in or with the community or voluntary sectors or other local organisation or group within the Borough.

Board Members are required to retire at the first Annual General Meeting after the third anniversary of their appointment. Board Members may be re-appointed unless they have served for more than six consecutive years.

The Trustees who have served since 1 April 2024 and to the date of this report are:

Lorraine Heggessey (Chair)
David Sharkey (Deputy Chair)
Councillor Emma Apthorp (*to 8 January 2025*)
Lameya Chaudhury
Liz Elston Mayhew
David Greig
Shivani Jaswal
Farah Karim-Cooper (*to 12 June 2024*)
Councillor Bora Kwon
Oliver Mackwood
Julie Molloy
Lisa Popham
Harbinder Singh Birdi
Councillor Nikos Souslous (*to 14 March 2025*)
Councillor Nicole Trehay

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Susan Whiddington (*from 25 September 2024*)
Councillor Lydia Paynter (*from 27 March 2025*)
Councillor Callum Nimmo (*from 27 March 2025*)
Adedoyin Olayiwola Adepitan (*from 4 June 2025*)

Observers may also attend Board meetings, subject to the approval of the Board, as representatives of the London Borough of Hammersmith & Fulham, Arts Council England, and the company's employees.

The Board met four times during the year in order to oversee the direction of the company, the day to day management of which is delegated to the Executive Team (comprising the Artistic Director and Executive Director) within terms agreed by the Board.

Recruitment, induction and training of Trustees

The Nominations Committee (see below) oversees the recruitment, induction and training of Trustees.

All new Trustees are provided with an induction pack and meetings with relevant senior staff members, and ongoing training is provided by inviting Trustees to attend relevant courses.

Committees

A Finance & Resources Committee, comprising the Chair of the Board, at least two other Board members, and co-opted ex-officio members, reports to the Board. It meets prior to Board meetings in order to oversee the company's finances, building and HR matters. Members of the Committee during 2024/25 were:

David Sharkey (Chair)
Lorraine Heggessey
Bishin Ho (*to 17 January 2025*)
Julie Molloy
Harbinder Singh Birdi
Councillor Nikos Souslous
Shivani Jaswal

A Nominations Committee, comprising at least three Board members, makes recommendations to the Board regarding the structure, size and composition of the Board, and to plan for the recruitment, appointment, induction and succession of Board members. The members of the Committee during 2024/25 were:

David Sharkey (Chair)
Lameya Chaudhury
Lorraine Heggessey
Liz Elston Mayhew
Julie Molloy
Councillor Bora Kwon

Related parties

The Lyric Theatre Hammersmith's core funders are Arts Council England and the London Borough of Hammersmith and Fulham, who provide funding to enable the company to carry out its charitable activities.

The London Borough of Hammersmith and Fulham is also the theatre's landlord. The freehold of the Lyric is owned by Ingka, who lease it to the Borough on a 999 year term. A new 125 year lease was signed in November 2018, which was drawn up as part of the Agreement to develop the site with the freeholder and the theatre's landlord.

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The Lyric Theatre Hammersmith has two wholly-owned subsidiaries:

- Lyric Hammersmith Enterprises Limited, which was established to operate the events, bar and catering facilities of the theatre. The profits of the subsidiary are donated to the Lyric.
- Lyric Hammersmith Worldwide Limited, which was originally established for the transfer of Lyric productions to the West End and any commercial exploitation of work and is now used as the vehicle to produce all Lyric productions and co-productions, maximising the benefit of theatre production tax relief. Any profits of the subsidiary are donated to the Lyric.

Remuneration Policy

The Board of Trustees do not receive any remuneration.

Remuneration for the Artistic Director, Executive Director, and Director of Finance & Resources is reviewed and set annually by the Nominations Committee. Other employees' remuneration is set with reference to the Lyric's Pay Policy and annual increases are considered by the Finance & Resources Committee as part of its regular monitoring of budgets and approved by the Board.

Lyric Theatre Hammersmith Limited (The)
Trustees' Report
For the year ended 31 March 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Lyric Theatre Hammersmith Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and 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;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

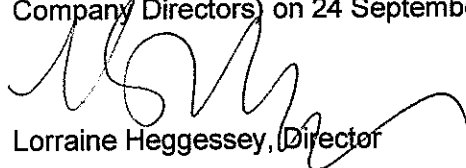
AUDIT INFORMATION

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 the steps that they ought to have taken as a trustee 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.

APPROVAL

The Trustees' Annual Report was approved by the Board of Trustees (in their capacity as Company Directors) on 24 September 2025.


Lorraine Heggeseey, Director

**Lyric Theatre Hammersmith Limited (The)
Independent Auditor's Report to the Members
For the year ended 31 March 2025**

Opinion

We have audited the financial statements of Lyric Theatre Hammersmith Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash flow statement and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or the parent 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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

**Lyric Theatre Hammersmith Limited (The)
Independent Auditor's Report to the Members
For the year ended 31 March 2025**

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.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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

Lyric Theatre Hammersmith Limited (The)
Independent Auditor's Report to the Members
For the year ended 31 March 2025

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Lyric Theatre Hammersmith Limited (The)
Independent Auditor's Report to the Members
For the year ended 31 March 2025

Use of our report

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

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Cara Turlington (Senior Statutory Auditor)
for and on behalf of Saffery LLP
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Date:

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

Lyric Theatre Hammersmith Limited (The)
Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2025

	Note	General Funds £	Designated Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Income from:						
Donations	3(a)	165,157	-	136,464	301,621	242,430
Charitable activities						
Theatre & Young						
People's Activity	2	3,806,779	-	-	3,806,779	3,428,949
Grants	3(b)	1,371,400	-	265,748	1,637,148	1,642,770
Other trading activities	4	953,312	-	-	953,312	969,628
Interest received		42,574	-	-	42,574	69,788
Total income		6,339,222	-	402,212	6,741,434	6,353,565
Expenditure on:						
Raising funds	6	1,051,669	-	-	1,051,669	1,060,819
Charitable activities	7	6,160,474	104,076	809,220	7,073,770	6,378,235
Total expenditure		7,212,143	104,076	809,220	8,125,439	7,439,054
Net losses						
on investments	12	-	-	-	-	(3,000)
Net expenditure						
before taxation		(872,921)	(104,076)	(407,008)	(1,384,005)	(1,088,489)
Taxation	9	814,316	-	-	814,316	583,497
Transfers between						
funds	15,16	53,000	(5,000)	(48,000)	-	-
Net movement in funds		(5,605)	(109,076)	(455,008)	(569,689)	(504,992)
Reconciliation of funds:						
Total funds brought forward		13,795	2,089,452	6,683,179	8,786,426	9,291,418
Total funds carried forward		8,190	1,980,376	6,228,171	8,216,737	8,786,426

These results derive from continuing activities and all gains and losses recognised in the year are included in the above statement.

The notes on pages 22 to 34 form part of the financial statements.

Lyric Theatre Hammersmith Limited (The)
Registered Company No.1443809
Balance Sheet
For the year ended 31 March 2025

	Note	2025 £	Group 2024 £	2025 £	Company 2024 £
Fixed assets:					
Tangible fixed assets	11	6,613,370	6,980,060	6,613,370	6,980,060
Investments	12	-	-	3	3
Total fixed assets		<u>6,613,370</u>	<u>6,980,060</u>	<u>6,613,373</u>	<u>6,980,063</u>
Current assets:					
Stock and work in progress		197,880	201,225	185,219	186,599
Debtors	13	1,253,236	1,171,144	1,464,401	1,241,043
Cash on deposit		168,000	495,874	168,000	495,874
Cash at bank and in hand		1,394,104	1,323,786	1,061,922	1,139,924
Total current assets		<u>3,013,220</u>	<u>3,192,029</u>	<u>2,879,542</u>	<u>3,063,440</u>
Liabilities:					
Creditors: Amounts falling due within one year	14	(1,409,853)	(1,385,663)	(1,276,178)	(1,257,077)
Net current assets		<u>1,603,367</u>	<u>1,806,366</u>	<u>1,603,364</u>	<u>1,806,363</u>
Total net assets		<u>8,216,737</u>	<u>8,786,426</u>	<u>8,216,737</u>	<u>8,786,426</u>
The funds of the charity:					
Restricted funds	15	<u>6,228,171</u>	<u>6,683,179</u>	<u>6,228,171</u>	<u>6,683,179</u>
Unrestricted funds:					
Designated funds	16	1,980,376	2,089,452	1,980,376	2,089,452
General funds	16	8,190	13,795	8,190	13,795
Total unrestricted funds		<u>1,988,566</u>	<u>2,103,247</u>	<u>1,988,566</u>	<u>2,103,247</u>
Total funds		<u>8,216,737</u>	<u>8,786,426</u>	<u>8,216,737</u>	<u>8,786,426</u>

No separate company Statement of Financial Activities (SoFA) has been prepared by the company, as permitted by Section 408 of the Companies Act 2006. The Charity's net surplus/deficit for the year, excluding restricted funds, was a deficit of £114,681 (2024: surplus of £55,792).

The notes on pages 22 to 34 form part of the financial statements.

The financial statements were approved by the board and authorised for issue and signed on 24 September 2025.

Lorraine Heggsey, Director

Lyric Theatre Hammersmith Limited (The)
Consolidated Statement of Cash Flows
For the year ended 31 March 2025

Consolidated statement of cash flows

	2025 £	2025 £	2024 £	2024 £
Net cash(used in)/ provided by operating activities		(194,627)		108,035
Cash flows from investing activities:				
Interest received	42,574		69,788	
Proceeds from sale of fixed assets	-		2,500	
Purchase of fixed assets	(105,503)		(161,276)	
Purchase of investments	-		(25,000)	
Disposal of investments	-		22,000	
Net cash used in investment activities		(62,929)		(91,988)
(Decrease)/increase in cash		(257,556)		16,047
Opening cash balance at 1 April		1,819,660		1,803,613
Closing cash balance at 31 March		1,562,104		1,819,660

Reconciliation of net income/expenditure to net cash flow from operating activities

	2025 £	2024 £
Net expenditure	(569,689)	(504,992)
Adjustments for:		
Depreciation charges	472,193	498,813
Net losses on investments	-	3,000
Interest received	(42,574)	(69,788)
Loss on disposal of fixed assets	-	114,810
Increase/(decrease) in stock and work in progress	3,346	(54,386)
Increase in debtors	(82,092)	(49,358)
Increase in creditors	24,189	169,936
Net cash (used in)/ provided by operating activities	(194,627)	108,035

Analysis of changes in cash and changes in net debt

	At 1 April 2024 £	Cash flow £	At 31 March 2025 £
Cash at bank and in hand	1,819,660	(257,556)	1,562,104
	1,819,660	(257,556)	1,562,104

The notes on pages 22 to 34 form part of the financial statements.

Lyric Theatre Hammersmith Limited (The)
Notes to the Financial Statements
For the year ended 31 March 2025

1. Accounting policies

Company status

The charity is a company limited by guarantee, registered in England and Wales. The registered office is Lyric Theatre, King Street, Hammersmith, London, W6 0QL. The members of the company have served as directors or are currently serving as directors as named on page 9. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Basis of accounting

The financial statements have been prepared under the historical cost convention. The accounts (financial statements) have been prepared in accordance with the second edition of the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1st January 2019.

The Charity constitutes a public benefit entity as defined by FRS102.

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

Consolidation

The SOFA and Balance Sheet consolidate the financial statements of the charitable company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

Going concern

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

Fund accounting

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

Designated funds comprise unrestricted funds set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Transfers between funds are made at the discretion of the Board.

Income

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

Income from commercial activities is included in the period in which the activity takes place.

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

Gifts in kind have been realised at cost.

Lyric Theatre Hammersmith Limited (The)
Notes to the Financial Statements
For the year ended 31 March 2025

Expenditure

Expenditure is recognised when a liability is incurred.

- Costs of raising funds are those costs incurred in attracting donations and those incurred in the operation of trading activities that raise funds.
- Charitable activities include expenditure associated with the operation of the theatre and such directly associated activities as touring and educational programmes. Cost of charitable activities include both the direct cost of activities and related support costs.
- Support costs include central functions and have been allocated to activity costs on a basis consistent with the use of resources. This is on the basis of the relative proportion of direct costs incurred.
- Governance costs are the costs incurred in the governance of the charity and associated constitutional and statutory requirements. These costs are allocated between the charitable activities.

Where performances of a production straddle the balance sheet date direct costs are allocated to the period in which the performance takes place; royalties and similar costs are apportioned between the periods based on the production's theatre admissions income.

Tangible fixed assets

Individual fixed assets consisting of amounts greater than £2,500 for IT purchases and £5,000 for fixtures, fittings and equipment with a useful life in excess of one year are capitalised at cost. Tangible fixed assets are depreciated over their anticipated useful lives in equal instalments. The periods used are:

Leasehold improvements	28-30 years
Reuben Foundation Wing improvements	20 years
Auditorium, Studio and FOH improvements	4-20 years
Roof Garden	12 years
Fixtures and fittings	3-15 years
Technical and computer equipment	3-8 years

Investments

Investments in the charity's two wholly-owned subsidiaries, Lyric Hammersmith Enterprises Limited and Lyric Hammersmith Worldwide Limited, are investments in shares which cannot be publicly traded and the directors therefore consider it appropriate to include the investments at cost.

The charity invests in theatrical productions which the directors consider to have value in fulfilling its charitable objects and these are therefore classed as mixed motive investments. They are accounted for at fair value based on the charity's share of underlying net assets when information is available. When information is not available, they will be accounted for at cost less a provision for impairment. Any movement in fair value is accounted for as an unrealised investment gain or loss in the statement of financial activities.

Financial Instruments

Financial assets are recognised in the Charity's statement of financial position when the Charity becomes party to the contractual provisions of the instrument. The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through the statement of financial activities are measured at fair value.

Lyric Theatre Hammersmith Limited (The)
Notes to the Financial Statements
For the year ended 31 March 2025

Other financial assets

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment. Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

Impairment of financial assets

Financial assets, other than those held at fair value through the statement of financial activities, 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 statement of financial activities.

De-recognition of financial assets

Financial assets are de-recognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

Classification of financial liabilities

Basic financial liabilities

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through the statement of financial activities are measured at fair value.

Other financial liabilities

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expenses recognised on an effective yield basis. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

De-recognition of financial liabilities

Financial liabilities are de-recognised when, and only when, the Charity obligations are discharged, cancelled, or they expire.

Lyric Theatre Hammersmith Limited (The)
Notes to the Financial Statements
For the year ended 31 March 2025

2. Income from charitable activities

	2025	2024
	£	£
Ticket sales	2,811,498	2,808,239
Touring income	95,400	102,500
Co-production income	436,789	139,222
Royalties income	11,547	25,449
Front of House sales	134,186	107,218
Income from partners	89,021	92,783
Young People's income	53,178	29,894
Other income	175,160	123,644
	<u>3,806,779</u>	<u>3,428,949</u>

3. (a) Income from donations

	2025	2024
	£	£
Total income from donations	<u>301,621</u>	<u>242,340</u>

Included within the total income from donations is £136,464 of restricted income (2024: £127,757).

(b) Income from charitable activities: grants

	2025	2024
	£	£
Public funding:		
<i>Core funding:</i>		
Arts Council England:		
National Portfolio Organisation funding	1,120,240	1,120,240
London Borough of Hammersmith & Fulham:		
3 rd Sector Investment Funding	251,160	241,500
<i>Project funding:</i>		
London Borough of Hammersmith & Fulham:		
King Charles III Coronation Youth Fund	-	27,792
The British Council	1,000	4,000
Trusts & Foundations		
<i>Restricted grants:</i>		
Young People's Programme activities	117,948	164,692
Theatre productions activities	146,800	84,396
Unrestricted grants	<u>-</u>	<u>150</u>
Total income from charitable activities: grants	<u>1,637,148</u>	<u>1,642,770</u>

Included in note 3 above are government grants of £251,160 from the London Borough of Hammersmith & Fulham (2024: £269,292).

Lyric Theatre Hammersmith Limited (The)
Notes to the Financial Statements
For the year ended 31 March 2025

4. Income from other trading activities

	2025	2024
	£	£
Fundraising events	16,665	24,858
Corporate fundraising	10,401	76,468
Other trading	144	138
Commercial trading operations (note 5)	926,102	868,164
	<u>953,312</u>	<u>969,628</u>

5. Commercial trading operations

Lyric Hammersmith Enterprises Limited

The wholly owned trading subsidiary Lyric Hammersmith Enterprises Limited, incorporated in England and Wales, pays all its profits to the charitable company by Gift Aid. Lyric Hammersmith Enterprises Limited manages catering, hires and events at the Lyric Hammersmith Theatre.

The company owns the entire issued share capital of 2 ordinary shares of £1 each. A summary of the trading results is shown below.

Summary profit and loss account:

	2025	2024
	£	£
Turnover	926,102	866,664
Other operating income	-	1,500
Interest received	2,838	4,990
Cost of sales	(177,085)	(179,560)
Administration expenses	(372,232)	(361,608)
Management fees	(219,984)	(180,000)
Net gains/(losses) on investments	-	(3,000)
	<u>159,639</u>	<u>148,986</u>
Net profit	159,639	148,986
Amount gifted to charity	(159,639)	(148,986)
	<u>-</u>	<u>-</u>
Profit retained in the subsidiary	-	-

The assets and liabilities of the subsidiary at 31 March were:

Current assets	402,025	275,468
Creditors: amounts falling due within one year	(402,023)	(275,466)
	<u>2</u>	<u>2</u>
Total net assets	2	2
Profit and loss account	-	-
Aggregate share capital and reserves	<u>2</u>	<u>2</u>
Total funds	2	2

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Lyric Hammersmith Worldwide Limited

The wholly owned trading subsidiary Lyric Hammersmith Worldwide Limited, incorporated in England and Wales provides production services to Lyric Theatre Hammersmith Limited.

The company owns the entire issued share capital of 1 ordinary share of £1. A summary of the trading results is shown below.

Summary profit and loss account:

	2025	2024
	£	£
Turnover	2,214,280	1,650,602
Cost of sales	(3,028,851)	(2,234,099)
Net profit/(loss)	(814,571)	(583,497)
Taxation	814,571	583,497
Profit retained in the subsidiary	-	-

The assets and liabilities of the subsidiary at 31 March were:

Current assets	814,571	583,497
Creditors: amounts falling due within one year	(814,570)	(583,496)
Total net assets	1	1
Profit and loss account	-	-
Aggregate share capital and reserves	1	1
Total funds	1	1

6. Expenditure on activities for raising funds

	2025	2024
	£	£
Trading companies' staff costs	331,048	325,668
Trading companies' other costs	210,514	208,235
Commercial staff costs	62,210	55,197
Fundraising staff costs	127,635	137,885
Other direct fundraising costs	47,490	17,814
Support costs (note 8)	272,772	316,020
	1,051,669	1,060,819

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7. Charitable activities

	Activities undertaken directly £	Support costs £	Total 2025 £
Theatre productions	4,786,118	1,681,912	6,468,030
Young People's programme	458,879	146,861	605,740
	<u>5,244,997</u>	<u>1,828,773</u>	<u>7,073,770</u>
			Total 2024 £
<i>Theatre productions</i>	<i>4,090,522</i>	<i>1,653,164</i>	<i>5,743,686</i>
<i>Young People's programme</i>	<i>462,604</i>	<i>171,945</i>	<i>634,549</i>
	<u><i>4,553,126</i></u>	<u><i>1,825,109</i></u>	<u><i>6,378,235</i></u>

8. Support costs

	Charitable activities £	Cost of raising funds £	Total 2025 £
Staff costs	404,284	60,301	464,585
Building costs	420,058	62,654	482,712
Administration costs	312,388	46,595	358,983
Depreciation	410,904	61,289	472,193
Disposals	-	-	-
Irrecoverable VAT on overheads	245,121	36,561	281,682
Governance costs:			
Audit fees	36,018	5,372	41,390
	<u>1,828,773</u>	<u>272,772</u>	<u>2,101,545</u>
			Total 2024 £
<i>Staff costs</i>	<i>309,428</i>	<i>53,578</i>	<i>363,006</i>
<i>Building costs</i>	<i>494,561</i>	<i>85,634</i>	<i>580,195</i>
<i>Administration costs</i>	<i>342,614</i>	<i>59,324</i>	<i>401,938</i>
<i>Depreciation</i>	<i>425,191</i>	<i>73,622</i>	<i>498,813</i>
<i>Disposals</i>	<i>99,996</i>	<i>17,314</i>	<i>117,310</i>
<i>Irrecoverable VAT on overheads</i>	<i>125,369</i>	<i>21,708</i>	<i>147,077</i>
<i>Governance costs:</i>			
<i>Audit fees</i>	<i>27,950</i>	<i>4,840</i>	<i>32,790</i>
	<u><i>1,825,109</i></u>	<u><i>316,020</i></u>	<u><i>2,141,129</i></u>

Support costs are allocated on the basis of the relative proportion of direct costs incurred.

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9. Taxation

	2025	2024
	£	£
Domestic current year tax		
UK Corporation Tax	(814,316)	(583,497)
	<u>(814,316)</u>	<u>(583,497)</u>

Income from UK Corporation Tax relates to a credit for Theatre Tax Relief.

10. Staff costs and directors' remuneration

	2025	2024
	£	£
Salaries and wages	2,499,528	2,323,373
Employers' National Insurance contributions	223,634	206,713
Employers' pension contributions	59,180	56,549
	<u>2,782,342</u>	<u>2,586,635</u>

These costs are included as follows:

Theatre productions	1,580,489	1,494,562
Young People's programme	216,374	210,317
Fundraising	127,635	137,885
Other activities for generating funds	393,258	380,865
Support costs	464,585	363,006
	<u>2,782,342</u>	<u>2,586,635</u>

The average number of employees during the year was as follows:

	2025	2024
Full time	46	43
Part time and casual	57	60
	<u>103</u>	<u>103</u>

The number of full time equivalent employees was 72 (2024: 82) in the following categories:

Theatre productions	42	53
Young People's programme	6	7
Fundraising	3	3
Other activities for generating funds	10	11
Support activities	11	8
	<u>72</u>	<u>82</u>

One employees' total employee benefits fell within the range of £60,001-£70,000, one within the range of £70,001-£80,000 and one within the range of £80,001-£90,000 (2024: one in the range of £60,001-£70,000, one in the range £70,001-£80,000 and one in the range of £80,001-£90,000).

Key management personnel comprise the Senior Management Team of 10 employees (2024: 10 employees): Artistic Director / Chief Executive, Executive Director, Associate Director, Commercial Director, Director of Communications and Sales, Director of Development, Director of Finance and Resources, Director of Young Lyric, Head of Production and Senior Producer.

The total employee benefits of the key management personnel were £672,326 (2024: £597,058).

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11. Tangible fixed assets

All assets relate to the charitable company and are used for charitable purposes.

	Leasehold improvements £	Equipment and furniture £	Total £
Cost			
At 1 April 2024	12,784,040	2,333,621	15,117,661
Additions	105,503	-	105,503
Disposals	-	-	-
At 31 March 2025	12,889,543	2,333,621	15,223,164
Depreciation			
At 1 April 2024	5,891,336	2,246,265	8,137,601
Disposals	-	-	-
Charge for the year	454,574	17,619	472,193
At 31 March 2025	6,345,910	2,263,884	8,609,794
Net book value			
At 31 March 2025	6,543,632	69,737	6,613,370
At 31 March 2024	6,892,704	87,356	6,980,060

Legal charges exist over the long-term leasehold properties to secure the interests of Arts Council England, which contributed grant funding towards their redevelopment.

12.(a) Investments in subsidiary undertakings

	2025 £	Group 2024 £	2025 £	Company 2024 £
Investment in subsidiary undertakings	-	-	3	3

Investments in subsidiary undertakings are included at cost and are unlisted. In the opinion of the directors the market value of the investment is not materially different from the cost.

	Number of shares	% of issued share capital	Cost of shares
Lyric Hammersmith Enterprises Limited (note 5)	2	100%	2
Lyric Hammersmith Worldwide Limited (note 5)	1	100%	1

(b) Mixed motive investments

	2025 £	2024 £
Purchase of investments	-	(25,000)
Disposal of investments	-	22,000
Net losses on investments	-	(3,000)

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13. Debtors

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	210,586	257,417	166,813	198,852
Subsidiary undertakings	-	-	1,070,543	730,377
Other debtors	924,995	734,070	110,424	150,573
Prepayments	45,293	88,096	45,293	69,680
Accrued income	72,362	91,561	71,328	91,561
	<u>1,253,236</u>	<u>1,171,144</u>	<u>1,464,401</u>	<u>1,241,043</u>

14. Creditors: amounts falling due within one year

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	186,493	270,087	174,210	256,775
Subsidiary undertakings	-	-	2,376	-
Taxation and social security	132,538	75,188	86,586	43,071
Other creditors	34,234	68,492	8,316	35,832
Accruals	381,869	484,820	366,704	434,323
Deferred income	674,719	487,076	637,986	487,076
	<u>1,409,853</u>	<u>1,385,663</u>	<u>1,276,178</u>	<u>1,257,077</u>

15. Restricted funds

		31 March				31 March
		2024	Incoming	Outgoing	Transfers	2025
		£	£	£	£	£
Capital extension 2004	(1)	733,196	-	(91,622)	-	641,574
Capital project 2015	(2)	5,394,806	-	(268,058)	-	5,126,748
Capital project 2018	(3)	375,385	-	(52,567)	-	322,818
Young People's fund	(4)	141,792	284,264	(299,650)	-	126,406
Restricted activity fund	(5)	38,000	117,948	(97,323)	(48,000)	10,625
		<u>6,683,179</u>	<u>402,212</u>	<u>(809,220)</u>	<u>(48,000)</u>	<u>6,228,171</u>

- (1) The Capital extension 2004 fund relates to the extension built in 2004 and represents fixed assets. The movement on the fund represents depreciation charges.
- (2) The Capital project 2015 fund comprises income received for the building of the Reuben Foundation Wing and represents fixed assets. The movement on the fund represents depreciation charges.
- (3) The Capital project 2018 fund relates to the refurbishment of the auditorium and Studio in 2018 and represents fixed assets. The movement on the fund represents depreciation charges.
- (4) The Young People's fund represents income received to support young people's activity and the related expenditure. The balance at 31 March 2025 represents income received toward activities to be undertaken in 2025-56.
- (5) The Restricted activity fund represents income received to support specific charitable activities and the related expenditure. The transfer represents expenditure on capital. The balance at 31 March 2025 represents income received towards activities to be undertaken in 2025-26.

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		31 March 2023 £	Incoming £	Outgoing £	31 March 2024 £
Capital extension 2004	(1)	824,818	-	(91,622)	733,196
Capital project 2015	(2)	5,813,088	-	(418,282)	5,394,806
Capital project 2018	(3)	427,957	-	(52,572)	375,385
Young People's fund	(4)	155,700	237,769	(251,677)	141,792
Restricted activity fund	(5)	22,400	170,868	(155,268)	38,000
		7,243,963	408,637	(969,421)	6,683,179

16. Unrestricted funds

		31 March 2024 £	Incoming £	Outgoing £	Transfers £	31 March 2025 £
Designated funds						
Fixed Asset Fund	(1)	476,673	-	(59,946)	105,503	522,230
Building Renewal Fund	(2)	487,779	-	(44,130)	(80,503)	363,146
Reserves Fund	(3)	1,125,000	-	-	(30,000)	1,095,000
Total designated funds		2,089,452	-	(104,076)	(5,000)	1,980,376
Other unrestricted funds						
General funds	(4)	13,795	7,153,538	(7,212,143)	53,000	8,190
Total unrestricted funds		2,103,247	7,153,538	(7,316,219)	48,000	1,988,566

- (1) The Fixed Asset Fund represents the net book value of tangible fixed assets. The expenditure from the fund represents depreciation charges and during the year £105,503 was transferred into the fund from the Building Renewal Fund for additions to the charity's fixed assets (see note 11).
- (2) The Building Renewal Fund provides funds for the essential replacement and renewal of equipment, fixtures and fittings over the short term, and for the larger capital expenses which will be required to maintain the Lyric Theatre over the long term. During the year £44,130 was expended on non-capitalised renewal of fixtures and fittings and a transfer was made to the Fixed Asset Fund for capitalised assets of £80,503.
- (3) The Reserves Fund has been designated by the Trustees to cover the level of financial risk inherent in the charity's operations, as identified in the risk management strategy (see page 10).
- (4) General funds represent the Charity's free reserves. During the year a transfer of £30,000 was made from the designated Reserve Fund (see above).

	31 March 2023 £	Incoming £	Outgoing £	Transfers £	31 March 2024 £
Designated funds					
Fixed Asset Fund	479,175	-	(49,727)	47,225	476,673
Building Renewal Fund	594,945	-	(59,943)	(47,223)	487,779
Reserves Fund	965,000	-	-	160,000	1,125,000
Total designated funds	2,039,120	-	(109,670)	160,002	2,089,452
Other unrestricted funds					
General funds	8,335	6,528,425	(6,362,963)	(160,002)	13,795
Total unrestricted funds	2,047,455	6,528,425	(6,472,633)	-	2,103,247

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17. Analysis of group net assets between funds

	Unrestricted funds		Restricted funds	Total 2025
	General funds	Designated funds		
	£	£	£	£
Fixed assets and investments	-	522,229	6,091,141	6,613,370
Current assets	1,418,043	1,458,147	137,030	3,013,220
Creditors	(1,409,853)	-	-	(1,409,853)
	<u>8,190</u>	<u>1,980,376</u>	<u>6,228,171</u>	<u>8,216,737</u>

	Unrestricted funds		Restricted funds	Total 2024
	General funds	Designated funds		
	£	£	£	£
Fixed assets and investments	-	476,673	6,503,387	6,980,060
Current assets	1,399,458	1,612,779	179,792	3,192,029
Creditors	(1,385,663)	-	-	(1,385,663)
	<u>13,795</u>	<u>2,089,452</u>	<u>6,683,179</u>	<u>8,786,426</u>

18. Lease obligations – charity and group

The total of future minimum lease payments under the charity's non-cancellable 125-year operating lease for the Lyric Theatre is as follows:

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Land and buildings				
One year	40,000	40,000	40,000	40,000
Two to five years	160,000	160,000	160,000	160,000
More than five years	4,545,653	4,585,544	4,545,653	4,585,544
	<u>4,745,653</u>	<u>4,785,544</u>	<u>4,745,653</u>	<u>4,785,544</u>

19. Related party transactions

During the year ended 31 March 2025 trustees and persons connected with them received no remuneration (2024: nil) and £500 expenses (2024: £250).

During the year ended 31 March 2025 trustees and persons connected with them made donations to the Charity totalling £9,625 (2024: £9,331).

At 31 March 2025 the following amounts were owed to the Charity by its subsidiary companies:

- Lyric Hammersmith Enterprises Limited: £253,596 comprising a donation of £159,639 and a net amount of £93,957 for intercompany recharges.
- Lyric Hammersmith Worldwide Limited: £814,570 comprising payments for production services.

Transactions between Lyric Theatre Hammersmith and its subsidiaries are detailed in note 5.

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20. Comparative consolidated statement of financial activities for the year ended 31 March 2024

	Note	General Funds £	Designated Funds £	Restricted Funds £	Total 2024 £
Income from:					
Donations	3(a)	114,673	-	127,757	242,430
Charitable activities					
Theatre & Young					
People's Activity	2	3,428,949	-	-	3,428,949
Grants	3(b)	1,361,890	-	280,880	1,642,770
Other trading activities	4	969,628	-	-	969,628
Interest received		69,788	-	-	69,788
Total income		5,944,928	-	408,637	6,353,565
Expenditure on:					
Raising funds	6	1,060,819	-	-	1,060,819
Charitable activities	7	5,299,144	109,670	969,421	6,378,235
Total expenditure		6,359,963	109,670	969,421	7,439,054
Net losses on investments	12	(3,000)	-	-	(3,000)
Net income/(expenditure) before taxation		(418,035)	(109,670)	(560,784)	(1,088,489)
Taxation	9	583,497	-	-	583,497
Transfers between funds	15, 16	(160,002)	160,002	-	-
Net movement in funds		5,460	50,332	(560,784)	(504,992)
Reconciliation of funds:					
Total funds brought forward		8,335	2,039,120	7,243,963	9,291,418
Total funds carried forward		13,795	2,089,542	6,683,179	8,786,426