

NEW DIORAMA

England & Wales · Charity number 278795

Details

Other names	QUICKSILVER THEATRE
Status	Registered
Legal form	Charitable company
Company number	01453811
Registered	1979-11-14
Register	View on the Charity Commission register

Contact

Address	New Diorama Theatre 15-16 Triton Street London NW1 3BF
Phone	02073839037
Email	reece@newdiorama.com
Website	www.newdiorama.com

Activities

Objects: TO PROMOTE MAINTAIN IMPROVE AND ADVANCE PUBLIC EDUCATION, PARTICULARLY BY THE PROMOTION OF EDUCATIONAL DRAMA AND OTHER FINE ARTS ESPECIALLY THOSE ACTIVITIES WHICH SEEK TO MAKE THE ARTS RELEVANT TO THE COMMUNITY INCLUDING THE ARTS OF DRAMA MIME DRAMATIC IMPROVISATION LITERATURE DANCE SNGING AND MUSIC AND TO FORMULATE PREPARE AND ESTABLISH SCHEMES THEREFORE. (FOR FURTHER DETAILS SEE MEMORANDUM AND ARTICLES OF ASSOCIATION).

Activities: To promote, maintain, improve and advance public education through dramatic performance in all forms, to make the arts relevant to the community.To provide recreation/leisure time with the object of improving conditions of life inclusive of youth, age, infirmity, disablement, poverty or social and economic circumstances and that such facilities shall be available to the public at large.

Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin

Geography

- **Area of benefit:** UNITED KINGDOM
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,365,171	£1,536,867	£113,319	10
2024-03-31	£1,318,270	£1,348,285	£285,015	8
2023-03-31	£1,185,142	£1,195,925	£315,030	11
2022-03-31	£1,347,039	£1,216,428	£325,813	10
2021-03-31	£616,415	£572,861	£195,202	6

Trustees

Name	Role	Appointed
PHILIP THOMAS GRAHAM	Chair	
Anne Maral Devlet		2017-06-28
Emma Romakala Collings		2023-05-02
JAMES DANBY		2011-09-09
Louise Rothnie		2013-12-23
MARK ROSS		2012-01-23
Miriam Ryley		2014-06-02
Natalie York		2021-01-12
Tanya Agarwal		2021-07-04
Tom Copley		2014-02-28

NEW DIORAMA

England & Wales - Charity number 278795

Accounts

Company number 1453811
Charity number 278795

New Diorama

(Limited by Guarantee)

Report and Consolidated Financial Statements

for the year ended 31 March 2025

Breckman & Company Ltd
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

New Diorama
(Limited by Guarantee)

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New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 1453811, incorporated under the Companies Act and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 278795.

Directors and trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

As set out in the Articles of Association, new trustees are appointed by proposal from existing trustees in writing via the Secretary, a proposal that is then voted on at any General Meeting. On 5 December 2006, the trustees passed a Special Resolution to alter the Articles of Association so that any new trustee is appointed for a fixed-term of four years, after which time they may stand for re-election.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees throughout the year and since the year end, were:

Philip Graham - Chair
Tanya Agarwal
Emma Collings
Tom Copley
James Danby
Anne Maral Devlet
Utku Guder resigned 10 October 2024
David Hermanstein resigned 4 November 2024
Mirium Matthew
Mark Ross
Elly Rothnie
Anthony Vaughan
Natalie York

Secretary

Sophie Wallis

Chief executive/day to day management

Bec Martin - from 1 January 2024 until 31 August 2024
Jonathan Maydew-Gale - co-CEO from 1 September 2024
Sophie Wallis - co-CEO from 1 September 2024

Auditors

Breckman & Company Ltd, Chartered Certified Accountants, 49 South Molton Street, London W1K 5LH.

New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Bankers

Bank of Scotland, 38 St. Andrew Square, Edinburgh EH2 2YR.

CAF Bank Ltd, 25 Kingshill Avenue, Kingshill, West Malling, Kent ME19 3JQ.

Solicitors

Harbottle & Lewis, 7 Savoy Court, London WC2R 0EX.

Registered office and operational address

New Diorama Theatre, 15-16 Triton Street, Regent's Place, London NW1 3BF.



Trustees Report 2024-25

The Trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2025, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and 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 (FRS 102).

Structure, Governance & Management

A board of Trustees, who meet regularly, administers the charity. Co-Chief Executive Officers are appointed by the Trustees to manage the day-to-day operations of the charity. The company is represented by the solicitors Harbottle & Lewis.

Core Staff

Emma Clark, Head of Programme

Flavia Fraser-Cannon, Head of Communications (*joined August 2024*)

Stella Green, Artist Support Producer (*joined September 2024*)

Jonathan Maydew-Gale, Executive Director & Co-CEO

Ryan Mellish, General Manager

Jo Salkilld, Finance Director (*p/t*)

Sayeedah Supersad, Production Manager

Sophie Wallis, Executive Producer & Co-CEO (*p/t*)

Leavers

Holly Adomah, Marketing Manager (*left June 2024*)

Rebecca Martin, Artistic Director and CEO (*left September 2024*)

Pay Policy

All Staff remuneration is reviewed on an annual basis by the board of Trustees through a benchmarking process against other similar sized and performing arts organisations based in London.

Related Charities

There are no related charities

Objectives & Activities for the Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

New Diorama's central **Mission** is to be a first-class local theatre with a world-class profile. Our **Ambition** is to be the national epicentre of collaboratively devised theatre.



Since opening in 2010, we have established an award-winning record of commissioning the most exciting, innovative new theatre and as thought-leaders for meaningful artist support and sector development. We champion, support, and develop theatre companies, ensembles, and makers by creating a nurturing holistic ecosystem where independent theatre can thrive.

Award-Winning Artist Support: Collaborative co-creation programmes which enhance artistic and business skills to help artists build a sustainable future in a volatile industry.

R&D Platforms: Providing time and space alongside significant seed funding, and expert support to help initiate and develop new ideas.

Community Impact: Collaborative projects that connect our work with local audiences and participants to raise creative aspiration and opportunity.

Production Pathways: Showcasing opportunity and platforms that champion artistic form and innovation - serving as a launchpad for exciting new work.

Industry-Leading Commissions: Significant co-production investment and substantive holistic support to create bespoke work for our stage.

Based in the heart of one of the most diverse wards in London, each year we welcome +20,000 audience members to see our innovative productions and provide ~10,000 local residents and community members with access to the arts and creative opportunity

Our pioneering artist support programmes reach hundreds of independent companies and freelance artists annually, providing resources and mentorship to progress their practice, careers, and company development that is not available anywhere else.

Our commissioned work has transferred to the West End and Broadway (Nouveau Riche's Olivier-nominated *For Black Boys...* and Spitlip's Olivier award-winning *Operation Mincemeat*), regularly tours nationally and internationally to prestigious venues including Germany's Schaubühne (*Kandinsky's Trap Street*), and broadcast on the BBC (*Breach Theatre's It's True, It's True*).

Principal Activity (01 April 2024 to 31 March 2025)

The principal activity of the company during the year continued to be the presentation and development of collaborative company-led theatre and the promotion of educational drama.

Below are some headlines which reflect some highlights and accomplishments - through the varying productions, transformative projects, events, and access initiatives that New Diorama offer.

Artistic Programme

New work commissions have always formed the core of New Diorama's artistic programming philosophy. Our unique commissioning support goes beyond simply providing a platform. We provide time, and space to develop ideas through our R&D engine. We provide generous



commissioning fees as well as a share of box office, and our experienced team provide expanded marketing and production support packages. 2024-25 saw three major commissions grace our stage:

Between the Lines - April 2024

Co-produced with The Big House (a charity which transforms the lives of care leavers and at-risk young people through performance). A story about music, community and freedom of expression, it was critically well received.

★★★★ ‘A play that pulsates with life... a celebration of artistic expression and the power of community’ **Afridiziak**

King Troll (The Fawn) – September 2024

A dark and otherworldly thriller about two South Asian sisters, desperate to escape the border regime without losing their humanity. A dystopian exploration of migrant experiences in all their complexity. Nominated for awards in lighting and sound.

★★★★★ “A play that warns, frights and chills us to the bone.” **Time Out**

The Glorious French Revolution (or: why sometimes it takes a guillotine to get anything done) - November 2024

Award-winning YESYESNONO utilised their unique brand of epic story-telling to stage a radical adaptation of the French Revolution – in its manifestation both a historical narrative and contemporary touchstone for political thought.

New Diorama are especially proud of this production, as it exemplifies the level of support that is required for ambitious, new work to be fully realised. NDT have provided ongoing creative and developmental support since 2022, through our pioneering Artist Development Programmes NDT Broadgate and Intervention01.

★★★★★ “Intensely relevant political theatre” **The Stage**

In a shift from New Diorama’s usual approach to programming, a new artistic direction was introduced, intending to provide platform to a wider array of artists (beyond theatre companies), with an enhanced use of the stage at its core.

The Long Run – April 2024

A captivating, joyful comedy about love, cancer and really long journeys, this award winning production was extremely well-received by audiences.

“The story is incredibly touching. Funny and sad. Painful and joyous. But, above everything, it is filled to the brim with hope and connection.” **Audience Member on X (formerly Twitter)**

Ugly Sisters – September 2024

On the day The Female Eunuch is issued in America, a transgender woman in flapping draperies



rushes up to Germaine Greer and says: thank you - thank you so much for all you've done for us girls. An operatic, heretic, parasitic and hallucinatory retelling of this very moment.

An Untapped 2024 winning show returned to NDT fresh from a sell-out Edinburgh Fringe run.

★★★★ ***"Ephemeral and thought-provoking."*** **The Guardian**

Lynn Faces – February 2025

A funny, farcical and poignant new play by multi award-winning writer Laura Horton, the play explored challenging themes of abusive and coercive behaviour, as well as the power of friendship and how silliness can be healing.

"A darkly comic and tender piece about surviving domestic abuse that makes us wince once moment, then marvel at women's resilience the next." **The Observer**

The Mosinee Project – March 2025

Mosinee, Wisconsin, 1950. An idyllic Midwestern town is about to wake up to a nightmare. A fevered, darkly funny reconstruction, interrogating how we wrestle with our fears and turn them into stories.

Another Untapped 2024 winning show returned to NDT fresh from a sell-out Edinburgh Fringe run.

★★★★ ***"Invites the audience to revisit history and question the very nature of performance."*** **Theatre Weekly**

Artist Support

Our flagship Artist Support Programme, *Untapped* (in partnership with Underbelly and Concord Theatricals) continued to address the significant barriers for under-represented artists looking to showcase at the world's largest performing arts festival.

The winners of the 2024 Untapped award were;

- DRUM - Our Day
- Ugly Sisters - piss / CARNATION
- The Mosinee Project - Counterfactual

Each company enjoyed previews at NDT before heading to Edinburgh to perform at Underbelly, with a publishing deal with Concord Theatricals awaiting them at the end. All of the productions were well received in Edinburgh.

★★★★★ 'Iconic, bold, and totally captivating' Binge Fringe on Ugly Sisters

The New Diorama team continued to deliver their unique experience and understanding of the sector in support of independent freelancers at our *Artist Surgeries*, meeting with more than 175



early career artists and companies, inviting them to come and enjoy a coffee on us, and to discuss anything they wish such as producing, fundraising, marketing or career trajectory.

“I hugely enjoyed our conversation... and am delighted the outcome is a week of R&D funded by the Arts Council.” Artist Surgery Participant, April 2024.

Throughout 2024-25, NDT have continued to offer our studio and theatre space for FREE to freelance and independent artists and companies to use. During this period NDT have subsidised more than £250,000 in-kind support to help develop ideas, funding applications, support company development and provide space for R&D, rehearsals and performance.

“Our company loved working in the space... All of your team were hugely helpful and we are so grateful for all the support.” Emerging Theatre Company, July 2024.

Here is a snapshot of some of the projects which have benefitted from our support in 2024-25:

- The Royal Court Theatre – Scenes from a Repatriation
Fully subsidised theatre hire for Auditions, with FOH support
- Flawbored – Workshop
Fully subsidised studio hire for Disabled Artist Wellbeing Workshop
- Projekt Europa – First Drafts
Fully subsidised theatre hire for award-winning migrant artist Scratch Night, with Box Office and FoH support
- Pan Arts – Weapon of Choice
Fully subsidised theatre hire for intercultural arts organisation scratch performance, with Box Office and FOH support
- Kestrel - Magnify
Fully subsidised theatre hire for arts organisation who work in the criminal justice system for rehearsal and performance, with Box Office and FOH support

Community Engagement

The Shivers, a spy thriller for young audiences from award-winning duo emma+pj was collaboratively devised with more than 150 students from five local primary schools. It toured 14 venues across Camden and the City of London reaching more than 1,000 young audience members culminating with two performances on our stage at NDT.

“New Diorama Theatre provided our children with an experience some of them have never been exposed to before: live theatre. Making performing arts accessible to children who otherwise may never experience it is invaluable.” St Alban’s Primary School, Camden



Once again, we also worked with one of our local partner primary schools to help them deliver their end of year show on the NDT stage.

“Coming to you is a such a great experience for the kids (and staff!) and it really elevated their performance. Thank you to everyone who gave their time and was very patient with us!” Netley Primary School and Centre for Autism

Camden Youth Theatre (CYT), run in conjunction with Camden People’s Theatre (CPT) continued to run under the stewardship of Shamira Turner and Phoebe Fairchild, who both came through the CYT programme. Rhys Howarth (NDT FOH/ Bar & CYT Alumni) also continued as a trainee facilitator to up-skill him as he explores his next steps into the industry through training at Higher Education level.

CYT remains a core community programme for NDT, that is felt to be underperforming and has the potential to be much more prominent in the lives of the Young People of our local community. With a change of leadership at CPT, as well as our own leadership transitions in 2024, we’ve continued to reinvigorate recruitment and artistic vision for CYT in both the short and long-term. A comprehensive annual review process has led to a co-created revived offer, to now include free dinner provided for all attendees and a recommitment to performances each term.

As ever, our programming - especially major commissions include workshops with CYT in their engagement activity. For example, CYT attended a matinee performance of King Troll for free with a subsequent workshop themed around the subject matters of the piece, led by assistant director Neetu Singh.

“The group hugely enjoyed the show and were chatting animatedly about it afterwards... [it tied] back to the work we had done in Neetu’s workshop session with CYT, so that was really wonderful for them to join the dots!” Shamira Turner (CYT Facilitator)

A similar workshop was also held for 22 members of the Third Aged Project (TAP) who also watched this and all other of our shows on stage at their usual hosted community matinee performance. This vital resource for local, elderly, isolated members of the community, means they can enjoy a cup of tea or coffee and a biscuit with the cast, and gives them the chance to socialise and discuss the show and its themes. New Diorama also supports the TAP annual Summer Performance and Pantomime with provision of the theatre, and technical and FoH staff.

“A beautiful opportunity for our group... something which wouldn’t normally be able to happen.” Naomi, General Manager for TAP

As part of our ongoing access initiatives, we launched a Pay What You Can pilot scheme for tickets to see our co-produced commissioned performances on eligible shows. Our PWYC prices range from £0 to +£25, but we never ask anyone to justify the amount they want to pay. The scheme launched in January 2025 as part of our commitment to ensuring everyone, regardless of background or circumstance, can engage with, and experience theatre.



Funding

New Diorama is a registered charity and we rely on awards and donations to help make our work possible. We are grateful to everyone who supports us, whose commitment brings to life our productions, artist support programmes, and community engagement.

As a small independent theatre, we genuinely would not be able to continue our work without the kind support of the following:

Arts Council England
British Land
City of London Corporation
John Ellerman Foundation
Esmée Fairbairn Foundation
John Lyon's Charity
Cockayne Foundation
Santander
Marsland McAdoo

We would also like to thank everyone who has donated to New Diorama including those generous individuals who wish to remain anonymous.

Plans & Initiatives (2025-26)

In 2024, New Diorama Theatre faced a crisis following a failed leadership transition that revealed severe organisational vulnerabilities and impacted our activities, operations and finances. Through our team's collective efforts, we have now re-established organisational and financial stability, and reasserted our identity as a radical, artist-first production house.

As we look to the future again, at the centre of our reinvigorated mission as a champion of independent theatre and company devised work are three interconnected strategic priorities:

Reimagining Leadership & Artistic Direction

We're implementing a bold new leadership model that challenges traditional executive hierarchies, and will transform how New Diorama is led, operates, and thrives.

Forging Strategic Partnerships

We will leverage deeper collaborative partnerships to enhance our industry impact and expand our support for artists.

Creating New Artistic Pathways

With traditional development pathways becoming increasingly inaccessible, we're building new routes for underrepresented artists to develop and showcase work.

These interventions will create vital opportunity and infrastructure where existing support have collapsed and will complement our established programmes.



By strengthening our artistic and organisational infrastructure, collaborative approach and artist development pathways, we aim to address the most pressing challenges facing independent theatre-makers today while ensuring NDT continues its evolution as a pioneering force in British theatre.

Major Risks

Funding Climate: New Diorama continues to rely on support from Trusts, Foundations, Arts Council England and kind yet crucial donations from individuals to deliver our industry-leading work for early-career artists and the community we represent. Competition for these funds has become tougher than ever before. Despite a great track record in attracting support, we are always reviewing the risks surrounding our reliance on fundraising, and looking for new, long-term revenue and income streams through new opportunities and with a new approach.

NDT Café: The Café now needs to provide a steady, reliable income stream, and needs to complement our work and continue to grow the offer to our local community. The priority has shifted from stability of the operation to upping the offer and looking to establish the Café/Bar as a secure, reliable and successful operation to provide financial stability for the future of the wider organisation.

Leadership Transition: NDT underwent two leadership transitions in 2024. Distributed leadership models are emerging across sectors as more effective, sustainable, and inclusive, we believe this is the future of the leadership in our sector and are pioneering the blueprint for it. Leadership transitions inherently carry risk, the organisation's risk register has been updated accordingly and will help with further mitigation of the identified risks.

Financial Review

As of 31 March 2025 unrestricted funds were £88,256 of which £49,291 were designated as a Commissioning and Resilience Fund. Restricted funds were £25,063.

Reserves Policy: The Trustees believe it prudent to aim for a financial cushion in excess of three months' core salaries and overheads. As of 31 March 2025 this was £138,000 set against free, undesignated reserves of £30,500.

Statement of Trustees Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:



- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 (FRS102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

The 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.

Small Company Exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies. This report was approved by the Board of Trustees on 26 September 2025 and signed on its behalf by:

Signed by:

Philip Graham

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Philip Graham , Chair of the Board of Trustees
New Diorama Theatre

Independent Auditors' Report to the Members of New Diorama

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

We have nothing to report in this regard.

Independent Auditors' Report to the Members of New Diorama

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 10 and 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and 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 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.

Independent Auditors' Report to the Members of New Diorama

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

Our assessment focussed on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Independent Auditors' Report to the Members of New Diorama

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 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.

Signed by:

44007CAC2117467...

Mr Richard Nelson FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditor
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

26 September 2025

New Diorama

(Limited by Guarantee)

Consolidated Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 March 2025

	Notes	General funds £	Restricted funds £	2025 Total £	General funds £	Restricted funds £	2024 Total £
Income and endowments from:	2						
Donations and legacies - page 18		87,665	-	87,665	223,609	-	223,609
Charitable activities:							
Theatre - pages 19-20		771,672	115,863	887,535	539,153	260,824	799,977
Other trading activities:							
Commercial trading operations	11	107,250	-	107,250	62,160	-	62,160
Investments		1,712	-	1,712	1,572	-	1,572
Other - page 20		281,009	-	281,009	230,952	-	230,952
Total		<u>1,249,308</u>	<u>115,863</u>	<u>1,365,171</u>	<u>1,057,446</u>	<u>260,824</u>	<u>1,318,270</u>
Expenditure on:							
Raising funds:							
Fundraising		590	-	590	420	-	420
Commercial trading operations	11	131,178	-	131,178	72,578	-	72,578
Charitable activities:							
Theatre - page 21		1,270,401	134,698	1,405,099	921,713	353,574	1,275,287
Total		<u>1,402,169</u>	<u>134,698</u>	<u>1,536,867</u>	<u>994,711</u>	<u>353,574</u>	<u>1,348,285</u>
Net income/(expenditure)	3	(152,861)	(18,835)	(171,696)	62,735	(92,750)	(30,015)
Transfers between funds	17, 18	<u>2,022</u>	<u>(2,022)</u>	<u>-</u>	<u>2,528</u>	<u>(2,528)</u>	<u>-</u>
Net movement in funds		(150,839)	(20,857)	(171,696)	65,263	(95,278)	(30,015)

New Diorama

(Limited by Guarantee)

**Consolidated Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2025**

Reconciliation of funds:

Total funds brought forward		239,095	45,920	285,015	173,832	141,198	315,030
Total funds carried forward	17, 18	<u>88,256</u>	<u>25,063</u>	<u>113,319</u>	<u>239,095</u>	<u>45,920</u>	<u>285,015</u>

The notes on pages 26 to 40 form an integral part of these financial statements.

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

New Diorama

(Limited by Guarantee)

Year ended 31 March 2025

	2025		2024	
	£	£	£	£
Income from donations and legacies				
Grants				
Garrick Charitable Trust Grant	-		3,000	
Plato Trust	-		20,000	
Regents Place	16,846		83,912	
Esmee Fairbairn Foundation	26,250		25,000	
Foyle Foundation	-		30,000	
John Ellerman Foundation	30,000		30,000	
Fenton Arts Trust	-		4,800	
Noel Coward Foundation	-		2,000	
		73,096		198,712
Donations				
Individual giving/donations	7,569		9,897	
Santander Season Sponsorship	7,000		15,000	
		14,569		24,897
		87,665		223,609

New Diorama

(Limited by Guarantee)

Year ended 31 March 2025

	2025	2024
	£	£
Income from charitable activities		
Theatre income		
Fees	11,021	5,287
NDT Box office	64,801	145,516
Royalties	6,467	7,360
Co-production	641,528	296,805
Hire of venue (Artistic and Corporate)	46,799	26,820
Cafe/Bar	(266)	57,065
Sundry	1,322	300
	<u>771,672</u>	<u>539,153</u>

New Diorama

(Limited by Guarantee)

Year ended 31 March 2025

	2025	2024
	£	£
Project specific funding		
Grants/Donations		
ACE - Backstage	-	2,552
ACE - New Show Development	-	2,765
ACE - Community Programme	-	27,876
ACE - Artist Development	-	35,712
Casey Trust	2,000	-
CILNF Broadgate Legacy Fund	45,300	90,500
Jack Petchey Fund	-	900
British Land	48,563	73,580
John Lyon's Charity	20,000	20,000
Jerwood Arts	-	6,000
Writers Guild	-	939
	<u>115,863</u>	<u>260,824</u>
Other Income		
Theatre Tax Relief	<u>281,009</u>	<u>230,952</u>

New Diorama

(Limited by Guarantee)

Year ended 31 March 2025

	2025	2024
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Box office ticketing fees	11,274	5,307
Salaries/fees	438,713	518,096
Social security costs	17,658	16,995
Staff pension costs	7,421	8,964
Production costs	631,577	275,874
Sets/costumes/props	26,131	17,705
Performance access	4,745	3,361
Travel/transport/freight	17,117	43,071
Hospitality	8,105	3,404
Artist support costs	961	7,850
Publicity	20,117	41,691
Outreach	4,487	6,552
Light/sound	10,535	9,785
NDT Broadgate	-	13,366
Public spaces refurbishment costs	-	398
The Knot	12	17,814
Research/development	66	20,954
Depreciation of fixtures/fittings/equipment	4,157	4,491
Opening stock	-	2,645
Cafe/bar purchases	-	19,746
Cafe/bar salaries/casual staff	19,427	48,474
	<u>1,222,503</u>	<u>1,086,543</u>
Support costs - page 22	163,883	171,865
Governance costs - page 22	18,713	16,879
	<u><u>1,405,099</u></u>	<u><u>1,275,287</u></u>

New Diorama**(Limited by Guarantee)****Year ended 31 March 2025**

	2025		2024	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Rent/rates/service charges	63,604		65,844	
Light/heat	29,557		30,711	
Telephone/fax/internet	5,125		6,379	
Insurance	1,959		10,219	
Repairs/maintenance	18,445		10,412	
Cleaning materials	13,375		3,459	
Equipment maintenance/purchase	2,721		8,040	
Depreciation of "Studio"	1,054		1,054	
		135,840		136,118
Administration costs				
Casual/other staff	-		9,325	
Staff training	565		142	
Staff welfare	7,072		3,659	
Staff recruitment	-		200	
Travel	184		5,265	
Printing/postage/stationery	846		2,452	
Auditorium seating service	-		210	
Subscriptions/licences	3,434		2,745	
IT/software support/website	10,355		6,454	
Sundries	1,585		1,196	
		24,041		31,648
Professional/financial				
Consultancy fees	-		3,450	
Evaluation costs	-		200	
Bank charges	463		449	
Bad debts	300		-	
		763		4,099
Deficit on disposal of tangible fixed assets		3,239		-
		163,883		171,865
Governance costs				
Legal	3,213		79	
Accountancy	7,500		11,050	
Audit	8,000		5,750	
		18,713		16,879
		182,596		188,744

New Diorama

(Limited by Guarantee)

Consolidated and Charity Balance Sheet
31 March 2025

	Notes	2025 Group £	2024 Group £	2025 Charity £	2024 Charity £
Fixed assets:					
Tangible assets	8	13,528	15,581	13,528	15,581
Investments	9	-	-	4,097	4,097
		<u>13,528</u>	<u>15,581</u>	<u>17,625</u>	<u>19,678</u>
Current assets:					
Stocks	12	1,964	2,984	-	-
Debtors	13	43,474	112,429	70,505	117,772
Cash at bank and in hand		93,167	251,509	93,512	251,382
		<u>138,605</u>	<u>366,922</u>	<u>164,017</u>	<u>369,154</u>
Liabilities:					
Creditors: amounts falling due within one year	14	(38,814)	(97,488)	(33,977)	(93,399)
Net current assets		<u>99,791</u>	<u>269,434</u>	<u>130,040</u>	<u>275,755</u>
Total assets less current liabilities		<u>113,319</u>	<u>285,015</u>	<u>147,665</u>	<u>295,433</u>
The funds of the charity:					
General funds		38,965	189,804	73,311	200,222
Designated funds		49,291	49,291	49,291	49,291
Total unrestricted funds	17	<u>88,256</u>	<u>239,095</u>	<u>122,602</u>	<u>249,513</u>
Restricted income funds	18	<u>25,063</u>	<u>45,920</u>	<u>25,063</u>	<u>45,920</u>
Total charity funds		<u>113,319</u>	<u>285,015</u>	<u>147,665</u>	<u>295,433</u>

The Trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the Company.

The financial statements were approved by the Board of Trustees on 26 September 2025 and signed on its behalf by

Signed by:

Philip Graham

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Philip Graham

Chair of the Board of Trustees

The notes on pages 26 to 40 form an integral part of these financial statements.

Signed by:

James Danby

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James Danby

Trustee

New Diorama

(Limited by Guarantee)

Consolidated Cash Flow Statement for the year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities	24	<u>(153,657)</u>	<u>(131,559)</u>
Cash flows from investing activities:	22		
Dividends, interest and rents from investments		1,712	1,572
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		<u>(6,397)</u>	<u>(1,025)</u>
Net cash provided by investment activities		<u>(4,685)</u>	<u>547</u>
Change in cash at bank and in hand in the reporting period		(158,342)	(131,012)
Cash at bank and in hand at the beginning of the reporting period		<u>251,509</u>	<u>382,521</u>
Cash at bank and in hand at the end of the reporting period		<u><u>93,167</u></u>	<u><u>251,509</u></u>

New Diorama**(Limited by Guarantee)****Charity Cash Flow Statement
for the year ended 31 March 2025**

	Notes	2025 £	2024 £
Cash flows from charity operating activities	24	(153,185)	(127,589)
Cash flows from charity investing activities:			
Dividends, interest and rents from investments		1,712	1,572
Purchase of property, plant and equipment		(6,397)	(1,025)
Purchase of investments		-	(4,097)
Net cash provided by charity investment activities		(4,685)	(3,550)
Change in cash at bank and in hand in the reporting period		(157,870)	(131,139)
Cash at bank and in hand at the beginning of the reporting period		251,382	382,521
Charity cash at bank and in hand at the end of the reporting period		93,512	251,382

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2025

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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)), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.2. Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary NDT Cafe & Bar Ltd on a line-by-line basis. A separate Statement of Financial Activities and income and expenditure account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1.3. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2025

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

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

1.4. Commercial trading activities

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

1.5. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support costs are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2025

1.6. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Studio	-	Straight line over the life of the lease
Fixtures/fittings/equipment	-	25% on reducing balance

1.8. Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.9. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.10. Debtors

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

1.11. Cash at bank and in hand

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

1.12. Creditors and provisions

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

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2025

1.13. Financial Instruments

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

1.14. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

1.15. Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised as expenditure when due.

2. Incoming resources

The total theatrical income for the year has been derived from the principal activity. The proportion of theatrical income derived from outside the UK amounted to 7% (2024 - 6%).

3. Net income/(expenditure) for the year is

	Group		Charity	
	2025	2024	2025	2024
stated after charging:	£	£	£	£
Depreciation of tangible fixed assets	5,211	5,545	5,211	5,545
Deficit on disposal of tangible fixed assets	3,239	-	3,239	-
Auditors' remuneration				
- external audit	8,500	6,250	8,000	5,750
- other services	8,000	11,550	7,500	11,050
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

4. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2024 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2024 - £nil).

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2025****5. Staff costs and numbers**

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Staff costs				
Salaries and wages	340,271	288,817	261,540	257,895
Social security costs	17,658	18,985	17,658	16,995
Pension costs	7,945	9,149	7,421	8,964
Settlement costs	35,796	-	35,796	-
	<u>401,670</u>	<u>316,951</u>	<u>322,415</u>	<u>283,854</u>

No employee earned £60,000 or more during the year (2024 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits including fees of the key management personnel of the charity were £141,459 (2024 - £132,903).

There were settlement costs of £35,796 paid within the year.

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	Group		Charity	
	2025	2024	2025	2024
	Number	Number	Number	Number
Production	6	6	6	6
Administration	2	1	2	1
Cafe	2	1	-	1
	<u>10</u>	<u>8</u>	<u>8</u>	<u>8</u>

6. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £7,945 (2024 - £9,149).

7. Corporation taxation

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

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2025****8. Fixed assets - tangible assets**

	Short leasehold property	Fixtures/ fittings/ equipment	Total
Group and Charity			
	£	£	£
Cost			
1 April 2024	10,541	35,009	45,550
Additions	-	6,397	6,397
Disposals	-	(17,160)	(17,160)
31 March 2025	10,541	24,246	34,787
Depreciation			
1 April 2024	8,432	21,537	29,969
Disposals	-	(13,921)	(13,921)
Charge for year	1,054	4,157	5,211
31 March 2025	9,486	11,773	21,259
Net book values			
31 March 2025	1,055	12,473	13,528
31 March 2024	2,109	13,472	15,581

9. Fixed Asset Investments

Charity	Subsidiary Undertakings Shares	Total
	£	£
Cost		
1st April 2024 / 31st March 2025	4,097	4,097
Net book values		
31st March 2025	4,097	4,097
31st March 2024	4,097	4,097

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2025

10. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary NDT Cafe & Bar Ltd.

The summary financial performance of the charity alone is:

	2025 £	2024 £
Incoming resources	1,257,921	1,256,110
Gift aid from subsidiary company	-	-
	<u>1,257,921</u>	<u>1,256,110</u>
Expenditure on charitable activities	(1,405,689)	(1,275,707)
Net (outgoing) resources	<u>(147,768)</u>	<u>(19,597)</u>
Total funds brought forward	295,433	315,030
Total funds carried forward	<u><u>147,665</u></u>	<u><u>295,433</u></u>
Represented by:		
Restricted income funds	25,063	45,920
Unrestricted funds	<u>122,602</u>	<u>249,513</u>
	<u><u>147,665</u></u>	<u><u>295,433</u></u>

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2025****11. Income earned from other activities**

The wholly owned trading subsidiary NDT Cafe & Bar Ltd is registered in EW - England & Wales (company number 14886559) and pays of its profits to the charity under the gift aid scheme. NDT Cafe & Bar Ltd operates the New Diorama Theatre Cafe & Bar. The charity owns the entire share capital of one ordinary share at £4,097. A summary of the trading results is shown below.

The summary financial performance of the subsidiary alone is:

	2025	2024
	£	£
Turnover	107,250	62,160
Cost of sales and administration costs	(131,178)	(72,578)
Net loss	(23,928)	(10,418)
Amount gift aided to the charity	-	-
Retained in subsidiary	(23,928)	(10,418)
The assets and liabilities of the subsidiary were:		
Current assets	2,296	11,825
Current liabilities	(32,545)	(18,146)
Total net liabilities	(30,249)	(6,321)
Aggregate share capital and reserves	(30,249)	(6,321)

12. Stocks

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Stocks	1,964	2,984	-	-
	1,964	2,984	-	-

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2025**

13. Debtors	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	22,540	82,287	22,208	74,151
Amounts owed by group undertakings	-	-	27,363	10,070
Other debtors	1,815	15,834	1,815	19,243
Prepayments	19,119	14,308	19,119	14,308
	<u>43,474</u>	<u>112,429</u>	<u>70,505</u>	<u>117,772</u>

14. Creditors: amounts falling due within one year	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	19,040	21,344	18,131	18,255
Other taxation/social security	1,169	-	(1,615)	-
Other creditors	131	1,173	-	1,173
Accruals	13,013	40,808	12,000	39,808
Deferred income (note 15)	5,461	34,163	5,461	34,163
	<u>38,814</u>	<u>97,488</u>	<u>33,977</u>	<u>93,399</u>

15. Deferred income	£
Balance at 1 April 2024	34,163
Amount released to incoming resources	(34,163)
Amount deferred in the year	5,461
Balance at 31 March 2025	<u>5,461</u>

Deferred income relates to hire and box office income received in advance.

16. Limited by guarantee

The private company is limited by guarantee, registered in EW - England and Wales, and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2025 there were 11 members.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2025

17. Unrestricted funds	Brought forward	Incoming resources	Outgoing resources	Transfers	Carried forward
	£	£	£	£	£
Group					
General fund	189,804	1,249,308	(1,402,169)	2,022	38,965
Designated funds:					
Commissioning and Resilience fund	49,291	-	-	-	49,291
	<u>239,095</u>	<u>1,249,308</u>	<u>(1,402,169)</u>	<u>2,022</u>	<u>88,256</u>
Charity					
General fund	200,222	1,142,058	(1,270,991)	2,022	73,311
Designated funds:					
Commissioning and Resilience fund	49,291	-	-	-	49,291
	<u>249,513</u>	<u>1,142,058</u>	<u>(1,270,991)</u>	<u>2,022</u>	<u>122,602</u>

Commissioning and Resilience fund

Funds designated by the Board to underwrite commissioning and production costs.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2025****18. Restricted funds**

Group and Charity	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Fixed assets	1,000	-	-	(500)	500
Artist Development	3,080	-	(3,080)	-	-
Broadgate	-	45,300	(45,300)	-	-
Theatre upgrade/Cafe refurbishment	6,085	-	-	(1,522)	4,563
Camden Youth Theatre	20,000	20,000	(20,000)	-	20,000
Communities	-	48,563	(48,563)	-	-
The Shivers	-	2,000	(2,000)	-	-
Commissioning	15,755	-	(15,755)	-	-
	<u>45,920</u>	<u>115,863</u>	<u>(134,698)</u>	<u>(2,022)</u>	<u>25,063</u>

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2025 is attributable to:

	£
Studio	500

The Theatres Trust - this vital capital grant allowed us to build and make functional this new rehearsal and office space separate from our main building, allowing us to grow our community programme, extend our educational and participation reach and overcome the final access hurdle that we face.

New Diorama

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2025**

Artist Development

Grants from Arts Council England and other Trusts & Foundations towards NDT's artist development and artist support programmes.

Broadgate

Grants towards the NDT Broadgate project, providing free rehearsal space in City of London for independent artists.

Theatre upgrade/Cafe refurbishment

Funds received towards refurbishment of the theatre's front of house spaces and café including from Arts Council England and the Theatres Trust.

The balance at 31 March 2025 is attributable to:

	£
Fixtures/fittings/equipment	4,563
	<u><u> </u></u>

Camden Youth Theatre

Funds to run Camden Youth Theatre, a free youth theatre group for 13-19 year-olds in the Borough.

Communities

Grants towards a range of community and schools engagement activity, including our multi-year primary schools creation and touring programme.

The Shivers

Casey Trust funds towards the presentation of 'The Shivers'.

Commissioning

Grants towards the commissioning and development of our main artistic programme, including production funds for individual shows.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2025****19. Analysis of net assets between funds**

Group	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	8,465	-	5,063	13,528
Net current assets	30,500	49,291	20,000	99,791
	<u>38,965</u>	<u>49,291</u>	<u>25,063</u>	<u>113,319</u>

Charity

Fund balances at 31 March 2025
are represented by:

Tangible fixed assets	8,465	-	5,063	13,528
Investments	4,097	-	-	4,097
Net current assets	60,749	49,291	20,000	130,040
Long term (liabilities)	-	-	-	-
	<u>73,311</u>	<u>49,291</u>	<u>25,063</u>	<u>147,665</u>

20. Financial commitments

At 31 March 2025 the company had total future commitments under non-cancellable operating leases as follows:

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Due:				
Within one year	49,030	45,217	49,030	45,217
Between one and five years	199,094	181,065	199,094	181,065
In over five years	89,366	125,950	89,366	125,950
	<u>337,490</u>	<u>352,232</u>	<u>337,490</u>	<u>352,232</u>

21. Related party transactions

There were no related party transactions during the year that required disclosure.

New Diorama

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2025**

22. Gross Cash Flows

	2025	2024
	£	£
Returns on investments and servicing of finance		
Interest received	1,712	1,572
	<u> </u>	<u> </u>
Capital expenditure		
Payments to acquire tangible assets	(6,397)	(1,025)
	<u> </u>	<u> </u>

23. Analysis of changes in net funds

	Opening balance	Cash flows	Closing balance
	£	£	£
Cash at bank and in hand	251,509	(158,342)	93,167
	<u> </u>	<u> </u>	<u> </u>
Net funds	<u>251,509</u>	<u>(158,342)</u>	<u>93,167</u>

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2025****24. Reconciliation of net income/(expenditure) to net cashflow from operating activities**

	2025	2024
	£	£
Group		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(171,696)	(30,015)
Depreciation	5,211	5,545
Dividends, interest and rents from investments	(1,712)	(1,572)
Deficit on the sale of fixed assets	3,239	-
(Increase)/decrease in stocks	1,020	(339)
(Increase)/decrease in debtors	68,955	(64,439)
(Decrease) in creditors	(58,674)	(40,739)
Net cash outflow from operating activities	(153,657)	(131,559)
Charity		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(147,768)	(19,597)
Depreciation	5,211	5,545
(Gains)/losses on investments		
Dividends, interest and rents from investments	(1,712)	(1,572)
Deficit on the sale of fixed assets	3,239	-
Decrease in stocks	-	2,645
(Increase)/decrease in debtors	47,267	(69,782)
(Decrease) in creditors	(59,422)	(44,828)
Net cash outflow from operating activities	(153,185)	(127,589)

NEW DIORAMA

England & Wales - Charity number 278795

Accounts

Company number 1453811
Charity number 278795

New Diorama
(Limited by Guarantee)

Report and Consolidated Financial Statements
for the year ended 31 March 2024

Breckman & Company Ltd
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

New Diorama
(Limited by Guarantee)

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New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 1453811, incorporated under the Companies Act and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 278795.

Directors and trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

As set out in the Articles of Association, new trustees are appointed by proposal from existing trustees in writing via the Secretary, a proposal that is then voted on at any General Meeting. On 5 December 2006, the trustees passed a Special Resolution to alter the Articles of Association so that any new trustee is appointed for a fixed-term of four years, after which time they may stand for re-election.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees during the year and since the year end, were:

Philip Graham - Chair

Tanya Agarwal

Emma Collings appointed 2 May 2023

Tom Copley

James Danby

Anne Maral Devlet

Utku Guder resigned 10 October 2024

David Hermanstein resigned 4 November 2024

Sofie Mason resigned 1 July 2023

Miriam Matthew

Mark Ross

Elly Rothnie

Anthony Vaughan

Sarah Wilson-White resigned 1 July 2023

Natalie York

Secretary

Sophie Wallis

Chief executive/day to day management

David Byrne - until 31 December 2023

Bec Martin - from 1 January 2024 until 31 August 2024

Jonathan Maydew-Gale - acting co-CEO from 1 September 2024

Sophie Wallis - acting co-CEO from 1 September 2024

Auditors

Breckman & Company Ltd, Chartered Certified Accountants, 49 South Molton Street, London W1K 5LH.

New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Bankers

Bank of Scotland, 38 St. Andrew Square, Edinburgh EH2 2YR.

CAF Bank Ltd, 25 Kingshill Avenue, Kingshill, West Malling, Kent ME19 3JQ.

Solicitors

Harbottle & Lewis, 7 Savoy Court, London WC2R 0EX.

Registered office and operational address

New Diorama Theatre, 15-16 Triton Street, Regent's Place, London NW1 3BF.



Trustees Report 2023-24

The Trustees present their annual report together with the consolidated financial statements of the charity for the year ended 31 March 2024, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and 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 (FRS 102).

Structure, Governance & Management

A board of Trustees, who meet regularly, administers the charity. A Chief Executive Officer is appointed by the Trustees to manage the day-to-day operations of the charity. The company is represented by the solicitors Harbottle & Lewis.

Core Staff & Personnel

David Byrne, Artistic Director and CEO (*left December 2023*)
 Bec Martin, Artistic Director and CEO (*joined January 2024*)
 Sophie Wallis, Executive Producer (*part-time*)
 Will Young, Executive Director (*left February 2024*)
 Jonathan Maydew-Gale, Executive Director (*joined February 2024*)
 Jo Salkild, Finance Manager (*part-time*)
 Emma Clark, Creative Associate
 Jonas Georgsson, Producer (*left July 2023*)
 Ryan Mellish, General Manager (*joined December 2023*)
 Adam Jefferies, Technical Manager (*left June 2023*)
 Sayeedah Supersad, Production Manager
 Holly Adomah, Marketing Manager (*joined March 2024*)

Staff Pay Policy

All Staff pay/remuneration is reviewed on an annual basis by the board of Trustees through a benchmarking process against other similar sized and performing arts organisations based in London.

Related Charities

There are no related charities

Objectives & Activities for the Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.



New Diorama's central mission is to be a first-class local theatre with a world-class national profile. We are the only UK theatre to specialise in the presentation of ensemble, devised work. Our ambition is to be the national epicentre of collaborative company-led theatre by creating and supporting ambitious productions and projects, by both emerging and established companies, for our immediate community and wider audiences.

NDT is connected to several vibrant communities, the most prominent being West Euston: a housing estate marked as a priority redevelopment area, and many secondary and primary schools. NDT is the cultural and creative heart of our community, engaging a full cross section of local residents - young and old.

Future plans and initiatives currently being developed by NDT will continue to address the critical needs of the industry in which we operate and by developing our vision and mission in three areas:

our flagship artistic commissions

provide avenues of support for the next generation of inspiring theatre-makers to continue making waves in British Theatre.

our artist development programme

drive innovation and new thinking around support for the artistic and entrepreneurial challenges companies and theatre-makers face today.

our role enriching local people's lives

provide world-class creative and cultural experiences through a community lens.

Principal Activity (01 April 2023 to 31 March 2024)

The principal activity of the company during the year continued to be the promotion of educational drama and the presentation and development of collaborative company-led theatre. Below are some headlines which reflect highlights and some accomplishments - through the varying productions, transformative projects, events, and access initiatives that the theatre offers.

Artistic Programme

During the year New Diorama continued to look at ways it can reinvent and instigate original projects, all dedicated to our vision and mission, ensuring vital investment in, and support for, independent artists, particularly to address the devastation that the pandemic has continued to have on the Arts in the UK.

Tasked with the responsibility of reopening the theatre post-Intervention01 (our radical suspension of productions post-pandemic), multi award-winning Breach Theatre embraced the challenge with their verbatim musical, *After the Act*. A brand-new musical about Section-28, staged 20 years after its repeal, unpacking a turning point in LGBTQ+ British history, singing and dancing over the grave of this national anniversary:



★★★★★ **“Heart-rending yet joyful... brilliantly conveys the hysteria and outrage of Section 28 in propulsive musical form.”** **The Stage**

The show’s success also saw Breach Theatre transfer *After the Act* to the prestigious Traverse Theatre main space at the 2023 Edinburgh Festival Fringe, with NDT supporting further and acting as lead-producer.

Other highlights from the reopening season included world-renowned director Katie Mitchell’s acclaimed *Little Scratch*, an experimental performance adapted from Rebecca Watson’s celebrated debut novel following a day in the life of a woman after an experience of sexual assault. Presented alongside the world premiere of *War & Culture*, a political comedy by writer Nina Segal created from extensive research across the creative sector. Overall, the season played to over 90% capacity.

We also continued to develop bold new commissions across the year – including the most recent premiere of Nouveau Riche and Jessica Hagan’s major new comedy *Brenda’s Got a Baby*, playing to sold-out houses through November into December 2023.

2024 opened with some exceptional new work, beginning with multi award-winning migrant-led Ephemeral Ensemble’s *Rewind*, exploring Latin American refugee stories and making its London debut after a hugely successful Edinburgh Festival Fringe run and international tour.

“Strong, moving piece, with one of the most powerful moments I’ve seen in theatre for a while. bravo @ephemeralens and all involved.” **Audience Member on X (formerly Twitter)**

Disability satire and 2023 Untapped Award winner *It’s a Motherf**king Pleasure* by Flawbored returned to NDT following its New York debut, and ahead of a national tour. Our ever-popular subsidised theatre programme tickets and access provision offers were taken to the next level when working collaboratively with this disability-led theatre company, as we made every performance throughout the run fully accessible.

Work commissioned by NDT regularly blossoms beyond our initial support. 2023 saw two shows transfer to the West End, demonstrating the extraordinary impact of our work; Spitlip’s *Operation Mincemeat*, which opened on the West End at the Fortune Theatre in March 2023, following a sold-out season at Riverside Studios. It has since gone on to make history by becoming the best reviewed show in West End history, currently with more than 65 ★★★★★ reviews, consistently playing to sold-out houses with its run being extended for a tenth time at the time recently.

★★★★★ **‘Just what the West End needs... exuberant, energetic, incurably daft.’**
Evening Standard

Operation Mincemeat won the 2024 ‘Best New Musical’ WhatsOnStage Award and the ‘Best West End Show’, ‘Rising Star’ and ‘Best Understudy’ West End Wilma Awards. *Operation Mincemeat* also received six Olivier Award nominations in 2024.



In March, a second NDT-commissioned show made its West End debut at The Apollo Theatre in for a sell-out run – *For Black Boys Who Have Considered Suicide When the Hue Gets Too Heavy* by Ryan Calais Cameron.

★★★★★ **‘Beyond beautiful...There is trauma, swagger, laughter, and above all there is love. It’s almost overwhelmingly moving.’** **The i**

Artist Support

Our flagship Artist Development Programme, *Untapped* (in partnership with Underbelly and Concord Theatricals) continued to address the significant barriers for under-represented groups looking to showcase at the world's largest performing arts festival. We improved the package of support provided for diverse and disadvantaged artists making their Edinburgh fringe debuts, including:

- doubling direct cash support (to £10,000 each)
- an expanded package of workshops, training, mentoring and wellbeing support for each company

The award winners included the disabled-led company Flawbored and Black-led companies No Table with *One Way Out* and Side Eye with *Dugsi Dayz*. The latter, an all-female led British-Somali company, went on to win the BBC Writersroom Popcorn Award, and were invited to return to New Diorama for a sold-out run in October prior to be announced as part of the Spring Season at The Royal Court in 2024.

★★★★★ **‘Vivid and relatable’** **The Times**

Partnering with Guildhall School of Music and Drama and Black-led production and development company Uproot, The Knot in 2023 expanded from its predecessor - becoming an artist development bootcamp. 25 exceptional independent theatre-makers (in the first four years of their careers), took part in a free weeklong intensive training and reflection programme led by the partners and industry-leading facilitators focusing on the critical business and career development skills of artists, providing insights, training and mentoring alongside, open panels, zoom sessions and digital resources which also helped expand open-access opportunities to a wider audience of over 140 artists as well:

60%

were from Black, Asian or
Global Majority backgrounds

50%

identified as
Working Class

28%

Identified as D/deaf,
disabled and/or neurodivergent

‘Life-affirming and life-changing. It gave me the opportunity to connect with like-minded people in an accessible and supportive context, and will have a revolutionary effect on my future practice.’ **Participant Feedback, The Knot**



R&Ds hosted at New Diorama and partner space Old Diorama Arts Centre for the companies of *Intervention 01* to develop and make, continued throughout 2023. Successful companies and collaborations included YESYESNONO, Timelapse, Nouveau Riche, Breach Theatre, A&E Comedy, Kandinsky Theatre, Jen Tang / Isley Lynn, Antler Theatre, Cade & McAskill, SaksiBisou and Beats & Elements.

NDT continued to deliver our unique *Artist Surgeries* throughout 2023/24, providing opportunity for anyone to come and meet the NDT Team, enjoy a coffee on us and to discuss anything they wish such as producing, fundraising, marketing or career trajectory. The team hosted monthly artists surgeries and explored a range of interesting ideas, including; audience development strategies, setting up theatre companies and festivals and marketing strategies.

New Diorama's Associate Companies continue to showcase the very best of what a growing theatre company can be – both artistically and organisationally in terms of structure. Together, they help to demonstrate the breadth of work and styles New Diorama presents on its stage.

Associates are not just companies that are supported, they share and collaborate in our mission to nurture other companies we support, as well as promote our work to the wider sector. During 2023/24, New Diorama's Associate Companies were: Breach, Kandinsky, PappyShow, Rhum & Clay and Lost Watch.

Community Engagement

Third Age Project reaches out to an older generation in our community who find themselves alone and isolated. NDT have been working with *Third Age Project* since we first opened in 2010, providing the time and space to present an annual Pantomime, summer performance and other events in response to bespoke needs and requests.

As part of our work with the *Third Age Project*, access to the theatre and the theatre experience has been made fully accessible, helping to bring neighbours living in one of the most diverse communities in London together to meet each other and socialise through free community matinee performances of our main artistic programme.

“My 95 year-old mum, despite having Alzheimer’s and wheelchair bound, loves coming to the shows. For her it’s a special occasion, her eyes light up and she is able to interact with people and performers”. Helen, daughter and carer for TAP Audience Member.

During 2023 we continued to grow *Camden Youth Theatre (CYT)* in partnership with Camden People's Theatre and Old Diorama Arts Centre. After a period of recovery, reset and new recruitment post-lockdown in 2021-22, this year saw regular in-person sessions running throughout with two weekly groups, alongside a series of taster workshops for local schools and performances at local festivals; and a new, digital skills and filmmaking strand.



Work also began on a new theatre show, with CYT for the first time securing the rights to adapt a work of young people's fiction, *And The Stars Were Burning Brightly*, an acclaimed piece exploring themes around teenage mental health. CYT members worked throughout the year to devise their own interpretation of the work, with its world premiere as a stage adaptation premiering at NDT in June 2023.

In summer 2023, we also delivered with the newest iteration of our ongoing primary schools co-creation and touring programme, for which this year we commissioned NDT associates Kandinsky Theatre. Kandinsky worked with our five local primary schools delivering workshops through the spring to make a new show *The Other Way Home* developed using ideas from local children, the show was then fully-produced in June-July 2023 and embarked on a free tour of school and community centres, playing over 30 performances to over 2,000 children across London, completely free of charge. Following overwhelming feedback from schools and community leaders, we've also now begun commissioning and development of a third show in this series for 2024.

Plans & Initiatives (2024-25)

Bec Martin, Artistic Director & CEO joined NDT in January 2024 and Jonathan Maydew-Gale, Executive Director joined in February. Alongside incumbent Sophie Wallis, Executive Producer they form the new executive team for this wonderfully innovative organisation with the task of continuing the amazing work that David Byrne, Will Young and the team at NDT have achieved over the years.

“Under David's unparalleled stewardship, NDT has rewritten the rulebook and established itself as the place where new theatrical voices can find space, support and a foothold into the industry.” **Bec Martin, Artistic Director & CEO**

Key principles for NDTs work remain steadfast:

- expanding a national footprint.
- enhancing commissioning to unlock bold and brilliant new shows from independent companies across the UK.
- extending our audience and community reach.
- and championing diverse pathways and pipelines for the next generation of diverse artistic talent.

Plans already include a diverse spring season as well as the continuation of our *Untapped* programme; new commissioning pipelines with companies such as YESYESNONO (whom NDT have provided ongoing creative developmental support since 2022-23). *The Glorious French Revolution (or: why sometimes it takes a guillotine to get anything done)* will premiere at New Diorama in November 2024.

Major Risks

Funding Climate: New Diorama continues to rely on support from Trusts, Foundations, Arts Council England and kind yet crucial donations from individuals to deliver our industry-leading work for early-career artists and the community we represent. Competition for these funds has



become tougher than ever before. Despite a great track record in attracting support, we are always reviewing the risks surrounding our reliance on fundraising, and looking for new, long-term revenue and income streams through new opportunities and with a new approach.

NDT Café: The Café now needs to provide a steady, reliable income stream, and needs to complement our work and continue to grow the offer to our local community. The priority has shifted from stability of the operation to upping the offer and looking to establish the Café/Bar as a secure, reliable and successful operation to provide financial stability for the future of the wider organisation.

Leadership Transition: NDT underwent a leadership transition in 2023/24, a first for the organisation. A two-phase interview process was implemented, with strong emphasis on artistic strategy and staff/artist collaborative working, alongside an expectation of alignment with the organisation's values and vision. Leadership transitions inherently carry risk, the organisation's risk register has been updated accordingly and will help with further mitigation of the identified risks.

Financial Review

As of the 31 March 2024 unrestricted funds were £239,095 of which £49,291 were designated as a Commissioning and Resilience Fund. Restricted funds were £45,920.

Reserves Policy: The Trustees believe it prudent to aim for a financial cushion in excess of three months' core salaries and overheads. As of 31 March 2024 this was £126,615 set against free, undesignated reserves of £189,804.

Statement of Trustees Responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.



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

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

The 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.

Small Company Exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies. This report was approved by the Board of Trustees on 13 December 2024 and signed on its behalf by:

Philip Graham

**Philip Graham , Chair of the Trustees
New Diorama Theatre**

Independent Auditors' Report to the Members of New Diorama

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

We have nothing to report in this regard.

Independent Auditors' Report to the Members of New Diorama

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 9 and 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and 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 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.

Independent Auditors' Report to the Members of New Diorama

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

Our assessment focussed on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Independent Auditors' Report to the Members of New Diorama

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 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.

Richard Nelson

Mr Richard Nelson FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditor
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

13 December 2024

New Diorama

(Limited by Guarantee)

Consolidated Statement of Financial Activities (Including Income and Expenditure Account)
for the year ended 31 March 2024

	Notes	General funds £	Restricted funds £	2024 Total £	General funds £	Restricted funds £	2023 Total £
Income and endowments from:	2						
Donations and legacies - page 17		223,609	-	223,609	187,355	-	187,355
Charitable activities:							
Theatre - pages 18-19		539,153	260,824	799,977	461,472	535,493	996,965
Other trading activities:							
Commercial trading operations	11	62,160	-	62,160	-	-	-
Investments		1,572	-	1,572	822	-	822
Other - page 19		230,952	-	230,952	-	-	-
Total		<u>1,057,446</u>	<u>260,824</u>	<u>1,318,270</u>	<u>649,649</u>	<u>535,493</u>	<u>1,185,142</u>
Expenditure on:							
Raising funds:							
Fundraising		420	-	420	507	-	507
Commercial trading operations	11	72,578	-	72,578	-	-	-
Charitable activities:							
Theatre - page 20		921,713	353,574	1,275,287	748,372	447,046	1,195,418
Total		<u>994,711</u>	<u>353,574</u>	<u>1,348,285</u>	<u>748,879</u>	<u>447,046</u>	<u>1,195,925</u>
Net income/(expenditure)	3	62,735	(92,750)	(30,015)	(99,230)	88,447	(10,783)
Transfers between funds	17, 18	2,528	(2,528)	-	4,382	(4,382)	-
Net movement in funds		<u>65,263</u>	<u>(95,278)</u>	<u>(30,015)</u>	<u>(94,848)</u>	<u>84,065</u>	<u>(10,783)</u>

	New Diorama					
	(Limited by Guarantee)					
Reconciliation of funds:						
Total funds brought forward	173,832	141,198	315,030	268,680	57,133	325,813
Total funds carried forward	17, 18	45,920	285,015	173,832	141,198	315,030

The notes on pages 25 to 39 form an integral part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

New Diorama

(Limited by Guarantee)

Year ended 31 March 2024

	2024		2023	
	£	£	£	£
Income from donations and legacies				
Grants				
British Land	-		31,217	
Garrick Charitable Trust Grant	3,000		-	
Plato Trust	20,000		20,000	
Regents Place	83,912		74,473	
Esmee Fairbairn Foundation	25,000		-	
Foyle Foundation	30,000		-	
John Ellerman Foundation	30,000		30,000	
Fenton Arts Trust	4,800		-	
Noel Coward Foundation	2,000		-	
Garfield Weston Foundation	-		15,000	
		198,712		170,690
Donations				
Individual giving/donations	9,897		1,665	
Santander Season Sponsorship	15,000		10,000	
Fundraising	-		5,000	
		24,897		16,665
		<u>223,609</u>		<u>187,355</u>

New Diorama

(Limited by Guarantee)

Year ended 31 March 2024

	2024	2023
	£	£
Income from charitable activities		
Theatre income		
Fees	5,287	250
NDT Box office	145,516	47,869
Royalties	7,360	1,317
Co-production	296,805	272,440
NDT Broadgate	-	20,737
Hire of venue (Artistic and Corporate)	26,820	30,153
Cafe/Bar	57,065	87,758
Sundry	300	948
	<u>539,153</u>	<u>461,472</u>

New Diorama

(Limited by Guarantee)

Year ended 31 March 2024

	2024	2023
	£	£
Project specific funding		
Grants/Donations		
ACE - Access Programme	-	1,660
ACE - Backstage	2,552	22,966
ACE - Camden Youth Theatre	-	1,415
ACE - New Show Development	2,765	26,385
ACE - NDT Broadgate	-	4,863
ACE - Community Programme	27,876	-
ACE - Artist Development	35,712	62,550
ACE - Production grants	-	35,498
Andrew LLOYD Webber Foundation	-	25,000
City of London CILNF	-	77,320
CILNF Broadgate Legacy Fund	90,500	45,200
Jack Petchey Fund	900	5,640
British Land	73,580	102,704
John Lyon's Charity	20,000	20,000
Cockayne Foundation	-	15,000
Harold Hyam Wingate	-	3,200
Helen Hamlyn Foundation	-	5,000
HS2 Community Fund	-	10,117
Jerwood Arts	6,000	54,000
Kickstart Scheme	-	6,511
Theatre's Trust	-	7,175
Writers Guild	939	3,289
	<u>260,824</u>	<u>535,493</u>
Other Income		
Theatre Tax Relief	<u>230,952</u>	<u>-</u>

New Diorama

(Limited by Guarantee)

Year ended 31 March 2024

	2024	2023
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Box office ticketing fees	5,307	676
Salaries/fees	518,096	436,385
Social security costs	16,995	21,910
Staff pension costs	8,964	13,678
Production costs	275,874	241,404
Sets/costumes/props	17,705	9,778
Performance access	3,361	2,132
Organisational development	-	8,891
Travel/transport/freight	43,071	12,355
Hospitality	3,404	2,130
Artist support costs	7,850	5,684
Artist development	-	1,507
Publicity	41,691	68,313
Outreach	6,552	3,648
Light/sound	9,785	19,640
NDT Broadgate	13,366	37,949
Public spaces refurbishment costs	398	14,569
The Knot	17,814	14,660
Research/development	20,954	5,554
Depreciation of fixtures/fittings/equipment	4,491	5,646
Opening stock	2,645	3,110
Cafe/bar purchases	19,746	40,119
Cafe/bar salaries/casual staff	48,474	46,155
	<u>1,086,543</u>	<u>1,015,893</u>
Support costs - page 21	171,865	171,850
Governance costs - page 21	16,879	10,320
Closing stock	-	(2,645)
	<u><u>1,275,287</u></u>	<u><u>1,195,418</u></u>

New Diorama

(Limited by Guarantee)

Year ended 31 March 2024

	2024		2023	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Rent/rates/service charges	65,844		52,932	
Light/heat	30,711		29,219	
Telephone/fax/internet	6,379		5,187	
Insurance	10,219		6,461	
Repairs/maintenance	10,412		24,188	
Cleaning materials	3,459		8,733	
Equipment maintenance/purchase	8,040		2,904	
Depreciation of "Studio"	1,054		1,054	
		136,118		130,678
Administration costs				
Casual/other staff	9,325		4,346	
Staff training	142		1,631	
Staff welfare	3,659		-	
Staff recruitment	200		272	
Travel	5,265		3,381	
Printing/postage/stationery	2,452		2,729	
Auditorium seating service	210		407	
Subscriptions/licences	2,745		3,507	
IT/software support/website	6,454		7,089	
Sundries	1,196		3,010	
		31,648		26,372
Professional/financial				
Consultancy fees	3,450		1,500	
Evaluation costs	200		12,028	
Bank charges	449		417	
		4,099		13,945
Deficit on disposal of tangible fixed assets		-		855
		171,865		171,850
Governance costs				
Legal	79		70	
Accountancy	11,050		5,000	
Audit	5,750		5,250	
		16,879		10,320
		188,744		182,170

New Diorama**(Limited by Guarantee)****Consolidated and Charity Balance Sheet
31 March 2024**

	Notes	2024 Group £	2023 Group £	2024 Charity £	2023 Charity £
Fixed assets:					
Tangible assets	8	15,581	20,101	15,581	20,101
Investments	9	-	-	4,097	-
		<u>15,581</u>	<u>20,101</u>	<u>19,678</u>	<u>20,101</u>
Current assets:					
Stocks	12	2,984	2,645	-	2,645
Debtors	13	112,429	47,990	117,772	47,990
Cash at bank and in hand		251,509	382,521	251,382	382,521
		<u>366,922</u>	<u>433,156</u>	<u>369,154</u>	<u>433,156</u>
Liabilities:					
Creditors: amounts falling due within one year	14	(97,488)	(138,227)	(93,399)	(138,227)
		<u>269,434</u>	<u>294,929</u>	<u>275,755</u>	<u>294,929</u>
Net current assets					
		<u>269,434</u>	<u>294,929</u>	<u>275,755</u>	<u>294,929</u>
Total assets less current liabilities		<u>285,015</u>	<u>315,030</u>	<u>295,433</u>	<u>315,030</u>
The funds of the charity:					
General funds		189,804	124,541	200,222	124,541
Designated funds		49,291	49,291	49,291	49,291
		<u>239,095</u>	<u>173,832</u>	<u>249,513</u>	<u>173,832</u>
Total unrestricted funds	17	<u>239,095</u>	<u>173,832</u>	<u>249,513</u>	<u>173,832</u>
Restricted income funds	18	45,920	141,198	45,920	141,198
		<u>285,015</u>	<u>315,030</u>	<u>295,433</u>	<u>315,030</u>
Total charity funds		<u>285,015</u>	<u>315,030</u>	<u>295,433</u>	<u>315,030</u>

The Trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the Company.

The financial statements were approved by the Board of Trustees on 13 December 2024 and signed on its behalf by



Philip Graham
Chair of the Board of Trustees



James Danby
Trustee

The notes on pages 25 to 39 form an integral part of these financial statements.

New Diorama**(Limited by Guarantee)****Consolidated Cash Flow Statement
for the year ended 31 March 2024**

	Notes	2024 £	2023 £
Cash flows from operating activities	24	<u>(131,559)</u>	<u>10,621</u>
Cash flows from investing activities:	22		
Dividends, interest and rents from investments		1,572	822
Proceeds from the sale of property, plant and equipment		-	760
Purchase of property, plant and equipment		<u>(1,025)</u>	<u>(16,824)</u>
Net cash provided by investment activities		<u>547</u>	<u>(15,242)</u>
Change in cash at bank and in hand in the reporting period		(131,012)	(4,621)
Cash at bank and in hand at the beginning of the reporting period		<u>382,521</u>	<u>387,142</u>
Cash at bank and in hand at the end of the reporting period		<u><u>251,509</u></u>	<u><u>382,521</u></u>

New Diorama

(Limited by Guarantee)

Charity Cash Flow Statement for the year ended 31st March 2024

	Notes	2024 £	2023 £
Cash flows from charity operating activities	24	(127,589)	10,621
Cash flows from charity investing activities:			
Dividends, interest and rents from investments		1,572	822
Proceeds from the sale of property, plant and equipment		-	760
Purchase of property, plant and equipment		(1,025)	(16,824)
Purchase of investments		(4,097)	-
Net cash provided by charity investment activities		(3,550)	(15,242)
Cash flows from charity financing activities:			
Net repayments of borrowings and leases		-	-
Net cash provided by charity financing activities		-	-
Change in cash at bank and in hand in the reporting period		(131,139)	(4,621)
Cash at bank and in hand at the beginning of the reporting period		382,521	387,142
Charity cash at bank and in hand at the end of the reporting period		251,382	382,521

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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)), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.2. Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary NDT Cafe & Bar Ltd on a line-by-line basis. A separate Statement of Financial Activities and income and expenditure account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1.3. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

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

1.4. Voluntary income

Voluntary income is received by way of donations and gifts and is included in incoming resources when receivable. the value of services provided by volunteers has not been included.

1.5. Commercial trading activities

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

1.6. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support costs are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

1.7. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.8. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Studio	-	Straight line over the life of the lease
Fixtures/fittings/equipment	-	25% on reducing balance

1.9. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.10. Debtors

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

1.11. Cash at bank and in hand

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

1.12. Creditors and provisions

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

1.13. Financial Instruments

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

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2024****1.14. Significant Accounting Estimates and Judgements**

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

1.15. Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.16. Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised as expenditure when due.

2. Incoming resources

The total theatrical income for the year has been derived from the principal activity. The proportion of theatrical income derived from outside the UK amounted to 6% (2023 - nil%).

3. Net income/(expenditure) for the year is

	Group		Charity	
	2024	2023	2024	2023
stated after charging:	£	£	£	£
Depreciation of tangible fixed assets	5,545	6,700	5,545	6,700
Deficit on disposal of tangible fixed assets	-	855	-	855
Auditors'/Independent examiners' remuneration				
- independent examination (2021)	-	2,250	-	2,250
- external audit	6,250	5,250	5,750	5,250
- other services	11,550	2,750	11,050	2,750
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

4. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2023 - £1,000).

The aggregated amount reimbursed to trustees during the year was £nil (2023 - £nil).

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2024****5. Staff costs and numbers**

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Staff costs				
Salaries and wages	288,817	276,663	257,895	276,663
Social security costs	18,985	21,910	16,995	21,910
Pension costs	9,149	13,678	8,964	13,678
	<u>316,951</u>	<u>312,251</u>	<u>283,854</u>	<u>312,251</u>

No employee earned £60,000 or more during the year (2023 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits including fees of the key management personnel of the charity were £132,903 (2023 - £132,548).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	Group		Charity	
	2024	2023	2024	2023
	Number	Number	Number	Number
Production	6	9	6	9
Administration	1	1	1	1
Cafe	1	1	1	1
	<u>8</u>	<u>11</u>	<u>8</u>	<u>11</u>

6. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £9,149 (2023 - £13,678).

7. Corporation taxation

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

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

8. Fixed assets - tangible assets	Short leasehold property	Fixtures/ fittings/ equipment	Total
Group and Charity	£	£	£
Cost			
1 April 2023	10,541	33,984	44,525
Additions	-	1,025	1,025
31 March 2024	10,541	35,009	45,550
Depreciation			
1 April 2023	7,378	17,046	24,424
Charge for year	1,054	4,491	5,545
31 March 2024	8,432	21,537	29,969
Net book values			
31 March 2024	2,109	13,472	15,581
31 March 2023	3,163	16,938	20,101

9. Fixed Asset Investments	Subsidiary Undertakings Shares	Total
Charity	£	£
Cost		
Additions	4,097	4,097
31st March 2024	4,097	4,097
Net book values		
31st March 2024	4,097	4,097

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2024****10. Financial performance of the charity**

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary NDT Cafe & Bar Ltd.

The summary financial performance of the charity alone is:

	2024	2023
	£	£
Incoming resources	1,256,110	1,185,142
Gift aid from subsidiary company	-	-
	<u>1,256,110</u>	<u>1,185,142</u>
Expenditure on charitable activities	(1,275,707)	(1,195,925)
Net (outgoing) resources	<u>(19,597)</u>	<u>(10,783)</u>
Total funds brought forward	315,030	325,813
Total funds carried forward	<u>295,433</u>	<u>315,030</u>
Represented by:		
Restricted income funds	45,920	141,198
Unrestricted funds	<u>249,513</u>	<u>173,832</u>
	<u>295,433</u>	<u>315,030</u>

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2024****11. Income earned from other activities**

The wholly owned trading subsidiary NDT Cafe & Bar Ltd is incorporated in the United Kingdom (company number 14886559) and pays of its profits to the charity under the gift aid scheme. NDT Cafe & Bar Ltd operates the New Diorama Theatre Cafe & Bar. The charity owns the entire share capital of one ordinary share at £4,097. A summary of the trading results is shown below.

The summary financial performance of the subsidiary alone is:

	2024
	£
Turnover	62,160
Cost of sales and administration costs	(72,578)
Interest receivable	-
Net loss	(10,418)
Amount gift aided to the charity	-
Retained in subsidiary	(10,418)
The assets and liabilities of the subsidiary were:	
Current assets	11,825
Current liabilities	(18,146)
Total net assets	(6,321)
Aggregate share capital and reserves	(4,097)

12. Stocks

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Stocks	2,984	2,645	-	2,645
	2,984	2,645	-	2,645

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

13. Debtors	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	82,287	21,583	74,151	21,583
Amounts owed by group undertakings	-	-	10,070	-
Other debtors	15,834	9,561	19,243	9,561
Prepayments	14,308	16,846	14,308	16,846
	<u>112,429</u>	<u>47,990</u>	<u>117,772</u>	<u>47,990</u>

14. Creditors: amounts falling due within one year	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	21,344	29,134	18,255	29,134
Other creditors	1,173	767	1,173	767
Accruals	40,808	8,000	39,808	8,000
Deferred income (note 15)	34,163	100,326	34,163	100,326
	<u>97,488</u>	<u>138,227</u>	<u>93,399</u>	<u>138,227</u>

15. Deferred income	£
Balance at 1 April 2023	100,326
Amount released to incoming resources	(100,326)
Amount deferred in the year	<u>34,163</u>
Balance at 31 March 2024	<u>34,163</u>

Deferred income relates to hire and box office income received in advance.

16. Limited by guarantee

The private company is limited by guarantee, registered in EW - England and Wales, and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2024 there were 13 members.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

17. Unrestricted funds	Brought forward	Incoming resources	Outgoing resources	Transfers	Carried forward
	£	£	£	£	£
Group					
General fund	124,541	1,057,446	(994,711)	2,528	189,804
Designated funds:					
Commissioning and Resilience fund	49,291	-	-	-	49,291
	<u>173,832</u>	<u>1,057,446</u>	<u>(994,711)</u>	<u>2,528</u>	<u>239,095</u>
Charity					
General fund	124,541	995,286	(922,133)	2,528	200,222
Designated funds:					
Commissioning and Resilience fund	49,291	-	-	-	49,291
	<u>173,832</u>	<u>995,286</u>	<u>(922,133)</u>	<u>2,528</u>	<u>249,513</u>

Commissioning and Resilience fund

Funds designated by the Board to underwrite commissioning and production costs in light of additional financial and operational risks from Covid 19.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2024****18. Restricted funds**

Group and Charity	Brought forward	Incoming resources	Outgoing resources	Transfers	Carried forward
	£	£	£	£	£
Fixed assets	1,500	-	-	(500)	1,000
Artist Development	25,000	29,608	(51,528)	-	3,080
Broadgate	-	3,000	(3,000)	-	-
Theatre upgrade/Cafe refurbishment	8,113	2,552	(2,552)	(2,028)	6,085
Camden Youth Theatre	20,000	20,900	(20,900)	-	20,000
Intervention 01	-	12,104	(12,104)	-	-
Communities	-	98,456	(98,456)	-	-
Commissioning	86,585	94,204	(165,034)	-	15,755
	<u>141,198</u>	<u>260,824</u>	<u>(353,574)</u>	<u>(2,528)</u>	<u>45,920</u>

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2024 is attributable to:

	£
Studio	<u>1,000</u>

The Theatres Trust - this vital capital grant allowed us to build and make functional this new rehearsal and office space separate from our main building, allowing us to grow our community programme, extend our educational and participation reach and overcome the final access hurdle that we face.

New Diorama

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

Artist Development

Grants from Arts Council England and other Trusts & Foundations towards NDT's artist development and artist support programmes.

Broadgate

Grants towards the NDT Broadgate project, providing free rehearsal space in City of London for independent artists.

Theatre upgrade/Cafe refurbishment

Funds received towards refurbishment of the theatre's front of house spaces and café including from Arts Council England and the Theatres Trust.

The balance at 31 March 2024 is attributable to:

	£
Fixtures/fittings/equipment	6,085
	<u><u> </u></u>

Camden Youth Theatre

Funds to run Camden Youth Theatre, a free youth theatre group for 13-19 year-olds in the Borough.

Intervention 01

Grants towards NDT's Intervention 01 programme, a project to temporarily suspend public performances during the year and instead focus on R and artist support investment across a cohort of independent companies and groups.

Communities

Grants towards a range of community and schools engagement activity, including our multi-year primary schools creation and touring programme.

Commissioning

Grants towards the commissioning and development of our main artistic programme, including production funds for individual shows.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2024****19. Analysis of net assets between funds**

Group	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	8,496	-	7,085	15,581
Net current assets	181,308	49,291	38,835	269,434
	<u>189,804</u>	<u>49,291</u>	<u>45,920</u>	<u>285,015</u>

Charity

Fund balances at 31 March 2024
are represented by:

Tangible fixed assets	8,496	-	7,085	15,581
Investments	4,097	-	-	4,097
Net current assets	187,629	49,291	38,835	275,755
Long term (liabilities)	-	-	-	-
	<u>200,222</u>	<u>49,291</u>	<u>45,920</u>	<u>295,433</u>

20. Financial commitments

At 31 March 2024 the company had total future commitments under non-cancellable operating leases as follows:

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Due:				
Within one year	45,217	36,500	45,217	36,500
Between one and five years	181,065	146,000	181,065	146,000
In over five years	125,950	141,438	125,950	141,438
	<u>352,232</u>	<u>323,938</u>	<u>352,232</u>	<u>323,938</u>

21. Related party transactions

There were no related party transactions during the year that required disclosure.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2024****22. Gross Cash Flows**

	2024	2023
	£	£
Returns on investments and servicing of finance		
Interest received	1,572	822
	<u> </u>	<u> </u>
Capital expenditure		
Payments to acquire tangible assets	(1,025)	(16,824)
Receipts from sales of tangible assets	-	760
	<u> </u>	<u> </u>
	<u>(1,025)</u>	<u>(16,064)</u>

23. Analysis of changes in net funds

	Opening balance	Cash flows	Closing balance
	£	£	£
Cash at bank and in hand	382,521	(131,012)	251,509
	<u> </u>	<u> </u>	<u> </u>
Net funds	<u>382,521</u>	<u>(131,012)</u>	<u>251,509</u>

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

24. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2024	2023
	£	£
Group		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(30,015)	(10,783)
Depreciation	5,545	6,700
Dividends, interest and rents from investments	(1,572)	(822)
Deficit on the sale of fixed assets	-	855
(Increase)/decrease in stocks	(339)	465
(Increase)/decrease in debtors	(64,439)	72,717
(Decrease) in creditors	(40,739)	(58,511)
Net cash outflow from operating activities	(131,559)	10,621

Charity

Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(19,597)	(10,783)
Depreciation	5,545	6,700
(Gains)/losses on investments		
Dividends, interest and rents from investments	(1,572)	(822)
Deficit on the sale of fixed assets	-	855
Decease in stocks	2,645	465
(Increase)/decrease in debtors	(69,782)	72,717
(Decrease) in creditors	(44,828)	(58,511)
Net cash outflow from operating activities	(127,589)	10,621

NEW DIORAMA

England & Wales - Charity number 278795

Accounts

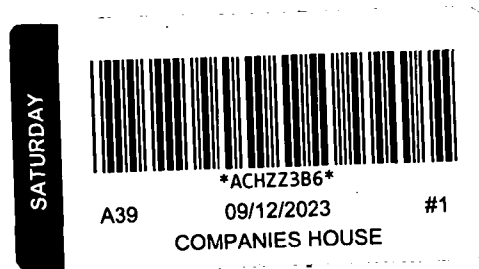
Company number 1453811
Charity number 278795

New Diorama

(Limited by Guarantee)

Report and Financial Statements

for the year ended 31 March 2023



Breckman & Company Ltd
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

New Diorama
(Limited by Guarantee)

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New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 1453811, incorporated under the Companies Act and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 278795.

Directors and trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

As set out in the Articles of Association, new trustees are appointed by proposal from existing trustees in writing via the Secretary, a proposal that is then voted on at any General Meeting. On 5 December 2006, the trustees passed a Special Resolution to alter the Articles of Association so that any new trustee is appointed for a fixed-term of four years, after which time they may stand for re-election.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees during the year and since the year end, were:

Philip Graham - Chair

Tanya Agarwal

Emma Collings appointed 2 May 2023

Tom Copley

James Danby

Anne Maral Devlet

Utku Guder

David Hermanstein

Sofie Mason resigned 1 July 2023

Miriam Matthew

Mark Ross

Elly Rothnie

Anthony Vaughan

Sarah Wilson-White resigned 1 July 2023

Natalie York

Secretary

Sophie Wallis

Chief executive/day to day management

David Byrne - Artistic Director & CEO

Auditors

Breckman & Company Ltd, Chartered Certified Accountants, 49 South Molton Street, London W1K 5LH.

Bankers

Bank of Scotland, 38 St. Andrew Square, Edinburgh EH2 2YR.

CAF Bank Ltd, 25 Kingshill Avenue, Kingshill, West Malling, Kent ME19 3JQ.

New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Solicitors

Harbottle & Lewis, 7 Savoy Court, London WC2R 0EX.

Registered office and operational address

New Diorama Theatre, 15-16 Triton Street, Regent's Place, London NW1 3BF.

New Diorama
(Limited by Guarantee)

Trustees' Report

The Trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2023 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and 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 (FRS 102).

Principal activity

The principal activity of the company during the year continued to be the promotion of educational drama and the presentation and development of work by theatre companies. The year saw the theatre conclude its 10-year Anniversary Season, ahead of a radical closure of the theatre as part of Intervention-01.

Related charities

There are no related charities.

Structure, governance and management

A board of Trustees, who meet regularly, administers the charity. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. The company is represented by the solicitors Harbottle and Lewis.

Staffing and Personnel

NDT Core Staff

David Byrne - Artistic Director and CEO

Will Young – Executive Director

Sophie Wallis - Executive Producer (*part-time*)

Reece McMahon – Producer (*left September 2022*)

Jonas Georgsson – Producer (*started October 2022*)

Jo Langdon – Marketing & Audience Development Manager (*left July 2022*)

Emma Clark – Projects Associate (*part-time April-December 2022; full-time from January 2023*)

Jo Salkild - Finance Manager (*part-time*)

Sayedah Supersad – Production Manager (*full-time*)

Adam Jefferies – Technical Manager (*part-time*)

Stacey Nurse – Technician (*freelance*)

Guy J Sanders – Associate Artist – Graphic Design (*freelance*)

Lakeisha Lynch-Stevens – Camden Youth Theatre Leader (*part-time*)

Phoebe Fairchild – Assistant Camden Youth Theatre Facilitator (*part-time*)

Shamira Turner – Assistant Camden Youth Theatre Facilitator (*part-time*)

Pay policy for senior staff

Staff pay/remuneration is reviewed on a yearly basis by the board of Trustees through a benchmarking process against other arts organisations based in London.

Major risks

Ongoing Covid-19 impact

At the end of the financial year, we are a year and a half on from the reopening of our theatre space, following the COVID-19 pandemic. However, its devastating effects on the theatre industry – both from an artistic and financial perspective - remained live throughout the course of the year, and we had to remain reactive and responsive to the situation, adapting our operational and fundraising activity in response.

New Diorama
(Limited by Guarantee)
Trustees' Report

Funding Climate

New Diorama relies on support from Trusts, Foundations, Arts Council England and donations from individuals to deliver our work for early-career artists and our local community. In the current financial climate, and most especially in the wake of Covid, these sources have become harder than ever to secure. With organisations like ours having similarly emerged the other side of the pandemic, competition for these funds remains tougher and fiercer than ever before. Despite a great track record in attracting support, we are always reviewing the risks surrounding our reliance on fundraising, and looking for new, long-term revenue and income streams.

NDT Café

In Spring 2020 we took back full control of our café/bar, as part of a strategy to secure a new, long-term revenue stream for the organisation. Having fully reopened in October 2021, the café now provides a steady, reliable income stream, and we continue to be growing the offer to our local community, Regent's Place occupiers and visitors to the theatre. The priority has shifted from stability of the operation to upping the offer and looking to establish the Café/Bar as a secure, reliable and successful operation to provide financial stability for the future of the organisation. We are reviewing financial targets for the next year 2023/24, and will be undergoing the transition of setting up the Café as a trading subsidiary by the summer 2023, as we anticipate hitting the £80k income threshold.

Objectives and Activities for the Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

New Diorama's central mission is to be a great local theatre with a strong national profile. Being the only theatre in London to specialise exclusively in the presentation of ensemble, devised work, it is our ambition to become the national epicentre for this kind of performance by creating and supporting ambitious productions and projects, by both emerging and established companies, for our immediate community and wider audiences.

New Diorama Theatre also have a dedicated and successful Community Outreach Programme, positioning us as the creative hub for West Euston and wider Camden residents.

Every year, New Diorama:

- hosts a year-round programme of public performances, designed to appeal to a cross-section of our local and wider community.
- encourages, supports, mentors and presents the work of emerging theatre companies from across the UK.
- works to create a new class of studio theatre that is friendly, highly professional and challenges artists to make, and showcase, their most creative and ambitious work.
- grows the loyal audience for New Diorama Theatre with strong organisational marketing campaigns and growing press coverage and profile.
- actively seeks, maintains and grows meaningful relationships with funding partners (individual donors, business partners, trusts and foundations) to secure a stable future for our work.

Thanks to ongoing support from trusts and foundations, old and new supporters who backed a number of radical initiatives, alongside the talent and tenacity of our artists, and unwavering belief and support from our audiences, 2022/23 was the boldest and most ambitious year in New Diorama's history.

New Diorama
(Limited by Guarantee)
Trustees' Report

KEY ARTISTIC ACHIEVEMENTS AND PROJECTS

WINNER – The Stage Fringe Theatre of the Year 2022
WINNER – Critics' Circle Empty Space Venue Award 2023

During the course of the year New Diorama has continued to look at ways it can reinvent the studio theatre and, crucially, better invest in independent artists, in particular to address the devastation that the pandemic has continued to have on the arts in the UK.

2022/23 saw us instigate, deliver and culminate a number of radical, innovative and game-changing projects, all dedicated to honouring that mission, and all to considerable success and impact.

NDT Broadgate

July 2022 saw us bring our hugely ambitious and revolutionary NDT Broadgate project to a close.

In total, NDT Broadgate gifted over **120,000 hours** of free space to more than **8,800** independent theatre-makers, companies, designers and writers. In total, groups made more than **250 new shows, presenting over 30 national tours**. Notable productions that New Diorama supported, co-produced and led on during this time include **Crying in the Wilderness' CONUNDRUM**, which played a sold-out run at the Young Vic, **The PappyShow's WHAT DO YOU SEE**, which ran at Shoreditch Town Hall ahead of a national tour, and **Poltergeist's GHOST WALK**, a live/digital hybrid that took audiences on an adventure through the streets of City of London.

Central to NDT Broadgate's mission was uplifting creatives from historically marginalised and under-represented communities who had been worst-hit by the pandemic. **51% of all projects at NDT Broadgate were led by artists who are Black, Asian or from the Global Majority, 44% of all projects were led by artists who identify as Working Class and 32% of all projects at NDT Broadgate were led by artists who are D/deaf, disabled or neurodivergent.**

Capturing the legacy of the programme, New Diorama and British Land commissioned leading consultants COP Consulting to undertake a full Economic Impact Report on the NDT Broadgate project. This extensive research project sought to capture the wider impact of projects such as this which provide free space and catalysing support for creative activity, with the year as a whole shown to have unlocked some **£40m in additional revenue for the UK economy** and a 49:1 social return on investment.

'A generous and essential project... This project supported thousands of artists and has been essential in bringing freelance creatives back onto our stages.' **Stephen Fry on NDT Broadgate**

'NDT Broadgate was one of the most significant engines for recovery across the theatre sector and a brilliant example of the enormous value derived from innovative cross-sector partnerships. At ACE, we witnessed first-hand how crucial this initiative was for thousands of diverse, early-career artists at such a critical moment.' **Neil Darlison, Director of Theatre, Arts Council England**

10th Anniversary Season Theatre Season

While continuing to support thousands of artists over at NDT Broadgate in its final months, our theatre season in Camden continued as we concluded our celebratory **Tenth Anniversary Season** with its final shows covering April to June 2022 – celebrating some of the best artists who've been an essential part of our first decade, as well as working with some exceptional new talent.

New Diorama
(Limited by Guarantee)
Trustees' Report

PROJECT DICTATOR by Rhum & Clay
Commissioned and Co-produced by New Diorama Theatre
March - April 2022, New Diorama Theatre
August, 2022, Pleasance Theatre, Edinburgh

April saw the conclusion of NDT Associate Company Rhum + Clay's premiere of **PROJECT DICTATOR**, a darkly comic world premiere about artistic expression, created in anonymous collaboration with artists living under authoritarian regimes.

Following a critically acclaimed run at NDT, **PROJECT DICTATOR** went on to perform at the Pleasance Theatre, Edinburgh for a full run in August 2022 ahead of UK touring in 2023.

★★★★★ 'Vivid, athletic and sensational... surprising, disturbing, and, at its conclusion, desperately moving. Essential.' **WhatsOnStage**

★★★★★ 'Powerfully resonant political comedy... deceptively playful.' **The Stage**

★★★★★ 'A devised performance that is as hilarious as it is heart-breaking, as deeply intimate as it is universal. Project Dictator is a breakneck guide to totalitarianism, taking in tin-pot military coups, the vapid platitudes of the modern electoral campaign, the rise of populism and the debasement of the human spirit – it is also very funny!' **British Theatre Guide**

EVERYDAY by Deafinitely Theatre
Commissioned and Co-produced by New Diorama Theatre
May – June 2022, New Diorama Theatre
June 2022, Birmingham Rep Theatre
June 2022, York Theatre Royal
June 2022, Northern Stage

Deaf-led theatre company Deafinitely Theatre returned to New Diorama with the world premiere of the visually-rich, playful and pulsatingly urgent **EVERYDAY**. Drawing on real-life interviews with victims of domestic abuse, combining BSL and English in the company's unique bilingual style, **EVERYDAY** followed the company's string of hits at NDT, including 2018/s blazingly original **4.48 PSYCHOSIS**.

The run was accompanied by a string of panel events and Q&As, exploring the rehearsal process behind making a bilingual devised show, and exploring what can be done to better support deaf domestic abuse survivors.

"Deafinitely Theatre's evocative and tender show.... demonstrates the power of sign language to tell a story" **The Guardian**

"Compelling bilingual storytelling" **The Stage**

The Knot

One year on from reopening our doors and starting the road to recovery for thousands of artists, we hosted a week-long festival of fearless conversations about the future of independent theatre, taking place at **NDT Broadgate in June 2022**.

New Diorama
(Limited by Guarantee)
Trustees' Report

The Knot was a programme of big-thinking panel discussions, game-changing workshops and mind-expanding speakers. A partnership between NDT, Bunny, Uproot and Culture Mile, and supported by ACE, the programme was available in person or online, and was **completely free** for all those who took part, with over 1,000 participants joining events.

Intervention 01

'Post-pandemic, we promised to listen more and do better. The sheer catalytic energy required to 'bring theatre back' has left artists on the brink of burn-out and exhaustion. So New Diorama are going to do the most radical thing we can imagine: stop. Marking a once-in-a-generation moment, we'll work behind the scenes to return in 2023 with a renewed artistic vision, a re-energised artist family, and our boldest-ever slate of work.' **David Byrne, Artistic Director, NDT**

From September 2022, New Diorama closed its doors and went dark across social media, and committed to not presenting any work on stage for the Autumn/Winter of 2022/23. Instead making space, time and resource to fund artistic dreamtime, messy new ideas and genuine R&D for companies taking part, allowing us to support risky work without having to ask artists to package up their ideas immediately for public consumption, and with no pressure for programming or any immediate outcomes.

The number of applications received far outnumbered anything we could've predicted, with a record **500+ applications** being received and, following a rigorous selection process, **15 companies** being selected to take part. Successful companies and collaborations included YESYESNONO, Timelapse, Nouveau Riche, Breach Theatre, A&E Comedy, Kandinsky Theatre, Jen Tang / Isley Lynn, Antler Theatre, Cade & McAskill, SaksiBisou and Beats & Elements.

From September 2022 through to March 2023 we hosted R&Ds at New Diorama and partner space Old Diorama Arts Centre for the companies to play and make, with the option for a no-strings sharing opportunity at the end of the process. These were attended by New Diorama staff, artist networks, and local community members and partners. Several of the also projects continued further development into 2023-24.

During the programme, we hosted an **Artists Retreat** in Brighton for all participating Intervention01 companies. This was primarily used as an opportunity to drill into the successes and learnings of the process, to discuss collectively what the process had brought to the companies involved, and to explore next steps for those involved, and for New Diorama's future artist support programmes.

Supported by two creative partners, **Brighton Dome & Brighton Festival** and NDT's close neighbour, **Old Diorama Arts Centre**, the project was funded by Arts Council England National Lottery Project Grants, Jerwood Arts, and the Harold Hyam Wingate Foundation.

NDT Shows in the West End

Alongside work on NDT's stage, New Diorama-commissioned show **OPERATION MINCEMEAT**, by comedy troupe **Spitlip**, opened on the West End at the Fortune Theatre in March 2023, following a sold-out season at Riverside Studios. It has since gone on to make history by becoming the best reviewed show in West End history, with a current total of **65 ★★★★★ reviews**, playing to ongoing sold-out houses and - now extended for the fifth time - is now scheduled to run until April 2024.

★★★★★ 'Glorious... the operation has been a total success.' **Time Out**

New Diorama
(Limited by Guarantee)
Trustees' Report

★★★★ 'A West End triumph... a joyful success on the big stage.' **The Guardian**

★★★★ 'Just what the West End needs... exuberant, energetic, incurably daft.' **Evening Standard**

★★★★ 'Joyous... SpitLip theatre company does not disappoint.' **Financial Times**

March then also saw a second NDT-commissioned show make its West End debut.

FOR BLACK BOYS WHO HAVE CONSIDERED SUICIDE WHEN THE HUE GETS TOO HEAVY
by Ryan Calais Cameron / Nouveau Riche. Commissioned and Co-produced by New Diorama Theatre.
March–April 2023, Apollo Theatre

Following its sell-out run at the Royal Court Theatre (downstairs), Nouveau Riche's powerhouse NDT-commissioned show **FOR BLACK BOYS...** premiered on the West End, opening at The Apollo Theatre on 25 March for a limited, sell-out 6-week run.

Six young Black men meet for group therapy, and let their hearts – and imaginations – run wild, in this profound and playful world premiere, combining music, movement, storytelling and verse.

★★★★★ 'What a joyous, sad, beautiful piece it is — muscular, vibrant, deeply tender.' **Financial Times**

★★★★★ 'Beyond beautiful... There is trauma, swagger, laughter, and above all there is love. It's almost overwhelmingly moving.' **The i**

★★★★★ 'A feelgood show that plumbs the depths, then, and a choral cry to be heard that leaves you inspired not browbeaten.' **The Telegraph**

Untapped Award 2022

Returning post-pandemic in partnership with **Underbelly** and **Methuen Drama**, the four winners of the 2022 Untapped Award were Chalk Line Theatre with **BLANKET BAN**, Chewboy Productions with **CALIGARI**, Ugly Bucket with **GOOD GRIEF**, Max Percy + Friends with **THIS IS NOT A SHOW ABOUT HONG KONG**.

Offering a £5000 cash prize, a prime venue and time slot at Underbelly, free rehearsal space at NDT Broadgate, design and marketing support, funding for access performances, all underpinned by support, guidance and advice from a team with extensive experience of the Edinburgh Festivals, this was far and away the biggest package of support to date. The programme also continued the Untapped Award's success at launching companies and projects to new heights, including winning a prestigious **Fringe First Award** for **THIS IS NOT A SHOW ABOUT HONG KONG**, and further tours and transfers for both **GOOD GRIEF** and **BLANKET BAN**.

'After two years away, we had a record number of applicants for the 2022 Untapped Award. Competition was fierce, and our national selection panel did an expert job of helping us shortlist from the wealth of strong applicants. The final four shows are as varied and diverse as the Fringe itself – with some of the UK'S best new companies tackling big topics from democracy to reproductive right, authoritarianism to death itself. A truly legendary year for the award.' **David Byrne, Artistic Director, NDT**

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Trustees' Report

Spring Re-Opening Season 2023

Tasked with the responsibility of reopening the theatre post-Intervention01, Breach Theatre embraced the challenge with their verbatim musical, **AFTER THE ACT**. A brand-new musical about Section-28, staged 20 years after its repeal, multi-award winning Breach (**IT'S TRUE, IT'S TRUE, IT'S TRUE**) unpack a turning point in LGBTQ+ British history, singing and dancing over the grave of this national anniversary. Reviews for **AFTER THE ACT** included:

★★★★ 'This musical feels exceptional...A massive achievement... Wonderful performances.' **The Guardian**

★★★★ 'Empowering and gut-wrenching... full of righteous anger and euphoric 80s synths.' **The Telegraph**

★★★★ 'Heart-rending yet joyful... brilliantly conveys the hysteria and outrage of Section 28 in propulsive musical form.' **The Stage**

★★★★ 'Fantastically daring... The company's powers are undiminished' **Time Out**

The show's success also saw Breach Theatre offered a transfer for **AFTER THE ACT** to the prestigious Traverse Theatre main space for the 2023 Edinburgh Festival Fringe, which NDT went on to further support and lead-produce.

COMMUNITY PROGRAMME

2022/23 presented some new challenges around community engagement, in no small part due to the bold initiative of Intervention01, which meant that we had to find new ways to engage our community given the closure of the theatre for 6 months and absence of a season of shows.

The culmination of our Tenth Anniversary Season saw us continue our long-established offer of free **Community Matinees** – with isolated, older members of West Euston and Camden coming along to specially programmed performances of Rhum + Clays' **PROJECT DICTATOR** and Deafinitely Theatre's **EVERYDAY**, where they attended the performances and then enjoyed complimentary post-show refreshments and snacks, and a chance to meet the cast and discuss the shows. The attendance of these matinees was very high, as our local community were reinvigorated to engage with our theatre programme after a long time apart due to Covid.

Throughout our seasons of work we also continued to offer free exhibitions and events for diverse local communities to engage further with many issues in contemporary life reflected on our stage. During 2022-23, this included an exhibition of work and stories from artists living and working under global authoritarian regimes (showing alongside **PROJECT DICTATOR**) and exhibitions from the Trans Pride archives (accompanying **AFTER THE ACT**), alongside other free workshops and discussions.

Primary School Co-Creation and Touring

Our highly successful 2021/22 schools show **EVERYTHING HAS CHANGED** by Rhum + Clay – a show born out of the lived experiences of young people throughout the pandemic – was supported for a second round of touring produced by New Diorama in summer 2022. In total, the show was performed to 1,844 children aged 7-11 across school and community settings in Camden and neighbouring boroughs, entirely

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for free and supported by a schools resource pack to further promote creative learning. Following these performances, the show went on to further performance runs at the Pleasance at the Edinburgh Festival in August 2022, followed by a run at the Southbank Centre in February 2023.

This children's show was created with educational psychologists and teachers, and is fast-moving and musical adventure about the chaos of the pandemic – allowing young people to take stock and share hopes for the future.

'This was one of the most memorable and impactful 50 minutes of the school year. Thank you!' –
Camden school teacher on Everything Has Changed.

★★★★ *'Smart, sensitively handled and – crucially – a lot of fun.'* **The Guardian**

From autumn 2023, we began work towards the second of our three-year cycle of primary school co-creation and touring work, commissioning NDT Associates Kandinsky Theatre to begin development on a new show which was finally titled **THE OTHER WAY HOME**. As part of this development, Kandinsky were funded to undertake a series creative and drama workshops in five local primary schools and one community centre in Camden, taking place between October 2022 and March 2023.

Camden Youth Theatre

New Diorama runs Camden Youth Theatre (CYT) in partnership with Camden People's Theatre and Old Diorama Arts Centre. After a period of recovery, reset and new recruitment post-lockdowns in 2021-22, this year saw regular in-person sessions running throughout with two weekly groups, alongside a series of taster workshops for local schools and performances at local festivals.

Additionally, during 2022-23 we introduced a stronger digital skills strand of the programme responding to previous participant feedback. This saw a group of young people working with a professional filmmaker in autumn 2022 to script, storyboard, film and perform in a set of new short films, which were then professionally edited and screened at a special event in December 2022 alongside a CYT Christmas party, hosted at New Diorama Theatre.

This year also saw work begin on a new theatre piece, with CYT for the first time securing the rights to adapt a work of young people's fiction, *And The Stars Were Burning Brightly* by Danielle Jawando, an acclaimed piece exploring themes around teenage mental health. CYT members worked throughout the year to devise their own interpretation of the work – which will be its world premiere as a stage adaptation – due for public performances in June 2023.

Community partners

During 2022/23, New Diorama's **Community Partners** were:

Fitzrovia Youth in Action - FYA and New Diorama began an exciting partnership in 2018 in order to provide young people in the Fitzrovia area with space to perform, workshop and showcase their creative work.

In their own words, FYA support local disadvantaged young people in developing projects which address the issues they care about, such as community cohesion, healthy living, conflict, drugs and alcohol.

Third Age Project – TAP have been working with New Diorama since we first opened, delivering activities for West Euston residents aged over 65. New Diorama have provided the space and time to present an

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annual Pantomime, a summer performance and other events, as well as developing their staff and members' technical skills.

Third Age Project is a company reaching out to an older generation in our community who find themselves alone and isolated, offering creative opportunities to bring people together.

PAN Intercultural Arts – A new partnership with a local charity, using arts for social change, we have provided free performance space for the young people they work with, who are at risk of offending, as part of their Weapons of Choice theatre project, and have supported their group of women with experience of trafficking.

PAN is an intercultural arts organisation dedicated to the exploration of cultural diversity through the arts and how such work can inspire and implement social change.

ASSOCIATE COMPANIES

New Diorama has trailblazed a distinctive approach to being a theatre venue that invites, presents and nurtures an array of talented and exceptional theatre companies. As each company makes New Diorama their home and as they are able to grow from the mentoring opportunities on offer, and the profile and reputation that NDT offers, the aim is that they will each flourish into self-sufficient organisations in their own right. At the top of this extensive list of supported companies sit New Diorama's **Associate Companies**. Individually they showcase the very best of what a growing theatre company can be – both artistically and organisationally in terms of structure. Together, they demonstrate the breadth of work and styles New Diorama presents on its stage.

After performing at New Diorama, selected theatre companies can be invited to become an Associate Company. Associates are not just companies that are supported, but artists who share and join New Diorama in our mission to help and nurture the other companies we support, as well as promote our work to the wider sector as a whole. There is an expectation that they will be visible and active members of the NDT community, supportive to the other members of the NDT family, and attend a wide variety of work at the theatre as well as acting as ambassadors elsewhere.

During 2022/23, New Diorama's Associate Companies were: **Breach, Kandinsky, The PappyShow, Rhum & Clay and Lost Watch**. These companies are reviewed annually, looking at quality, ambition of plans as well as how they have interacted with the venue and the other supported artists across the year. As Associates, they have first-call on programming slots and development space, as well as working directly with us to achieve a joint vision of how New Diorama can help both their work and the work of others.

Across 2022/23 the charity has achieved considerable productions and projects, extensive informal and participatory sessions, continued to train and mentor others at a professional level, offered free career surgeries and space in-kind for artistic projects, supported the sector through the resource of the building.

FUTURE ARTISTIC PLANS FOR 2023-24

Following New Diorama's reopened public programme in spring 2023, following Intervention 01, the season continued beyond AFTER THE ACT to include a transfer of multi-award-winning director Katie Mitchell's production of LITTLE SCRATCH alongside the world premiere of new play WAR & CULTURE by Nina Segal, both running across April-May 2023.

Looking further ahead, June-June 2023 sees the world premiere of our new schools touring show THE OTHER WAY HOME by Kandinsky Theatre, with July-August 2023 seeing a new cohort of Untapped

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Award-winners showcased in London and Edinburgh in a further-expanded and financially enhanced programme supported by partners Underbelly, Concord Theatricals and Nouveau Riche.

We are also continuing to support companies developing new work through the Intervention 01 project, with extended timelines and additional investment for several, including plans to take Jessica Hagan/Nouvea Riche's new project *BRENDA'S GOT A BABY* into full commission and production for autumn 2023.

FINANCIAL REVIEW

As of the 31 March 2023 unrestricted funds were £173,832 of which £49,291 were designated as a Commissioning and Resilience Fund. Restricted funds were £141,198.

Reserves Policy

The Trustees believe it prudent to aim for a financial cushion in excess of three months' core salaries and overheads. As of 31 March 2023 this was £115,787, set against free, undesignated reserves of £114,053.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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.

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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.

Small Company Exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies. This report was approved by the Board of Trustees on 5 December 2023 and signed on its behalf by

Philip Graham

**Philip Graham – Chair
Trustee**

Independent Auditors' Report to the Members of New Diorama

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees 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.

Independent Auditors' Report to the Members of New Diorama

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 directors' report.

We have nothing to report in respect of the following matters in relation to which 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 12 and 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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.

Independent Auditors' Report to the Members of New Diorama

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

Our assessment focussed on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Independent Auditors' Report to the Members of New Diorama

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.

Richard Nelson

Mr Richard Nelson FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditor
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

5 December 2023

New Diorama
(Limited by Guarantee)

Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total £	Unrestricted funds £	Restricted funds £	2022 Total £
Income and endowments from:	2						
Donations and legacies - page 19		187,355	-	187,355	541,254	-	541,254
Charitable activities:							
Theatre income - pages 20-21		461,472	535,493	996,965	410,453	395,325	805,778
Investments		822	-	822	7	-	7
Total		<u>649,649</u>	<u>535,493</u>	<u>1,185,142</u>	<u>951,714</u>	<u>395,325</u>	<u>1,347,039</u>
Expenditure on:							
Raising funds:							
Fundraising		507	-	507	4,875	-	4,875
Charitable activities:							
Theatre - page 22		748,372	447,046	1,195,418	823,498	388,055	1,211,553
Total		<u>748,879</u>	<u>447,046</u>	<u>1,195,925</u>	<u>828,373</u>	<u>388,055</u>	<u>1,216,428</u>
Net Income / (expenditure)	3	(99,230)	88,447	(10,783)	123,341	7,270	130,611
Transfers between funds	14, 15	4,382	(4,382)	-	893	(893)	-
Net movement in funds:		<u>(94,848)</u>	<u>84,065</u>	<u>(10,783)</u>	<u>124,234</u>	<u>6,377</u>	<u>130,611</u>
Reconciliation of funds:							
Total funds brought forward		268,680	57,133	325,813	144,446	50,756	195,202
Total funds carried forward	14, 15	<u>173,832</u>	<u>141,198</u>	<u>315,030</u>	<u>268,680</u>	<u>57,133</u>	<u>325,813</u>

The notes on pages 26 to 37 form an integral part of these financial statements.

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

New Diorama**(Limited by Guarantee)****Year ended 31 March 2023**

	2023		2022	
	£	£	£	£
Income from donations and legacies				
Grants				
COVID-19 emergency funding				
ACE Culture Recovery Fund	-		239,584	
HMRC Coronavirus Job Retention Scheme	-		22,157	
London Borough of Camden Restart	-		26,000	
		-		287,741
British Land	31,217		35,700	
Plato Trust	20,000		-	
Regents Place	74,473		9,500	
Esmee Fairbairn Foundation	-		60,000	
Foyle Foundation	-		20,000	
John Ellerman Foundation	30,000		25,000	
Maitland	-		20,000	
Garfield Weston Foundation	15,000		20,000	
		170,690		190,200
		170,690		477,941
Donations				
Individual giving/donations	1,665		48,613	
Pleasance Theatre	-		4,700	
Santander Season Sponsorship	10,000		10,000	
Fundraising	5,000		-	
		16,665		63,313
		187,355		541,254

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(Limited by Guarantee)

Year ended 31 March 2023

	2023	2022
	£	£
Income from charitable activities		
Theatre income		
Fees	250	885
NDT Box office	47,869	70,955
Royalties	1,317	-
Co-production	272,440	36,000
NDT Broadgate	20,737	213,529
Hire of venue (Artistic and Corporate)	30,153	1,145
Cafe/Bar	87,758	61,822
Sundry	948	26,117
	<u>461,472</u>	<u>410,453</u>

New Diorama**(Limited by Guarantee)****Year ended 31 March 2023**

	2023	2022
	£	£
Project specific funding		
Grants/Donations		
ACE - Access Programme	1,660	14,940
ACE - Backstage	22,966	-
ACE - Camden Youth Theatre	1,415	12,735
ACE - New Show Development	26,385	-
ACE - NDT Broadgate	4,863	43,767
ACE - In-house production	-	1,620
ACE - Artist Development	62,550	29,340
ACE - Production grants	35,498	-
Andrew LLoyd Webber Foundation	25,000	-
Civilisation Co-Production funding	-	1,870
Camden People's Theatre	-	18,475
City of London CILNF	77,320	77,320
CLINF Broadgate Legacy Fund	45,200	-
D'Oyly Carte Charitable Trust	-	3,500
Passion Fruit Co-Production funding	-	13,482
Jack Petchey Fund	5,640	1,350
British Land	102,704	-
John Lyon's Charity	20,000	3,200
Cockayne Foundation	15,000	20,000
Harold Hyam Wingate	3,200	-
Helen Hamlyn Foundation	5,000	-
HS2 Community Fund	10,117	10,117
Jerwood Arts	54,000	15,000
Kickstart Scheme	6,511	9,065
London Borough of Camden	-	8,000
For Black Boys Co-Production funding	-	38,500
Police Cops Co-Production funding	-	17,131
PRS	-	4,750
Theatre's Trust	7,175	5,000
Viridor Credits Communities Fund	-	43,163
Writers Guild	3,289	-
Young Camden	-	3,000
	535,493	395,325

New Diorama**(Limited by Guarantee)****Year ended 31 March 2023**

	2023	2022
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Box office ticketing fees	676	4,692
Salaries/fees	436,385	431,066
Social security costs	21,910	13,901
Staff pension costs	13,678	3,458
Production costs	241,404	22,205
Sets/costumes/props	9,778	31,236
Performance access	2,132	2,075
Organisational development	8,891	-
Travel/transport/freight	12,355	424
Hospitality	2,130	3,947
Artist support costs	5,684	83,241
Artist development	1,507	-
Publicity	68,313	63,323
Outreach	3,648	3,588
Light/sound	19,640	8,653
NDT Broadgate	37,949	336,837
Public spaces refurbishment costs	14,569	79,495
The Knot	14,660	-
Research/development	5,554	-
Depreciation of fixtures/fittings/equipment	5,646	2,458
Opening stock	3,110	-
Cafe/bar purchases	40,119	29,182
Cafe/bar salaries/casual staff	46,155	-
	<u>1,015,893</u>	<u>1,119,781</u>
Support costs - page 23	171,850	88,141
Governance costs - page 23	10,320	6,741
Closing stock	(2,645)	(3,110)
	<u><u>1,195,418</u></u>	<u><u>1,211,553</u></u>

New Diorama**(Limited by Guarantee)****Year ended 31 March 2023**

	2023		2022	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Rent/rates/service charges	52,932		(2,734)	
Light/heat	29,219		6,441	
Telephone/fax/internet	5,187		6,722	
Insurance	6,461		3,523	
Repairs/maintenance	24,188		16,310	
Cleaning materials	8,733		2,236	
Equipment maintenance/purchase	2,904		10,339	
Depreciation of "Studio"	1,054		1,054	
		130,678		43,891
Administration costs				
Casual/other staff	4,346		12,649	
Staff training	1,631		2,345	
Staff recruitment	272		-	
Travel	3,381		2,652	
Printing/postage/stationery	2,729		2,591	
Auditorium seating service	407		447	
Subscriptions/licences	3,507		2,275	
IT/software support/website	7,089		5,890	
Sundries	3,010		1,805	
		26,372		30,654
Professional/financial				
Bookkeeping	-		9,750	
Consultancy fees	1,500		-	
Evaluation costs	12,028		-	
Bank charges	417		1,355	
		13,945		11,105
Deficit on disposal of tangible fixed assets		855		2,491
		171,850		88,141
Governance costs				
Legal	70		361	
Accountancy	5,000		1,630	
Audit	5,250		4,750	
		10,320		6,741
		182,170		94,882

New Diorama**(Limited by Guarantee)****Balance Sheet
31 March 2023**

		2023		2022	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	8		20,101		11,592
Current assets					
Stocks	9	2,645		3,110	
Debtors	10	47,990		120,707	
Cash at bank and in hand		382,521		387,142	
		<u>433,156</u>		<u>510,959</u>	
Liabilities					
Creditors: amounts falling due within one year	11	<u>(138,227)</u>		<u>(196,738)</u>	
Net current assets			<u>294,929</u>		<u>314,221</u>
Total assets less current over total assets			<u>315,030</u>		<u>325,813</u>
The funds of the charity					
Unrestricted funds	14				
- General fund			124,541		219,389
- Designated funds			49,291		49,291
			<u>173,832</u>		<u>268,680</u>
Restricted funds	15		141,198		57,133
Total charity funds			<u>315,030</u>		<u>325,813</u>

The trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the Board of Trustees on 5 December 2023 and signed on its behalf by

Philip Graham

**Philip Graham - Chair
Trustee**

The notes on pages 26 to 37 form an integral part of these financial statements.

New Diorama**(Limited by Guarantee)****Cash Flow Statement
for the year ended 31 March 2023**

	Notes	2023 £	2022 £
Cash flows from operating activities	21	<u>10,621</u>	<u>(7,891)</u>
Cash flows from investing activities:	19		
Dividends, interest and rents from investments		822	7
Purchase of property, plant and equipment		<u>(16,064)</u>	<u>(2,154)</u>
Net cash provided by investment activities		<u>(15,242)</u>	<u>(2,147)</u>
Change in cash at bank and in hand in the reporting period		(4,621)	(10,038)
Cash at bank and in hand at the beginning of the reporting period		<u>387,142</u>	<u>397,180</u>
Cash at bank and in hand at the end of the reporting period		<u><u>382,521</u></u>	<u><u>387,142</u></u>

New Diorama

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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)), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.2. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

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

1.3. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support costs are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

1.4. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

1.5. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Studio	-	Straight line over the life of the lease
Fixtures/fittings/equipment	-	25% on reducing balance

1.6. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.7. Debtors

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

1.8. Cash at bank and in hand

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

1.9. Creditors and provisions

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

1.10. Financial Instruments

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

1.11. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

1.12. Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised as expenditure when due.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Net income/(expenditure) for the year is stated after charging:	2023 £	2022 £
Depreciation of tangible fixed assets	6,700	3,512
Deficit on disposal of tangible fixed assets	855	2,491
Auditors'/Independent examiners' remuneration		
- independent examination (2021)	2,250	1,630
- external audit	5,250	4,750
- other services	2,750	-
	<u> </u>	<u> </u>

4. Trustees' emoluments and reimbursed expenses

Trustee David Hermanstein was paid a £1,000 (2022 - £1,000) consultancy fee in relation to New Diorama's Anti-racism Group. The trustees received no other remuneration during the year (2022 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2022 - £nil).

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2023**

5. Staff costs and numbers	2023	2022
	£	£
Staff costs		
Salaries and wages	276,663	211,843
Social security costs	21,910	13,901
Pension costs	13,678	3,458
	<u>312,251</u>	<u>229,202</u>

No employee earned £60,000 or more during the year (2022 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits including fees of the key management personnel of the charity were £132,548 (2022 - £96,186).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2023	2022
	Number	Number
Production	9	9
Administration	1	1
Cafe	1	-
	<u>11</u>	<u>10</u>

6. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £13,678 (2022 - £3,458).

7. Corporation taxation

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

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2023****8. Fixed assets - tangible assets**

	Studio	Fixtures/ fittings/ equipment	Total
	£	£	£
Cost			
1 April 2022	10,541	19,314	29,855
Additions	-	16,824	16,824
Disposals	-	(2,154)	(2,154)
31 March 2023	10,541	33,984	44,525
Depreciation			
1 April 2022	6,324	11,939	18,263
On disposals	-	(539)	(539)
Charge for year	1,054	5,646	6,700
31 March 2023	7,378	17,046	24,424
Net book values			
31 March 2023	3,163	16,938	20,101
31 March 2022	4,217	7,375	11,592

9. Stocks

	2023	2022
	£	£
Stocks	2,645	3,110

10. Debtors

	2023	2022
	£	£
Trade debtors	21,583	107,284
Other debtors	9,561	253
Prepayments	16,846	13,170
	47,990	120,707

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2023**

11. Creditors: amounts falling due within one year	2023 £	2022 £
Trade creditors	29,134	28,217
Other taxation/social security	-	14,839
Other creditors	767	3,211
Accruals	8,000	7,750
Deferred income (note 12)	100,326	142,721
	<u>138,227</u>	<u>196,738</u>

12. Deferred income	£
Balance at 1 April 2022	142,721
Amount released to incoming resources	(142,721)
Amount deferred in the year	100,326
Balance at 31 March 2023	<u>100,326</u>

Deferred income relates to grant and box office income received in advance.

13. Limited by guarantee

The private company is limited by guarantee, registered in EW - England and Wales, and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2023 there were 14 members.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2023**

14. Unrestricted funds	Brought forward	Incoming resources	Outgoing resources	Transfers	Carried forward
	£	£	£	£	£
General fund	219,389	649,649	(748,879)	4,382	124,541
Designated funds:					
Commissioning and Resilience fund	49,291	-	-	-	49,291
	<u>268,680</u>	<u>649,649</u>	<u>(748,879)</u>	<u>4,382</u>	<u>173,832</u>

Commissioning and Resilience fund

Funds designated by the Board to underwrite commissioning and production costs in light of additional financial and operational risks from Covid 19.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2023**

15. Restricted funds	Brought forward	Incoming resources	Outgoing resources	Transfers	Carried forward
	£	£	£	£	£
Fixed assets	2,000	-	-	(500)	1,500
10th Anniversary Season	10,000	-	(10,000)	-	-
Access Programme	-	1,660	(1,660)	-	-
Artist Development	27,720	87,550	(90,270)	-	25,000
Broadgate	-	105,583	(105,583)	-	-
Kickstart Scheme	-	6,511	(6,511)	-	-
Theatre upgrade/Cafe refurbishment	1,178	30,141	(19,324)	(3,882)	8,113
Camden community engagement	-	10,117	(10,117)	-	-
Camden Youth Theatre	16,235	27,055	(23,290)	-	20,000
Intervention 01	-	62,200	(62,200)	-	-
Communities	-	79,304	(79,304)	-	-
Commissioning	-	125,372	(38,787)	-	86,585
	<u>57,133</u>	<u>535,493</u>	<u>(447,046)</u>	<u>(4,382)</u>	<u>141,198</u>

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2023 is attributable to:

	£
Studio	<u>1,500</u>

The Theatres Trust - this vital capital grant allowed us to build and make functional this new rehearsal and office space separate from our main building, allowing us to grow our community programme, extend our educational and participation reach and overcome the final access hurdle that we face.

10th Anniversary Season

A grant from Cockayne Foundation towards NDT's 10th Anniversary season presented across financial years 2021-22 and 2022-23.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

Access Programme

The final tranche of a grant to support NDT's 2021/22 Access programme, featuring captioned and relaxed performances across the season, including community matinees for isolated, elderly members of the community.

Artist Development

Grants from Arts Council England and other Trusts & Foundations towards NDT's artist development and artist support programmes.

Broadgate

Grants towards the NDT Broadgate project, providing free rehearsal space in City of London for independent artists.

Kickstart Scheme

Grants from the DWP Kickstart Scheme to create new jobs for young people.

Theatre upgrade/Cafe refurbishment

Funds received towards refurbishment of the theatre's front of house spaces and café including from Arts Council England and the Theatres Trust.

The balance at 31 March 2023 is attributable to:

	£
Fixtures/fittings/equipment	8,113

Camden community engagement

A grant for engagement projects in Camden.

Camden Youth Theatre

Funds to run Camden Youth Theatre, a free youth theatre group for 13-19 year-olds in the Borough.

Intervention 01

Grants towards NDT's Intervention 01 programme, a project to temporarily suspend public performances during the year and instead focus on R and artist support investment across a cohort of independent companies and groups.

Communities

Grants towards a range of community and schools engagement activity, including our multi-year primary schools creation and touring programme.

Commissioning

Grants towards the commissioning and development of our main artistic programme, including production funds for individual shows.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2023****16. Analysis of net assets between funds**

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	10,488	-	9,613	20,101
Net current assets	114,053	49,291	131,585	294,929
	<u>124,541</u>	<u>49,291</u>	<u>141,198</u>	<u>315,030</u>

17. Financial commitments

At 31 March 2023 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2023 £	2022 £
Due:		
Within one year	36,500	36,500
Between one and five years	146,000	146,000
In over five years	141,438	177,938
	<u>323,938</u>	<u>360,438</u>

18. Related party transactions

The artistic and executive director David Byrne was paid £6,000 during the year in respect of commissioning fees.

There were no other related party transactions during the year that required disclosure.

New Diorama**(Limited by Guarantee)****Notes to the Financial Statements
for the year ended 31 March 2023****19. Gross Cash Flows**

	2023	2022
	£	£
Returns on investments and servicing of finance		
Interest received	822	7
	<u>822</u>	<u>7</u>
Capital expenditure		
Payments to acquire tangible assets	(16,824)	(2,154)
Receipts from sales of tangible assets	760	-
	<u>(16,064)</u>	<u>(2,154)</u>

20. Analysis of changes in net funds

	Opening balance	Cash flows	Closing balance
	£	£	£
Cash at bank and in hand	387,142	(4,621)	382,521
Net funds	<u>387,142</u>	<u>(4,621)</u>	<u>382,521</u>

21. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2023	2022
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(10,783)	130,611
Depreciation	6,700	3,512
Dividends, interest and rents from investments	(822)	(7)
Deficit on the sale of fixed assets	855	2,491
Decrease/(increase) in stocks	465	(3,110)
Decrease/(increase) in debtors	72,717	(120,030)
(Decrease) in creditors	(58,511)	(21,358)
Net cash inflow from operating activities	<u>10,621</u>	<u>(7,891)</u>

NEW DIORAMA

England & Wales - Charity number 278795

Accounts

Company number 1453811
Charity number 278795

New Diorama

(Limited by Guarantee)

Report and Financial Statements

for the year ended 31 March 2022

Breckman & Company Ltd
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

New Diorama
(Limited by Guarantee)

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New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 1453811, incorporated under the Companies Act and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 278795.

Directors and trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

As set out in the Articles of Association, new trustees are appointed by proposal from existing trustees in writing via the Secretary, a proposal that is then voted on at any General Meeting. On 5 December 2006, the trustees passed a Special Resolution to alter the Articles of Association so that any new trustee is appointed for a fixed-term of four years, after which time they may stand for re-election.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees during the year and since the year end, were:

Philip Graham - Chair	
Tanya Agarwal	appointed 4 July 2021
Anthony Vaughan	
Richard Shannon	resigned 5 July 2021
James Danby	
Natalie York	appointed 4 July 2021
Elly Rothnie	
Tom Copley	
David Hermanstein	
Utku Guder	
Miriam Matthew	
Sarah Wilson-White	
Mark Ross	
Anne Maral Devlet	
Sofie Mason	
Rachel Smith	resigned 5 July 2021

Secretary

Sophie Wallis

Chief executive/day to day management

David Byrne - Artistic and Executive Director

Auditors

Breckman & Company Ltd, Chartered Certified Accountants, 49 South Molton Street, London W1K 5LH.

Bankers

Bank of Scotland, 38 St. Andrew Square, Edinburgh EH2 2YR.

CAF Bank Ltd, 25 Kingshill Avenue, Kingshill, West Malling, Kent ME19 3JQ.

New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Solicitors

Harbottle & Lewis, 7 Savoy Court, London WC2R 0EX.

Registered office and operational address

New Diorama Theatre, 15-16 Triton Street, Regent's Place, London NW1 3BF.

New Diorama
(Limited by Guarantee)
Trustees' Report

The Trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2022 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and 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 (FRS 102).

Principal activity

The principal activity of the company during the year continued to be the promotion of educational drama and the presentation and development of work by theatre companies. The year saw the theatre re-open after its prolonged closure due to COVID-19, initially with a Reset Season in the Summer 2021, before an Autumn/Winter 2021 programme, and Spring 2022 programme.

Related charities

There are no related charities.

Structure, governance and management

A board of Trustees, who meet regularly, administers the charity. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. The company is represented by the solicitors Harbottle and Lewis.

Staffing and Personnel

NDT Core Staff

David Byrne - Artistic Director and CEO
Will Young – Executive Director (*joined June 2021*)
Sophie Wallis - Executive Producer (*part-time*)
Reece McMahon – Producer
Jack Heaton - Marketing and Audience Development Manager (*left April 2021*)
Jo Langdon – Marketing & Audience Development Manager (*started August 2021*)
Emma Clark – Projects Associate (*part-time*)
Jo Salkild - Finance Manager (*part-time*)
Sayeedah Supersad – Stage Manager / Production Manager (freelance)
Greg Cebula - Technical Manager (freelance & part-time)
Stacey Nurse – Technician (freelance)
Guy J Sanders – Associate Artist – Graphic Design (freelance)
Lakeisha Lynch-Stevens – Camden Youth Theatre Leader (part-time)
Phoebe Fairchild – Assistant Camden Youth Theatre Facilitator (part-time)
Chloe Young – Assistant Camden Youth Theatre Facilitator (part-time)

NDT Broadgate Team

Paige Evans – Event & Venue Manager
Nina Romancikova - Event & Venue Manager
Justin Masterson – Senior Project Manager
Lesley Cobbina – Arts Project Assistant (part-time)
Tsipora St. Clair Knights – Arts Project Assistant (part-time)
Jonas Georgsson – Projects Associate

Pay policy for senior staff

Staff pay/remuneration is reviewed on a yearly basis by the board of Trustees through a benchmarking process against other arts organisations based in London.

New Diorama
(Limited by Guarantee)
Trustees' Report

Major risks

Ongoing Covid-19 Disruption

At the end of the financial year, we find ourselves almost eight months on from the reopening of our theatre space, following the outbreak of the global pandemic COVID-19. However, its devastating and unpredictable effects on the theatre industry remained very live throughout the course of the year, and we had to remain reactive and responsive to the situation, adapting our operational activity in response. This meant that, during the course of 2021 from reopening our doors in July, we were forced to cancel and reschedule multiple performances, continuing to demonstrate resilience in the face of ongoing pandemic challenges.

Funding Climate

New Diorama relies on support from Trusts, Foundations, Arts Council England and donations from individuals to deliver our work for early-career artists and our local community. In the current financial climate, and most especially in the wake of Covid, these sources have become harder than ever to secure. With organisations like ours similarly now coming out the other side of the pandemic, competition for these funds is tougher and fiercer than ever before. Despite a great track record in attracting support, we are always reviewing the risks surrounding our reliance on fundraising, and looking for new, long-term revenue and income streams.

NDT Café

In Spring 2020 we took back full control of our café/bar, as part of a strategy to secure a new, long-term revenue stream for the organisation. Post lockdowns we reopened in October 2021, and the café now provides a steady income stream which we hope to grow substantially over the next year. The priority up until this point has been to stabilise the operation and retain local custom from the campus from pre-pandemic times. We are reviewing financial targets for the next year, and are hoping to grow the revenue figures back to what they were pre-Covid.

Objectives and Activities for the Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit : running a charity (PB2)'.

New Diorama's central mission is to be a great local theatre with a strong national profile. Being the only theatre in London to specialise exclusively in the presentation of ensemble, devised work, it is our ambition to become the national epicentre for this kind of performance by creating and supporting ambitious productions and projects, by both emerging and established companies, for our immediate community and wider audiences.

New Diorama Theatre also have a dedicated and successful Community Outreach Programme, positioning us as the creative hub for West Euston and wider Camden residents.

Every year, New Diorama:

- hosts a year-round programme of public performances, designed to appeal to a cross-section of our local and wider community.
- encourages, supports, mentors and presents the work of emerging theatre companies from across the UK.
- works to create a new class of studio theatre that is friendly, highly professional and challenges artists to make, and showcase, their most creative and ambitious work.

New Diorama
(Limited by Guarantee)
Trustees' Report

- grows the loyal audience for New Diorama Theatre with strong organisational marketing campaigns and growing press coverage and profile.
- actively seeks, maintains and grows meaningful relationships with funding partners (individual donors, business partners, trusts and foundations) to secure a stable future for our work.

Thanks to the investment of our supporters, the talent and tenacity of our artists, our loyal, returning and new audiences, alongside new and established partnerships, 2021/22 was a record-breaking year for New Diorama.

Welcoming audiences back through our doors in the summer was a truly special moment, with audiences flooding back with a warmth and support that was not anticipated. In spite of numerous challenges brought on by Covid, we managed to navigate our reopening with limited setbacks, and our artists have been supported as much as possible throughout this difficult period.

Our Key Artistic Achievements and Initiatives include:

'A genuine theatrical phenomenon – a miniature powerhouse' The Stage, Feb 2022

WINNER – Fringe Theatre of the Year 2022

During the course of the last year New Diorama has continually looked at ways it can reinvent the fringe model and better invest in independent artists, in particular to address the devastation that the pandemic was having on the arts in the UK.

NDT Broadgate

'A generous and essential project... This project supported thousands of artists and has been essential in bringing freelance creatives back onto our stages.' Stephen Fry on NDT Broadgate

'NDT Broadgate was one of the most significant engines for recovery across the theatre sector and a brilliant example of the enormous value derived from innovative cross-sector partnerships. At ACE, we witnessed first-hand how crucial this initiative was for thousands of diverse, early-career artists at such a critical moment.' Neil Darlison, Director of Theatre, Arts Council England

In 2021, we took one of our biggest steps yet – announcing the hugely ambitious, revolutionary **NDT Broadgate project**. A 20,000 sq ft civic space initiative, NDT Broadgate was designed to supercharge the recovery of freelance artists post-pandemic.

Running from August 2021 with the hope to continue through to July 2022, NDT Broadgate is a large rehearsal and artist development complex exclusively for independent artists, based in City of London.

This revolutionary space is **completely free** for freelance and independent artists to use throughout the year. Featuring more than **16 rehearsal spaces, 10 meeting rooms, project spaces, writers' rooms and recording studios**, multiple communal areas and a **large designers' studio** with make-spaces, this ambitious project was the first of its kind in the world.

In total, NDT Broadgate gifted over **120,000 hours** of free space to more than **8,800** independent theatre-makers, companies, designers and writers. In total, groups made more than **250 new shows, presenting over 30 national tours**. Notable productions that New Diorama supported, co-produced and led on during

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this time include **Crying in the Wilderness' CONUNDRUM**, which played a sold-out run at the Young Vic, **The PappyShow's WHAT DO YOU SEE**, which ran at Shoreditch Town Hall ahead of a national tour, and **Poltergeist's GHOST WALK**, a live/digital hybrid that took audiences on an adventure through the streets of City of London.

Uplifting creatives from historically marginalised and under-represented communities – who were worst-hit by the pandemic – was central to NDT Broadgate's mission. We started by embedding the highest access standards in the design brief and engaging four diverse resident companies as co-leaders for NDT Broadgate. We also developed an open lottery to allocate space, with space reserved for defined groups. As a result **51% of all projects at NDT Broadgate were led by artists who are Black, Asian or from the Global Majority, 44% of all projects were led by artists who identify as Working Class and 32% of all projects at NDT Broadgate were led by artists who are D/deaf, disabled or neurodivergent.**

NDT Broadgate was a year-long project which ran from August 2021 – July 2022.

Theatre Season

While supporting thousands of artists at NDT Broadgate, our theatre season in Camden was the most successful in our history – securing record audience numbers and historic transfers, including to the mainstage to the Royal Court, Barbican and into the West End.

Following an extensive refurbishment to our public spaces, New Diorama reopened its doors in July 2021 with its **Reset Season**. We continued to commission, develop and co-produce collaborative work, while acting as an insurance safety-net to ensure everyone was paid and artists were as supported as possible during a turbulent time.

In September 2021, we opened our **Tenth Anniversary Season**, which ran until June 2022 - celebrating some of the best artists who've been an essential part of our first decade, as well as working with some exceptional new talent.

Alongside work on NDT's stage, New Diorama supported shows **TOKYO ROSE** and **OPERATION MINCEMEAT**, the latter winning the **The Stage Debut Award** for best composer/lyricist in 2019, both transferred to London's Southwark Playhouse. **OPERATION MINCEMEAT** then played a sold-out season at Riverside Studios, and will open in the West End in Spring 2023 – the first NDT show to do so. Following a sold out run as part of our Tenth Anniversary Season, Nouveau Riche's **FOR BLACK BOYS WHO HAVE CONSIDERED SUICIDE WHEN THE HUE GETS TOO HEAVY** transferred from New Diorama to the mainstage at the Royal Court where it enjoyed an extended, sold out run.

Rhum & Clay's **WAR OF THE WORLDS** toured the UK and re-opened theatres internationally (including the main theatre programme at Stanford University, San Francisco), while **CIVILISATION** won the **Jury Prize** at Dresden's Fast Forward Festival.

Highlights of the Artistic Year:

CRISIS? WHAT CRISIS? by Parabolic Theatre
Co-produced by New Diorama Theatre
July - August 2021

Set in 1979 with Jim Callaghan's Labour Government facing a decisive no-confidence vote, the audience acted as parliamentary advisers in this immersive comedy-drama. **Total sell-out run - extended by 2 weeks.**

★★★★★ *'As madly farcical as The Thick of It... riveting'* **The Telegraph**
★★★★★ *'Hugely enjoyable'* **The Stage**

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★★★★ 'Superb... Immersive theatre at its best' **Camden New Journal**

CIVILISATION by Antler Theatre
Commissioned and Co-produced by New Diorama Theatre
August 2021, New Diorama Theatre
November 2021, HOME Manchester
November 2021, Hellerau European Centre for the Arts, Dresden

A blazingly original, critically acclaimed arrangement of theatrical realism and contemporary dance - excavating a day in the life of a woman following a tragic event. **Total sell-out run at New Diorama Theatre.**

Winner: 2021 Fast Forward Award for Young European Directors Dresden

★★★★ 'Thrilling... Complex, raw and insensibly smart...I could watch it forever' **The Guardian**

★★★★ 'Civilisation is many things at once: theatre, dance, performance art, illuminating and baffling, hilarious and heart-breaking' **The List**

DECIPHERING by Curious Directive and Bombo
Commissioned and Co-produced by New Diorama Theatre
September - October 2021, New Diorama Theatre
October 2021 – The Studio, Norwich

The opening show of our 10th Anniversary Season was a multi-media international collaboration, taking audiences inside Indonesia's real cave network containing the oldest graphic communication ever found.

★★★★ 'A love letter to learning and a deep dive into wonder' **The Guardian**

★★★★★ 'A wondrous piece of theatre... simply sublime' **Broadway World**

★★★★★ 'A stunning piece of theatre... powerful' **Camden New Journal**

FOR BLACK BOYS WHO HAVE CONSIDERED SUICIDE WHEN THE HUE GETS TOO HEAVY

by Ryan Calais Cameron / Nouveau Riche
Commissioned and Co-produced by New Diorama Theatre
October - November 2021, New Diorama Theatre
March – May, 2022, Royal Court Theatre Downstairs

Six young Black men meet for group therapy, and let their hearts – and imaginations – run wild, in this profound and playful world premiere, combining music, movement, storytelling and verse.

Total sell-out run, additional performances added, followed by a transfer to the Royal Court Theatre (downstairs) for a 5-week run in March - April 2022.

★★★★★ 'What a joyous, sad, beautiful piece it is — muscular, vibrant, deeply tender.' **Financial Times**

★★★★★ 'Beyond beautiful...There is trauma, swagger, laughter, and above all there is love. It's almost overwhelmingly moving.' **The i**

GHOST WALK by Poltergeist Theatre
Commissioned and Co-produced by New Diorama Theatre
December 2021, NDT Broadgate

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Starring Olivier Award-winner Juliet Stephenson, Adam Buxton, Paterson Joseph, Lydia West & more - a new genre-bending audio walk for humans big and small. Download the app, plug in your headphones, and use your new spirit detector to find a host of hilarious ghosts hiding in City of London. **Total sell-out, additional live performances added, to be made free after the premiere and remains live for audience members to participate for free.**

★★★★★ 'I've been on a number of interactive audio walks... this is definitely the best' **LondonTheatre1**

POLICE COPS THE MUSICAL by Police Cops
Commissioned and Co-produced by New Diorama Theatre
December 2021, New Diorama Theatre
August 2022, Edinburgh Festival Fringe

And finally, we ended 2021 with POLICE COPS: THE MUSICAL. Based on their multi-award-winning stage show that's toured the world over, Police Cops present a cinematic comedy blockbuster joyride full of grit, gunbs and uncompromising facial hair – all set to a blasting 80s power-pop soundtrack.

★★★★★ 'Unbeatable physical cop parody...the writing hits an impressive high.' **The Stage on Police Cops**

THE WINSTON MACHINE by Kandinsky
Commissioned and Co-produced by New Diorama Theatre
January – February 2022, New Diorama Theatre
February 2022, North Wall, Oxford
National Tour, Spring 2023

NDT Associate Company Kandinsky kicked off our 10th Anniversary Season finale with **THE WINSTON MACHINE**, an epic, intimate, state-of-the-nation show about our contested heritage and the shadow of Winston Churchill.

★★★★★ 'A dance across the decades... Directed with head-rushing freedom by James Yeatman and with deft dramaturgy from Lauren Mooney' **The Guardian**

★★★★★ 'An intriguing, fascinating show... Visually arresting with a mesmerising score' **WhatsOnStage**

PROJECT DICTATOR by Rhum & Clay
Commissioned and Co-produced by New Diorama Theatre

March 2022, New Diorama Theatre
August, 2022, Pleasance Theatre, Edinburgh

Fellow NDT Associate Company Rhum & Clay followed with the world premiere of **PROJECT DICTATOR**. A darkly comic play about artistic expression, created in anonymous collaboration with artists living under authoritarian regimes.

★★★★★ 'Vivid, athletic and sensational... surprising, disturbing, and, at its conclusion, desperately moving. Essential.' **WhatsOnStage**

★★★★★ 'Powerfully resonant political comedy... deceptively playful.' **The Stage**

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The Community Year in Profile:

While 2021/22 was one of the most challenging in NDT's history, it was also the most rewarding with the greatest impact.

The pandemic continued to have an impact on the delivery of some of our community work across the year, however we were able to see a dramatic increase in engagement figures from the previous year, with **10,396 individuals** benefiting from our Community Outreach Projects and schools touring work during the course of the year.

Our free community matinees for older, isolated local residents reestablished their place in our regular programme, with members of West Euston engaging with the work with a renewed appetite after our time apart. One piece of feedback we received from a member of community partners **The Third Age Project**, represented a particular highlight. Attending Nouveau Riche's **FOR BLACK BOYS**, a 79 year old Black African lady, on exiting the theatre, made a note for us which was passed back to us, saying the show was **"the most important performance in my life"**.

We also ran a highly successful schools tour of Rhum & Clays' **EVERYTHING HAS CHANGED** – a show born out of the lived experiences of young people throughout the pandemic - which played to over 2,100 young people across London.

EVERYTHING HAS CHANGED by Rhum + Clay
Commissioned and Co-Produced by New Diorama Theatre
June - August 2021, touring school & community venues
August 2022, Pleasance Theatres, Edinburgh
February 2023, Southbank Centre

This brand-new children's show was created with educational psychologists and teachers, offering just over 2,100 7-11 year-olds their first live performance experience since March 2020.

A fast-moving and musical adventure about the chaos of the last year – allowing young people to take stock and share hopes for the future.

'This was one of the most memorable and impactful 50 minutes of the school year. Thank you!' –
Camden school teacher on Everything Has Changed.

★★★★ *'Smart, sensitively handled and – crucially – a lot of fun.'* **The Guardian**

Camden Youth Theatre:

CYT, which New Diorama run in partnership with Camden People's Theatre and Old Diorama Arts Centre, saw a period of recovery and reset in the wake of lockdowns. Having focused on a core group of members and new digital opportunities over 2020-21, this year saw a return to in-person sessions and opening up to new members joining the group. Initially running sessions once-weekly, by the end of the year we re-established two weekly groups up to a full capacity of 50 members, alongside a series of taster workshops for local schools and performances at local festivals.

At the end of the year, in February 2022, CYT presented its first live show in over two years, with 'When This Is Over' performing at both Camden People's Theatre and New Diorama Theatre over one week. Devised by the young participants from a creative blueprint by youth group Company Three, the show formed part of a national youth theatre network which won *The Stage's* 2022 Community Project of the Year.

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Community Matinees:

Following 2020/21 when we obviously weren't able to host our usual season of community matinees, we were thrilled to be able to welcome our community audiences back to the theatre when we reopened our doors. Members of the **Third Age Project** returned to New Diorama in large numbers and with a renewed appetite for our work after our time apart.

During 2021/22, New Diorama's **Community Partners** were:

Fitzrovia Youth in Action - FYA and New Diorama began an exciting partnership in 2018 in order to provide young people in the Fitzrovia area with space to perform, workshop and showcase their creative work.

In their own words, FYA support local disadvantaged young people in developing projects which address the issues they care about, such as community cohesion, healthy living, conflict, drugs and alcohol.

Third Age Project – TAP have been working with New Diorama since we first opened, delivering activities for West Euston residents aged over 65. New Diorama have provided the space and time to present an annual Pantomime, a summer performance and other events, as well as developing their staff and members' technical skills.

Third Age Project is a company reaching out to an older generation in our community who find themselves alone and isolated, offering creative opportunities to bring people together.

PAN Arts Intercultural Arts – A new partnership with a local charity, using arts for social change, we have provided free performance space for the young people they work with, who are at risk of offending, as part of their Weapons of Choice theatre project, and have supported their group of women with experience of trafficking.

PAN is an intercultural arts organisation dedicated to the exploration of cultural diversity through the arts and how such work can inspire and implement social change.

Associate Companies

New Diorama has created a new type of theatre that invites, presents and nurtures an array of talented and exceptional theatre companies. As each company makes New Diorama their home and as they are able to grow from the mentoring opportunities on offer, and the profile and reputation that NDT offers, the aim is that they will each flourish into self-sufficient organisations in their own right. At the top of this extensive list of supported companies sit New Diorama's **Associate Companies**. Individually they showcase the very best of what a growing theatre company can be – both artistically and organisationally in terms of structure. Together, they demonstrate the breadth of work and styles New Diorama presents on its stage.

After performing at New Diorama, selected theatre companies can be invited to become an Associate Company. Associates are not just companies that are supported, but artists who share and join New Diorama in our mission to help and nurture the other companies we support, as well as promote our work to the wider sector as a whole. There is an expectation that they will be visible and active members of the NDT community, supportive to the other members of the NDT family, and attend a wide variety of work at the theatre as well as acting as ambassadors elsewhere.

During 2021/22, New Diorama's Associate Companies were: **The PappyShow, Rhum & Clay, Breach, Lost Watch** and **Kandinsky**. These companies are reviewed annually, looking at quality, ambition of plans as well as how they have interacted with the venue and the other supported artists across the year. As Associates, they have first-call on programming slots and development space, as well as working directly with us to achieve a joint vision of how New Diorama can help both their work and the work of others.

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Across 2021/22, the charity has achieved considerable productions and projects, extensive informal and participatory sessions, continued to train and mentor others at a professional level, and supported the sector through the resource of the building.

Future Artistic Plans for 2022/23

With the theatre now fully reopened, April 2022 sees us coming to the end of our celebratory 10th Anniversary Season, with the return of deaf-led Deafinitely Theatre with their brand-new show, **EVERYDAY** – a show drawing on real-life interviews with victims of domestic abuse, combining BSL and English in their unique bilingual style.

NDT Broadgate continues to operate and will be scheduled to close at the end of July 2022.

We are in the early stages of thinking around a radical intervention plan for Autumn 2022, which would involve closing our doors for 6 months to focus on Research and Development periods with a number of theatre companies. This is to respond to the problems theatremakers and artists are facing post-pandemic, in a bid to try and restore our belief in theatre as essential to our lives. Current thinking involves reopening with a Spring season in March/April 2023.

Financial Review

As of the 31 March 2022 unrestricted funds were £268,680, of which £49,291 were designated as a 'Commissioning and Resilience' fund. Restricted funds were £57,133.

Reserves Policy

The Trustees are happy that the charity has managed to maintain a level of unrestricted funds in recent years as a contingency. The Trustees believe it prudent to aim for a financial cushion in excess of three months' salaries and overheads. In 2021/22 this was £150,000.

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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Trustees' Report

In so far as the Trustees are aware:

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

The 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.

Small Company Exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies. This report was approved by the Board of Trustees on 20 December 2022 and signed on its behalf by


[Philip Graham \(Dec 20, 2022 12:09 GMT\)](#)

**Philip Graham – Chair
Trustee**

Independent Auditors' Report to the Members of New Diorama

Opinion

We have audited the financial statements of New Diorama (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees 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.

Independent Auditors' Report to the Members of New Diorama

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 directors' report.

We have nothing to report in respect of the following matters in relation to which 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 11 & 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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.

Independent Auditors' Report to the Members of New Diorama

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

Discussions with and enquiries of management and those charged with governance were held with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's 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.



Mr Richard Nelson FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditor
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

20 December 2022

New Diorama

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Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total £	Unrestricted funds £	Restricted funds £	2021 Total £
Income and endowments from:	2						
Donations and legacies - page 17		541,254	-	541,254	398,103	-	398,103
Charitable activities:							
Theatre income - page 18		410,453	395,325	805,778	1,431	58,015	59,446
Investments		7	-	7	17	-	17
Other - page 19	3	-	-	-	158,849	-	158,849
Total		<u>951,714</u>	<u>395,325</u>	<u>1,347,039</u>	<u>558,400</u>	<u>58,015</u>	<u>616,415</u>
Expenditure on:							
Raising funds:							
Fundraising		4,875	-	4,875	500	-	500
Charitable activities:							
Theatre - page 20		823,498	388,055	1,211,553	541,031	31,330	572,361
Total		<u>828,373</u>	<u>388,055</u>	<u>1,216,428</u>	<u>541,531</u>	<u>31,330</u>	<u>572,861</u>
Net income	4	123,341	7,270	130,611	16,869	26,685	43,554
Transfers between funds	15, 16	893	(893)	-	1,024	(1,024)	-
Net movement in funds:		124,234	6,377	130,611	17,893	25,661	43,554
Reconciliation of funds:							
Total funds brought forward		<u>144,446</u>	<u>50,756</u>	<u>195,202</u>	<u>126,553</u>	<u>25,095</u>	<u>151,648</u>
Total funds carried forward	15, 16	<u>268,680</u>	<u>57,133</u>	<u>325,813</u>	<u>144,446</u>	<u>50,756</u>	<u>195,202</u>

The notes on pages 24 to 35 form an integral part of these financial statements.

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

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Year ended 31 March 2022

	2022		2021	
	£	£	£	£
Income from donations and legacies				
Grants				
COVID-19 emergency funding				
ACE Culture Recovery Fund	239,584		189,000	
ACE Emergency Response Fund	-		35,000	
HMRC Coronavirus Job Retention Scheme	22,157		72,083	
London Borough of Camden Restart	26,000		-	
		287,741		296,083
British Land	35,700		35,000	
Regents Place	9,500		-	
Esmee Fairbairn Foundation	60,000		10,000	
Foyle Foundation	20,000		-	
John Ellerman Foundation	25,000		25,000	
Maitland	20,000		-	
Garfield Weston Foundation	20,000		20,000	
		190,200		90,000
		477,941		386,083
Donations				
Individual giving/donations	48,613		2,020	
Pleasance Theatre	4,700		-	
Santander Season Sponsorship	10,000		10,000	
		63,313		12,020
		541,254		398,103

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Year ended 31 March 2022

	2022 £	2021 £
Income from charitable activities		
Theatre income		
Fees	885	-
NDT Box office	70,955	-
Co-production	36,000	-
NDT Broadgate	213,529	-
Hire of venue (Artistic and Corporate)	1,145	(2,432)
Cafe/Bar	61,822	-
Sundry	26,117	3,863
	<u>410,453</u>	<u>1,431</u>
Project specific funding		
Grants/Donations		
ACE - Access Programme	14,940	1,660
ACE - Camden Youth Theatre	12,735	-
ACE - NDT Broadgate	43,767	-
ACE - In-house production	1,620	13,500
ACE - The Incident Room	-	1,620
ACE - Artist Development	29,340	-
Civilisation Co-Production funding	1,870	-
Camden People's Theatre	18,475	-
City of London CILNF	77,320	-
D'Oyly Carte Charitable Trust	3,500	-
Passion Fruit Co-Production funding	13,482	-
Jack Petchey Fund	1,350	-
John Lyon's Charity	3,200	21,000
Cockayne Foundation	20,000	-
HS2 Community Fund	10,117	20,235
Jerwood Arts	15,000	-
Kickstart Scheme	9,065	-
London Borough of Camden	8,000	-
For Black Boys Co-Production funding	38,500	-
Police Cops Co-Production funding	17,131	-
PRS	4,750	-
Theatre's Trust	5,000	-
Viridor Credits Communities Fund	43,163	-
Young Camden	3,000	-
	<u>395,325</u>	<u>58,015</u>

New Diorama
(Limited by Guarantee)

Other Income

Theatre Tax Relief

-	158,849
-	158,849
-	158,849

New Diorama

(Limited by Guarantee)

Year ended 31 March 2022

	2022	2021
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Box office ticketing fees	4,692	1,529
Salaries/fees	431,066	180,034
Social security costs	13,901	7,429
Staff pension costs	3,458	2,170
Production costs	22,205	210,433
Sets/costumes/props	31,236	858
Performance access	2,075	2,420
Travel/transport/freight	424	14,854
Hospitality	3,947	-
Artist support costs	83,241	19,119
Publicity	63,323	20,327
Outreach	3,588	-
Light/sound	8,653	10,024
NDT Broadgate	336,837	-
Public spaces refurbishment costs	79,495	55,828
Sundries	-	198
Depreciation of fixtures/fittings/equipment	2,458	3,390
Cafe/bar purchases	29,182	-
	<u>1,119,781</u>	<u>498,509</u>
Support costs - page 21	88,141	68,339
Governance costs - page 21	6,741	5,513
Closing stock	(3,110)	-
	<u><u>1,211,553</u></u>	<u><u>572,361</u></u>

New Diorama

(Limited by Guarantee)

Year ended 31 March 2022

	2022		2021	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Rent/rates/service charges	(2,734)		5,361	
Light/heat	6,441		3,866	
Telephone/fax/internet	6,722		3,857	
Insurance	3,523		4,413	
Repairs/maintenance	16,310		-	
Cleaning materials	2,236		192	
Equipment maintenance/purchase	10,339		11,209	
Depreciation of "Studio"	1,054		1,054	
		43,891		29,952
Administration costs				
Casual/other staff	12,649		15,462	
Staff training	2,345		547	
Travel	2,652		8	
Printing/postage/stationery	2,591		581	
Auditorium seating service	447		-	
Subscriptions/licences	2,275		361	
IT/software support/website	5,890		7,035	
Sundries	1,805		490	
		30,654		24,484
Professional/financial				
Bookkeeping	9,750		5,500	
Consultancy fees	-		2,450	
Bank charges	1,355		282	
Bad debts	-		5,671	
		11,105		13,903
Deficit on disposal of tangible fixed assets		2,491		-
		88,141		68,339
Governance costs				
Legal	361		13	
Accountancy	1,630		2,500	
Audit	4,750		-	
Theatre Tax Relief	-		3,000	
		6,741		5,513
		94,882		73,852

New Diorama

(Limited by Guarantee)

Balance Sheet 31 March 2022

		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	9		11,592		15,441
Current assets					
Stocks	10	3,110		-	
Debtors	11	120,707		677	
Cash at bank and in hand		387,142		397,180	
		<u>510,959</u>		<u>397,857</u>	
Liabilities					
Creditors: amounts falling due within one year	12	(196,738)		(218,096)	
Net current assets			<u>314,221</u>		<u>179,761</u>
Total assets less current over total assets			<u>325,813</u>		<u>195,202</u>
The funds of the charity					
Unrestricted funds	15				
- General fund			219,389		95,155
- Designated funds			49,291		49,291
			<u>268,680</u>		<u>144,446</u>
Restricted funds	16		57,133		50,756
Total charity funds			<u>325,813</u>		<u>195,202</u>

The trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the Board of Trustees on 20 December 2022 and signed on its behalf by

Philip Graham
Philip Graham (Dec 20, 2022 12:09 GMT)

**Philip Graham - Chair
Trustee**

The notes on pages 24 to 35 form an integral part of these financial statements.

New Diorama

(Limited by Guarantee)

**Cash Flow Statement
for the year ended 31 March 2022**

	Notes	2022 £	2021 £
Cash flows from operating activities	22	<u>(7,891)</u>	<u>277,400</u>
Cash flows from investing activities:	20		
Dividends, interest and rents from investments		7	17
Purchase of property, plant and equipment		<u>(2,154)</u>	<u>(1,322)</u>
Net cash provided by investment activities		<u>(2,147)</u>	<u>(1,305)</u>
Change in cash at bank and in hand in the reporting period		(10,038)	276,095
Cash at bank and in hand at the beginning of the reporting period		<u>397,180</u>	<u>121,085</u>
Cash at bank and in hand at the end of the reporting period		<u><u>387,142</u></u>	<u><u>397,180</u></u>

New Diorama

(Limited by Guarantee)

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

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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)), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.2. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

New Diorama

(Limited by Guarantee)

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

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

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

1.3. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support costs are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

New Diorama

(Limited by Guarantee)

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

1.4. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.5. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Studio	-	Straight line over the life of the lease
Fixtures/fittings/equipment	-	25% on reducing balance

1.6. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.7. Debtors

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

1.8. Cash at bank and in hand

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

1.9. Creditors and provisions

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

1.10. Financial Instruments

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

New Diorama

(Limited by Guarantee)

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

1.11. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

1.12. Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised as expenditure when due.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Other income

	2022 £	2021 £
Theatre Tax Relief (TTR)	-	158,849

4. Net income/(expenditure) for the year is stated after charging:

	2022 £	2021 £
Depreciation of tangible fixed assets	3,512	4,444
Deficit on disposal of tangible fixed assets	2,491	-
Auditors'/Independent examiners' remuneration		
- independent examination	-	2,500
- external audit	4,750	-
- other services	1,630	3,000

5. Trustees' emoluments and reimbursed expenses

Trustee David Hermanstein was paid a £1,000 consultancy fee in relation to New Diorama's Black Lives Matter Group. The trustees received no other remuneration during the year (2021 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2021 - £nil).

New Diorama

(Limited by Guarantee)

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

6. Staff costs and numbers	2022 £	2021 £
Staff costs		
Salaries and wages	211,843	126,252
Social security costs	13,901	7,429
Pension costs	3,458	2,170
	<u>229,202</u>	<u>135,851</u>

No employee earned £60,000 or more during the year (2021 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits including fees of the key management personnel of the charity were £96,186 (2021 - £61,758).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2022 Number	2021 Number
Production	9	5
Administration	1	1
	<u>10</u>	<u>6</u>

7. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £3,458 (2021 - £2,170).

8. Corporation taxation

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

New Diorama

(Limited by Guarantee)

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

9. Fixed assets - tangible assets

	Studio £	Fixtures/ fittings/ equipment £	Total £
Cost			
1 April 2021	10,541	78,682	89,223
Additions	-	2,154	2,154
Disposals	-	(61,522)	(61,522)
31 March 2022	10,541	19,314	29,855
Depreciation			
1 April 2021	5,270	68,512	73,782
On disposals	-	(59,031)	(59,031)
Charge for year	1,054	2,458	3,512
31 March 2022	6,324	11,939	18,263
Net book values			
31 March 2022	4,217	7,375	11,592
31 March 2021	5,271	10,170	15,441

10. Stocks

	2022 £	2021 £
Stocks	3,110	-

11. Debtors

	2022 £	2021 £
Trade debtors	107,284	350
Other debtors	253	327
Prepayments	13,170	-
	120,707	677

New Diorama

(Limited by Guarantee)

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

12. Creditors: amounts falling due within one year	2022 £	2021 £
Trade creditors	28,217	94,481
Other taxation/social security	14,839	1,532
Other creditors	3,211	3,197
Accruals	7,750	4,270
Deferred income (note 13)	142,721	114,616
	<u>196,738</u>	<u>218,096</u>

13. Deferred income	£
Balance at 1 April 2021	114,616
Amount released to incoming resources	(114,616)
Amount deferred in the year	142,721
Balance at 31 March 2022	<u>142,721</u>

Deferred income relates to grant and box office income received in advance.

14. Limited by guarantee

The private company is limited by guarantee, registered in EW - England and Wales, and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2022 there were 14 members.

New Diorama

(Limited by Guarantee)

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

15. Unrestricted funds	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	95,155	951,714	(828,373)	893	219,389
Designated funds:					
Commissioning and Resilience fund	49,291	-	-	-	49,291
	<u>144,446</u>	<u>951,714</u>	<u>(828,373)</u>	<u>893</u>	<u>268,680</u>

Commissioning and Resilience fund

Funds designated by the Board to underwrite commissioning and production costs in light of additional financial and operational risks from Covid 19.

New Diorama

(Limited by Guarantee)

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

16. Restricted funds	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Fixed assets	2,500	-	-	(500)	2,000
10th Anniversary Season	-	20,000	(10,000)	-	10,000
Access Programme	-	14,940	(14,940)	-	-
Artist Development	-	29,340	(1,620)	-	27,720
Broadgate	-	136,087	(136,087)	-	-
Ghost Play	6,450	1,620	(8,070)	-	-
Kickstart Scheme	-	9,065	(9,065)	-	-
Theatre upgrade/Cafe refurbishment	21,571	48,163	(68,163)	(393)	1,178
Camden community engagement	20,235	10,117	(30,352)	-	-
Camden Youth Theatre	-	50,260	(34,025)	-	16,235
Civilisation	-	1,870	(1,870)	-	-
For Black Boys	-	38,500	(38,500)	-	-
Operation Mincemeat	-	4,750	(4,750)	-	-
Passion Fruit	-	13,482	(13,482)	-	-
Police Cops The Musical	-	17,131	(17,131)	-	-
	<u>50,756</u>	<u>395,325</u>	<u>(388,055)</u>	<u>(893)</u>	<u>57,133</u>

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2022 is attributable to:

	£
Studio	<u>2,000</u>

The Theatres Trust - this vital capital grant allowed us to build and make functional this new rehearsal and office space separate from our main building, allowing us to grow our community programme, extend our educational and participation reach and overcome the final access hurdle that we face.

10th Anniversary Season

A grant from Cockayne Foundation towards NDT's 10th Anniversary season presented across financial years 2021-22 and 2022-23.

New Diorama

(Limited by Guarantee)

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

Access Programme

The final tranche of a grant to support NDT's 2019/20 Access programme, featuring captioned and relaxed performances across the season, including community matinees for isolated, elderly members of the community.

Artist Development

ACE grants to support a variety of initiatives to assist emerging artists to realise their full potential.

Broadgate

Grants towards the NDT Broadgate project, providing free rehearsal space in City of London for independent artists.

Ghost Play

A grant to develop NDT's new in-house show: 'Ghost Play' (working title).

Kickstart Scheme

Grants from the DWP Kickstart Scheme to create new jobs for young people.

Theatre upgrade/Cafe refurbishment

Funds received towards refurbishment of the theatre's front of house spaces and café.

The balance at 31 March 2022 is attributable to:

Fixtures/fittings/equipment

£
1,178

Camden community engagement

A grant for engagement projects in Camden.

Camden Youth Theatre

Funds to run Camden Youth Theatre, a free youth theatre group for 13-19 year-olds in the Borough.

Civilisation

Co-production funds towards the presentation of 'Civilisation'.

For Black Boys

Co-production funds towards the presentation of 'For Black Boys ...'.

Operation Mincemeat

A grant from PRS to support music creation.

Passion Fruit

Co-production funds towards the presentation of 'Passion Fruit'.

Police Cops The Musical

Co-production funds towards the presentation of 'Police Cops The Musical'.

New Diorama

(Limited by Guarantee)

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

17. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	8,414	-	3,178	11,592
Net current assets	210,975	49,291	53,955	314,221
	<u>219,389</u>	<u>49,291</u>	<u>57,133</u>	<u>325,813</u>

18. Financial commitments

At 31 March 2022 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2022 £	2021 £
Due:		
Within one year	36,500	31,000
Between one and five years	146,000	124,000
In over five years	177,938	184,811
	<u>360,438</u>	<u>339,811</u>

19. Related party transactions

During the year the company had no other related party transactions that required disclosure.

20. Gross Cash Flows

	2022 £	2021 £
Returns on investments and servicing of finance		
Interest received	7	17
	<u>7</u>	<u>17</u>
Capital expenditure		
Payments to acquire tangible assets	(2,154)	(1,322)
	<u>(2,154)</u>	<u>(1,322)</u>

New Diorama

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

21. Analysis of changes in net funds

	Opening balance	Cash flows	Closing balance
	£	£	£
Cash at bank and in hand	397,180	(10,038)	387,142
Net funds	<u>397,180</u>	<u>(10,038)</u>	<u>387,142</u>

22. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2022 £	2021 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	130,611	43,554
Depreciation	3,512	4,444
Dividends, interest and rents from investments	(7)	(17)
Deficit on the sale of fixed assets	2,491	-
(Increase) in stocks	(3,110)	-
(Increase)/decrease in debtors	(120,030)	129,353
(Decrease)/increase in creditors	(21,358)	100,066
Net cash outflow from operating activities	<u>(7,891)</u>	<u>277,400</u>

FINAL 2022 ACCOUNTS FOR SIGNING

Final Audit Report

2022-12-20

Created:	2022-12-18
By:	Richard Nelson (richardnelson@breckmanandcompany.co.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAA9BdnaDTBrKB0itwUANNLxCsRfrmnhXCW

"FINAL 2022 ACCOUNTS FOR SIGNING" History

 Document created by Richard Nelson (richardnelson@breckmanandcompany.co.uk)
2022-12-18 - 2:08:08 PM GMT- IP address: 51.148.113.129

 Document emailed to philgraham76@hotmail.com for signature
2022-12-18 - 2:09:26 PM GMT

 Email viewed by philgraham76@hotmail.com
2022-12-20 - 12:08:35 PM GMT- IP address: 213.205.198.211

 Signer philgraham76@hotmail.com entered name at signing as Philip Graham
2022-12-20 - 12:09:07 PM GMT- IP address: 213.205.198.211

 Document e-signed by Philip Graham (philgraham76@hotmail.com)
Signature Date: 2022-12-20 - 12:09:09 PM GMT - Time Source: server- IP address: 213.205.198.211

 Agreement completed.
2022-12-20 - 12:09:09 PM GMT

NEW DIORAMA

England & Wales - Charity number 278795

Accounts

Company number 1453811
Charity number 278795

New Diorama
(Limited by Guarantee)

Report and Financial Statements
for the year ended 31 March 2021

Breckman & Company Ltd
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

New Diorama
(Limited by Guarantee)

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New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 1453811, incorporated under the Companies Act and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 278795.

Directors and trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

As set out in the Articles of Association, new trustees are appointed by proposal from existing trustees in writing via the Secretary, a proposal that is then voted on at any General Meeting. On 5 December 2006, the trustees passed a Special Resolution to alter the Articles of Association so that any new trustee is appointed for a fixed-term of four years, after which time they may stand for re-election.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees during the year and since the year end, were:

Philip Graham - Chair	
Tanya Agarwal	appointed 4 July 2021
Anthony Vaughan	
Richard Shannon	resigned 5 July 2021
James Danby	
Natalie York	appointed 4 July 2021
Elly Rothnie	
Tom Copley	
David Hermanstein	
Utku Guder	
Miriam Ryley	
Sarah Wilson-White	
Mark Ross	
Anne Maral Devlet	
Sofie Mason	
Rachel Smith	resigned 5 July 2021

Secretary

Sophie Wallis

Chief executive/day to day management

David Byrne - Artistic and Executive Director

Independent Examiners

Breckman & Company Ltd, Chartered Certified Accountants, 49 South Molton Street, London W1K 5LH.

Bankers

Bank of Scotland, 38 St. Andrew Square, Edinburgh EH2 2YR.

CAF Bank Ltd, 25 Kingshill Avenue, Kingshill, West Malling, Kent ME19 3JQ.

New Diorama

(Limited by Guarantee)

Reference and Administrative Details

Solicitors

Harbottle & Lewis, 7 Savoy Court, London WC2R 0EX.

Registered office and operational address

New Diorama Theatre, 15-16 Triton Street, Regent's Place, London NW1 3BF.

New Diorama
(Limited by Guarantee)

Trustees' Report

The trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative details set out on pages 1 and 2 form part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and 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 (FRS 102).

Principal activity

The principal activity of the company during the year continued to be the promotion of educational drama and the presentation and development of work by theatre companies. Clearly, the impact of the COVID-19 pandemic, resulting in the forced closure of the theatre premises, meant we were unable to present any in-person performances during the full 2020/21 financial year. The Charity found other means, mechanisms and initiatives through which to fulfil and deliver the Charity's principal aims.

Related charities

There are no related charities.

Structure, governance and management

A board of Trustees, who meet quarterly, administers the charity. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. The company is represented by the solicitors Harbottle and Lewis.

Staffing and Personnel

David Byrne - Artistic and Executive Director
Sophie Wallis - Executive Producer
Caroline Simonsen - Producer (*resigned 31st August, 2020*)
Reece McMahon – Producer (*joined 1st November, 2020*)
Jack Heaton - Marketing and Audience Development Manager
Nikhil Vyas – Assistant Producer (*joined 9th November, 2020*)
Jo Salkild - Finance Manager (*part-time*)
Shankho Chaudhuri – Staff Associate Designer (*part-time*)
Lakeisha Lynch-Stevens – Camden Youth Theatre Leader (*part-time*)
Fahad Shaft – Assistant Camden Youth Theatre Facilitator (*part-time*)
Chloe Young – Assistant Camden Youth Theatre Facilitator (*part-time*)
Greg Cebula - Technical Manager (*part-time*)

Pay policy for senior staff

Staff pay/remuneration is reviewed on a yearly basis by the board of Trustees through a benchmarking process against other arts organisations based in London.

Major risks

COVID-19

April 2021, we find ourselves over a year on from the global outbreak of COVID-19, with its devastating effects on the theatre industry, and wider society, still rife. Following our lockdown closure in March 2020, the organisation secured a number of COVID relief grants from government support schemes, Arts Council

New Diorama
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England, our existing funders, new supporters and generous individual donors. At the close of last financial year, the charity reported a loss of **£54,726** as a direct result of the COVID-19 pandemic. Thanks to the support we've received in 2020/21 we finish this year with a modest surplus **£43,554**, which, thanks to Arts Council England's Cultural Recovery grants, mostly helps us cover the initial losses sustained.

One of the biggest learnings from the board was the strong probability of ongoing disruption over the next few years. To address this increased turbulence, a new designated fund has been allocated to focus resources on increased resilience. For clarity, we have re-allocated the previously designated reserves, in place to wrap up the charity should the occasion ever arise, and these resources now sit in the unrestricted, undesignated funds on our balance sheet.

This support has allowed us to survive this turbulent and threatening time for the organisation, ahead of an anticipated reopening in the Summer 2021, pending COVID developments and government guidance.

New Diorama relies on support from Trusts, Foundations, Arts Council England and donations from individuals to deliver our work for early-career artists and our local community. In the current financial climate, post-lockdown, these sources are harder than ever to secure and, despite a great track record in attracting support, we are always reviewing the risks surrounding our reliance on fundraising, and looking for new, long-term revenue and income streams.

As a result of lockdown, we now had full control of our café/bar returned to us. While the interruption has made it difficult to predict what this potential new revenue stream will look like, it forms part of a wider financial plan to increased earned income as we work towards greater financial stability post-COVID.

Objectives and Activities for the Public Benefit

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

New Diorama's central mission is to be a great local theatre with a strong national profile. Being the only theatre in London to specialise exclusively in the presentation of ensemble work, it is our ambition to become the national epicentre for this kind of performance by creating and supporting ambitious productions and projects, by both emerging and established companies, for our immediate community and wider audiences.

New Diorama Theatre also have a dedicated and successful Community Outreach Programme, positioning us as the creative hub for West Euston and wider Camden residents.

In a traditional year, New Diorama:

- hosts a year-round programme of public performances, designed to appeal to a cross-section of our local and wider community.
- encourages, supports, mentors and presents the work of emerging theatre companies from across the UK.
- works to create a new class of studio theatre that is friendly, highly professional and challenges artists to make, and showcase, their most creative and ambitious work.
- grows the loyal audience for New Diorama Theatre with strong organisational marketing campaigns and growing press coverage and profile.

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Trustees' Report

- actively seeks, maintains and grows meaningful relationships with funding partners (individual donors, business partners, trusts and foundations) to secure a stable future for our work.

Naturally, much of this activity was disrupted in 2020/21 – with New Diorama finding new and meaningful ways to continue to support emerging theatre companies, whilst continuing to grow our audience and profile throughout the pandemic year.

Our Key Artistic Achievements and Initiatives include:

“New Diorama... has shown outstanding leadership, generosity and compassion throughout the crisis. He has offered theatre companies emergency grants and support, and also instigated the North Star project, mobilising producers from 30 organisations across the UK to provide Emergency Response Fund pre-application support for artists with no experience of applying to the Arts Council.”

The Stage 100, which charts power and influence across British Theatre

In direct response to the pandemic, we were proud to launch several bold and radical initiatives, with the aim of supporting artists to help guide them through this incredibly uncharted and unsettling time of financial and artistic uncertainty.

Emergency Support in light of the COVID Crisis

In the immediate wake of the national lockdown and the closure of all theatres, we quickly realised that our artists and the wider sector were going to need some real and urgent support in order to survive. In March, as we closed our doors, worked behind the scenes to ensure NDT supported artists and freelancers were supported. Ensuring all our contracts, in-process commissions and booked shifts were paid for in full, including the full cast and creative team for our in-house NDT production **THE INCIDENT ROOM**, which was weeks from transferring to New York to headline the Brits-Off-Broadway Festival at 59E59 Theaters.

To date, New Diorama has made over £100,000 in no-strings-attached emergency support grants, advance commissions and professional fees to ensure the continued livelihood and survival of the artists we support.

The North Star Project

In April 2020 we launched the **North Star Project** – an initiative which saw us throw open our support to whoever needed it across the sector. With things moving so fast, it was hard for artists to work out how best to navigate their way through the support available, while many had never filled out an Arts Council application before. This project was a vital response, helping them to understand what was available and make the best case for emergency grant support.

New Diorama brought together a network of over 30 venues and organisations nationwide to offer a **national application reading service** - reading funding applications for those who'd never applied to support before, alongside one-to-one artist advice surgeries. The first of its scale and kind, the network included **The National Theatre, Royal Shakespeare Company** and **Bristol Old Vic**. The project also gleaned insights from contacts at Arts Council England, the London Assembly and other funding bodies to offer a full suite of advice, guidance and support to ensure artists had the best information possible when trying to secure the financial support they were entitled to.

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Online Workshops for Artists

In order to ensure that we continued an active and meaningful dialogue with our artists and the broader theatre community, we were committed to hosting a number of online workshops, all with live captions and BSL interpreters for those with access needs.

Our **Arts Council England Relationship Manager, Will Young**, hosted workshops offering guidance and answering artist questions, as creatives navigated the ever-shifting funding support available during the pandemic.

July 2020 saw us work with artist **Koko Brown**, who facilitated an **ACE Project Grants Workshop** exclusively for **Black artists, producers and theatre-makers** as applications for Project Grants re-opened. Totally **free of charge** for artists to attend, the workshop was over-subscribed and covered the basics of applying to Arts Council England alongside the new Project Grants guidance.

Selection of Theatrical Experiences made Digitally Available for Audiences

To respond to audience demand during lockdown, we made some of our pre-existing theatrical offerings available to audiences digitally. These shows included the critically acclaimed **IT'S TRUE, IT'S TRUE, IT'S TRUE** by Associate Company **Breach Theatre** with a new film version, shot on location in a former chapel, and specially staged for TV and originally shown on BBC4. The film was produced by Artemisia Films and Breach and was commissioned by The Space for BBC Arts, and watched by **over 40,000 people** through New Diorama's website.

★★★★★ *"It might be set in 17th Century Italy, but the consistently exciting Breach Theatre's new show feels uneasily current."* **The Financial Times**

★★★★★ *"There is little to match this latest piece from the award-winning Breach Theatre."* **The Times**

★★★★★ *"Gripping court drama driven by an implicit feminist rage."* **The Guardian**

Deafinitely Theatre's **CONTRACTIONS** was our 2017 co-production of Mike Bartlett's dark comedy which marked Deafinitely's 15th Anniversary and won an Off West-End Award for Best Production. The show was made available throughout June 2020, along with our most recent co-production of Sarah Kane's **4.48 PSYCHOSIS**. Both performances were performed in British Sign Language and spoken English.

★★★★★ *"The play's exploration of the abuse of power in the workplace and beyond feels more relevant than ever. Nastily compelling and — for all its queasy absurdity — horribly convincing. A fascinating site-specific reinterpretation"* **The Times on Contractions**

★★★★★ *"A heartfelt look at what it feels like to live with a profound disability, and just how isolating that can be."* **The Guardian on 4.48 Psychosis**

Each year we host the incredibly successful **INCOMING FESTIVAL**, usually hosted across a fortnight in June with festival partners **A Younger Theatre**. With the festival cancelled, we offered a newly adapted digital version of Nathan Ellis' play **WORK.TXT**, which was nominated for an **Innovation Award** at VAULT Festival 2020 and was due to form part of INCOMING Festival 2020.

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Free for audiences, **WORK_FROM_HOME** was an interactive play performed entirely by participants on a Zoom call, about when things stop working. The show sold out and we had to add in extra performances in response to audience demand.

★★★★ *"Mixing existential soul-searching with wry comedy, this is an adventurous production starring its viewers."* **The Guardian**

Ensuring our ongoing commitment to accessibility wasn't lost, all our digital productions and streaming videos were captioned.

The Community Year in Profile:

While the pandemic has had a huge impact on the delivery of our community work, we have still managed to engage 7,472 individuals across the year

Camden Youth Theatre in Lockdown

With the theatre going into lockdown, so too did our Youth Theatre, **Camden Youth Theatre** - a free resource for those aged 13-19 who live or go to school in Camden, run with project partner Camden People's Theatre.

Knowing how vital a resource this was for our local young people, we made immediate efforts to continue to run CYT online, with Zoom sessions and additional resources and materials for our young people to work and engage with, in place of the in-person sessions they were used to. We successfully secured additional funding from **John Lyon's Charity**, to support a lockdown **Summer School**, offering to the younger members of our local community who rely so heavily on the Youth Theatre for their social interaction, and outlet for creativity and play.

This new online youth theatre uncovered new, innovative and exciting creative ways of working, including the creation of a brand new podcast showcasing the creative voices of our young people. **MORNING BRUSH** was led and hosted by CYT Alumni Renecia Allen and Phoebe Fairchild and was a hugely successful new podcast – providing a new creative outlet while live-performance was not a possibility.

"The weekly Zoom sessions have given my lockdown a sense of structure and shown me a whole other way of interacting with people. CYT works with devising and improvisation and I was astounded at how transferable this was to online sessions."

"When we go back...there is no doubt that we will go back stronger. Not only have we bonded as a group, but we have laid the foundations for so many ideas to be developed in person. Despite the situation, CYT has prospered under difficult conditions and will only continue to thrive." **Nora Besley – CYT member**

Everything Has Changed

Following demand from our local Primary Schools, we commissioned a new piece of theatre from NDT Associate Company **Rhum + Clay**. Made in response to the pandemic, **EVERYTHING HAS CHANGED** is a touring production designed to visit classrooms and community settings, exploring the themes of change and disruption that many young people are currently feeling.

Made possible by funding support from British Land and Camden Council, the show was developed from conversations with young people, and will tour to thousands of primary school children in 2021/22.

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Trustees' Report

Re-Development of Public Spaces

Seizing the opportunity presented by lockdown, we began the long over-due process of redeveloping and enhancing our public spaces. Theatre design team **Joshua Gadsby** and **Naomi Kuyck-Cohen** have transformed our public spaces to better reflect the creativity and innovation that takes place on our stage.

Boosting accessibility, creating a more creative and enticing working environment, works began in March 2021, due to be completed ahead of re-opening in the 2021/22 financial year. The project was supported by **British Land**, **Viridor Credits**, **Camden Council** and **The Theatres Trust**.

During 2020/21, New Diorama's **Community Partners** were:

Fitzrovia Youth in Action - FYA and New Diorama began an exciting partnership in 2018 in order to provide young people in the Fitzrovia area with space to perform, workshop and showcase their creative work.

In their own words, FYA support local disadvantaged young people in developing projects which address the issues they care about, such as community cohesion, healthy living, conflict, drugs and alcohol.

Third Age Project – TAP have been working with New Diorama since we first opened, delivering activities for West Euston residents aged over 65. New Diorama have provided the space and time to present an annual Pantomime, a summer performance and other events, as well as developing their staff and members' technical skills.

Third Age Project is a company reaching out to an older generation in our community who find themselves alone and isolated, offering creative opportunities to bring people together.

West Euston Partnership —The first community partnership ever made by New Diorama, WEP was set up by local people in 1992 to help make the area a better place to live and work.

Two of New Diorama Theatre's Trustees are also on the board of West Euston Partnership and there is a strong and active dialogue between the two organisations.

PAN Arts Intercultural Arts – A new partnership with a local charity, using arts for social change, we have provided free performance space for the young people they work with, who are at risk of offending, as part of their Weapons of Choice theatre project.

PAN is an intercultural arts organisation dedicated to the exploration of cultural diversity through the arts and how such work can inspire and implement social change.

True Heart Theatre —Situated only a stone's-throw from China Town and with West Euston and Camden being home to a thriving Asian population (22% of our local community is made up of people from Asian backgrounds), New Diorama actively secured a long-standing and close relationship with True Heart Theatre. Since 2006 True Heart have been creating a platform for British Chinese and East-Asian faces & voices to be seen and heard through work in mainstream scripted productions and in applied theatre contexts

True Heart creates theatre to deepen the relationship between the individual & the community.

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Trustees' Report

Associate Companies

New Diorama has created a new type of theatre that invites, presents and nurtures an array of talented and exceptional theatre companies. As each company makes New Diorama their home and as they are able to grow from the mentoring opportunities on offer, and the profile and reputation that NDT offers, the aim is that they will each flourish into self-sufficient organisations in their own right. At the top of this extensive list of supported companies sit New Diorama's **Associate Companies**. Individually they showcase the very best of what a growing theatre company can be – both artistically and organisationally in terms of structure. Together, they demonstrate the breadth of work and styles New Diorama presents on its stage.

After performing at New Diorama, selected theatre companies can be invited to become an Associate Company. Associates are not just companies that are supported, but artists who share and join New Diorama in our mission to help and nurture the other companies we support, as well as promote our work to the wider sector as a whole. There is an expectation that they will be visible and active members of the NDT community, supportive to the other members of the NDT family, and attend a wide variety of work at the theatre as well as acting as ambassadors elsewhere.

During 2020/21, New Diorama's five Associate Companies were: **The PappyShow, Rhum & Clay, Breach, Lost Watch** and **Kandinsky**. These companies are reviewed annually, looking at quality, ambition of plans as well as how they have interacted with the venue and the other supported artists across the year. As Associates, they have first-call on programming slots and development space, as well as working directly with us to achieve a joint vision of how New Diorama can help both their work and the work of others.

Future Artistic Plans for 2021/22

In 2021/22 we are currently anticipating the opening of our **10th Anniversary Season**, to follow on from a short "Reset Season" of ambitious shows to attract back audiences.

We are also planning a substantial new project, **NDT Broadgate**, to be delivered in City of London. This revolutionary space will be **completely free** for freelance and independent artists to use throughout the next reset year. Featuring more than 16 rehearsal spaces, 10 meeting rooms, multiple communal areas and a large designers' studio with make-spaces, this ambitious project will be the first of its kind in the world.

Financial Review

Reserves Policy

The trustees are happy that the charity has managed to maintain a level of both restricted and unrestricted reserves in recent years as a contingency. As of the 31 March 2021 this stands at £50,756 for the restricted reserves and £144,446 for the unrestricted reserves.

The trustees believe it prudent to aim for a financial cushion in excess of three months' salaries and overheads. In 2020/21 this was £63,472.

Trustees have also called for the creation of a **Commissioning and Resilience Designated Fund** in acknowledgement of, and in preparation for, the likely turbulence of the next few years. As of 31 March 2021 this stands at £49,291.

New Diorama
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Trustees' Report

Small Company Exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 13 December 2021 and signed on its behalf by


Philip Graham (Dec 14, 2021 09:59 GMT)

**Philip Graham – Chair
Trustee**

Independent Examiner's Report to the Trustees of New Diorama

I report on the accounts of the company for the year ended 31 March 2021, which are set out on pages 12 to 29.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Association of Chartered Certified Accountants.

Having satisfied myself that the charity is not subject to an audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the requirements:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



**Richard Nelson FCCA
Breckman & Company Ltd
Chartered Certified Accountants**

49 South Molton Street
London W1K 5LH

13 December 2021

New Diorama

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Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Income and endowments from:	2						
Donations and legacies - page 13		398,103	-	398,103	137,771	-	137,771
Charitable activities							
Theatre income - page 14		1,431	58,015	59,446	233,957	130,821	364,778
Investments		17	-	17	159	-	159
Other - page 14	3	158,849	-	158,849	181,933	-	181,933
Total		<u>558,400</u>	<u>58,015</u>	<u>616,415</u>	<u>553,820</u>	<u>130,821</u>	<u>684,641</u>
Expenditure on:							
Raising funds:							
Fundraising		500	-	500	271	-	271
Charitable activities:							
Theatre - page 15		541,031	31,330	572,361	586,998	152,098	739,096
Total		<u>541,531</u>	<u>31,330</u>	<u>572,861</u>	<u>587,269</u>	<u>152,098</u>	<u>739,367</u>
Net income / (expenditure)	4	16,869	26,685	43,554	(33,449)	(21,277)	(54,726)
Transfers between funds	15, 16	1,024	(1,024)	-	1,198	(1,198)	-
Net movement in funds:		17,893	25,661	43,554	(32,251)	(22,475)	(54,726)
Reconciliation of funds:							
Total funds brought forward		<u>126,553</u>	<u>25,095</u>	<u>151,648</u>	<u>158,804</u>	<u>47,570</u>	<u>206,374</u>
Total funds carried forward	15, 16	<u>144,446</u>	<u>50,756</u>	<u>195,202</u>	<u>126,553</u>	<u>25,095</u>	<u>151,648</u>

The notes on pages 19 to 29 form an integral part of these financial statements.

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

New Diorama

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Year ended 31 March 2021

	2021		2020	
	£	£	£	£
Income from donations and legacies				
Grants				
COVID-19 emergency funding				
ACE Culture Recovery Fund	189,000		-	
ACE Emergency Response Fund	35,000		-	
HMRC Coronavirus Job Retention Scheme	72,083		2,606	
LB Camden	-		25,000	
		296,083		27,606
British Land	35,000		32,209	
Esmee Fairbairn Foundation	10,000		20,000	
John Ellerman Foundation	25,000		25,000	
Garfield Weston Foundation	20,000		20,000	
		90,000		97,209
		386,083		124,815
Donations				
Individual giving/donations	2,020		2,956	
Santander Season Sponsorship	10,000		10,000	
		12,020		12,956
		398,103		137,771

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Year ended 31 March 2021

	2021 £	2020 £
Income from charitable activities		
Theatre income		
Fees	-	48,333
NDT Box office	-	106,016
Co-production	-	6,000
Hire of venue (Artistic and Corporate)	(2,432)	22,590
Cafe/Bar	-	47,484
Sundry	3,863	3,534
	<u>1,431</u>	<u>233,957</u>
Project specific funding		
Grants/Donations		
ACE - Access	1,660	16,440
ACE - Organisational Development	-	4,398
ACE - Ghost Play	13,500	-
ACE - The Incident Room	1,620	16,200
ACE - New Diorama Companies UK Showcase	-	16,200
ACE - Artist Development	-	16,080
Jack Petchey Fund	-	750
British Land	-	20,000
John Lyon's Charity	21,000	15,000
HS2 Community Fund	20,235	25,753
	<u>58,015</u>	<u>130,821</u>
Other Income		
Theatre Tax Relief	158,849	181,933
	<u>158,849</u>	<u>181,933</u>

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Year ended 31 March 2021

	2021	2020
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Box office ticketing fees	1,529	5,348
Salaries/fees	180,034	329,738
Social security costs	7,429	8,710
Staff pension costs	2,170	3,350
Production costs	210,433	105,150
Sets/costumes/props	858	37,631
Performance access	2,420	6,891
Travel/transport/freight	14,854	14,455
Hospitality	-	3,714
Artist support costs	19,119	7,375
Publicity	20,327	76,923
Light/sound	10,024	15,041
Public spaces refurbishment costs	55,828	-
Sundries	198	1,428
Depreciation of fixtures/fittings/equipment	3,390	4,080
	498,509	619,834
 Support costs - page 16	 68,339	 113,999
Governance costs - page 16	5,513	5,263
	572,361	739,096

New Diorama

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Year ended 31 March 2021

	2021		2020	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Rent/rates/service charges	5,361		50,893	
Light/heat	3,866		6,903	
Telephone/fax/internet	3,857		2,645	
Insurance	4,413		4,576	
Cleaning materials	192		535	
Equipment maintenance/purchase	11,209		11,487	
Depreciation of "Studio"	1,054		1,054	
		29,952		78,093
Administration costs				
Casual/other staff	15,462		15,009	
Staff training	547		-	
Travel	8		1,256	
Printing/postage/stationery	581		2,431	
Theatre tickets	-		220	
Subscriptions/licences	361		1,070	
IT/software support/website	7,035		5,972	
Sundries	490		1,982	
		24,484		27,940
Professional/financial				
Bookkeeping	5,500		5,500	
Consultancy fees	2,450		2,135	
Bank charges	282		331	
Bad debts	5,671		-	
		13,903		7,966
		68,339		113,999
Governance costs				
Legal	13		263	
Accountancy	2,500		2,000	
Theatre Tax Relief	3,000		3,000	
		5,513		5,263
		73,852		119,262

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Balance Sheet 31 March 2021

	Notes	£	2021	£	2020	£
Fixed assets						
Tangible assets	10			15,441		18,563
Current assets						
Debtors	11	677			130,030	
Cash at bank and in hand		397,180			121,085	
		<u>397,857</u>			<u>251,115</u>	
Liabilities						
Creditors: amounts falling due within one year	12	(218,096)			(118,030)	
Net current assets				<u>179,761</u>		<u>133,085</u>
Total assets less current liabilities				<u>195,202</u>		<u>151,648</u>
The funds of the charity						
Unrestricted funds	15					
- General fund				95,155		26,553
- Designated funds				49,291		100,000
				<u>144,446</u>		<u>126,553</u>
Restricted funds	16			<u>50,756</u>		<u>25,095</u>
Total charity funds				<u>195,202</u>		<u>151,648</u>

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 13 December 2021 and signed on its behalf by

Philip Graham
Philip Graham (Dec 14, 2021 09:59 GMT)

**Philip Graham - Chair
Trustee**

The notes on pages 19 to 29 form an integral part of these financial statements.

New Diorama

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**Cash Flow Statement
for the year ended 31 March 2021**

	Notes	2021 £	2020 £
Cash flows from operating activities	22	<u>277,400</u>	<u>(132,167)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		17	159
Purchase of property, plant and equipment		<u>(1,322)</u>	<u>(3,222)</u>
Net cash provided by investment activities		<u>(1,305)</u>	<u>(3,063)</u>
Change in cash at bank and in hand in the reporting period		276,095	(135,230)
Cash at bank and in hand at the beginning of the reporting period		<u>121,085</u>	<u>256,315</u>
Cash at bank and in hand at the end of the reporting period		<u><u>397,180</u></u>	<u><u>121,085</u></u>

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Notes to the Financial Statements for the year ended 31 March 2021

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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)), and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.2. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

New Diorama

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Notes to the Financial Statements for the year ended 31 March 2021

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

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

1.3. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support costs are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

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Notes to the Financial Statements for the year ended 31 March 2021

1.4. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.5. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Studio	-	Straight line over the life of the lease
Fixtures/fittings/equipment	-	25% on reducing balance

1.6. Debtors

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

1.7. Cash at bank and in hand

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

1.8. Creditors and provisions

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

1.9. Financial Instruments

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

1.10. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

New Diorama

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Notes to the Financial Statements for the year ended 31 March 2021

1.11. Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised as expenditure when due.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Other income

	2021	2020
	£	£
Theatre Tax Relief (TTR)	158,849	181,933

4. Net income/(expenditure) for the year is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets	4,444	5,134
Independent examiners' remuneration		
- independent examination	2,500	2,000
- other services	3,000	3,000

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2020 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2020 - £nil).

6. Transactions with trustees

A mentorship fee of £1,000 was paid to Rachel Smith in the year. There were no other transactions with trustees during the year.

New Diorama

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Notes to the Financial Statements for the year ended 31 March 2021

7. Staff costs and numbers	2021 £	2020 £
Staff costs		
Salaries and wages	126,252	123,134
Social security costs	7,429	8,710
Pension costs	2,170	3,350
	<u>135,851</u>	<u>135,194</u>

No employee earned £60,000 or more during the year (2020 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £61,758 (2020 - £63,539).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2021 Number	2020 Number
Production	5	5
Administration	1	1
	<u>6</u>	<u>6</u>

8. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £2,170 (2020 - £3,350).

9. Corporation taxation

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

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Notes to the Financial Statements for the year ended 31 March 2021

10. Fixed assets - tangible assets

	Studio £	Fixtures/ fittings/ equipment £	Total £
Cost			
1 April 2020	10,541	77,360	87,901
Additions	-	1,322	1,322
31 March 2021	10,541	78,682	89,223
Depreciation			
1 April 2020	4,216	65,122	69,338
Charge for year	1,054	3,390	4,444
31 March 2021	5,270	68,512	73,782
Net book values			
31 March 2021	5,271	10,170	15,441
31 March 2020	6,325	12,238	18,563

11. Debtors

	2021 £	2020 £
Trade debtors	350	69,919
Other debtors	327	19,272
Prepayments	-	40,839
	677	130,030

12. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	94,481	29,989
Other taxation/social security	1,532	18,303
Other creditors	3,197	1,479
Accruals	4,270	4,270
Deferred income (note 13)	114,616	63,989
	218,096	118,030

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2021

13. Deferred income	£
Balance at 1 April 2020	63,989
Amount released to incoming resources	(43,989)
Amount deferred in the year	94,616
Balance at 31 March 2021	<u>114,616</u>

Deferred income relates to grant and box office income received in advance.

14. Limited by guarantee

The private company is limited by guarantee, registered in EW - England and Wales, and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2021 there were 14 members.

15. Unrestricted funds	Brought forward	Incoming resources	Outgoing resources	Transfers	Carried forward
	£	£	£	£	£
General fund	26,553	558,400	(541,531)	51,733	95,155
Designated funds:					
Contingency fund	100,000	-	-	(100,000)	-
Commissioning and Resilience fund	-	-	-	49,291	49,291
	<u>126,553</u>	<u>558,400</u>	<u>(541,531)</u>	<u>1,024</u>	<u>144,446</u>

Contingency fund

This fund had been established to provide a financial cushion equivalent to approximately three months overheads and salaries at the current rate.

Commissioning and Resilience fund

Funds designated by the Board to underwrite commissioning and production costs in light of additional financial and operational risks from Covid 19.

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2021

16. Restricted funds	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Fixed assets	3,000	-	-	(500)	2,500
Access Programme	-	1,660	(1,660)	-	-
Ghost Play	-	13,500	(7,050)	-	6,450
The Incident Room	-	1,620	(1,620)	-	-
Theatre upgrade/Cafe refurbishment	22,095	-	-	(524)	21,571
Camden community engagement	-	20,235	-	-	20,235
Camden Youth Theatre	-	21,000	(21,000)	-	-
	<u>25,095</u>	<u>58,015</u>	<u>(31,330)</u>	<u>(1,024)</u>	<u>50,756</u>

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2021 is attributable to:

	£
Studio	2,500

The Theatres Trust - this vital capital grant allowed us to build and make functional this new rehearsal and office space separate from our main building, allowing us to grow our community programme, extend our educational and participation reach and overcome the final access hurdle that we face.

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Notes to the Financial Statements for the year ended 31 March 2021

Access Programme

The final tranche of a grant to support NDT's 2019/20 Access programme, featuring captioned and relaxed performances across the season, including community matinees for isolated, elderly members of the community.

Ghost Play

A grant to develop NDT's new in-house show: 'Ghost Play' (working title).

The Incident Room

The final tranche of a grant to produce the in-house show The Incident Room.

Theatre upgrade/Cafe refurbishment

Funds received from Camden Infrastructure Levy (CIL) for upgrades to the theatre, and from British Land for the refurbishment of the cafe.

The balance at 31 March 2021 is attributable to:

	£
Fixtures/fittings/equipment	1,571
Bank & cash	20,000
	21,571

Camden community engagement

A grant for engagement projects in Camden.

Camden Youth Theatre

A grant to run Camden Youth Theatre digitally throughout the school holidays during lockdown.

17. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	11,370	-	4,071	15,441
Net current assets	83,785	49,291	46,685	179,761
	95,155	49,291	50,756	195,202

New Diorama

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2021

18. Financial commitments

At 31 March 2021 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2021 £	2020 £
Due:		
Within one year	31,000	31,000
Between one and five years	124,000	124,000
In over five years	184,811	29,811
	<u>339,811</u>	<u>184,811</u>

19. Related party transactions

During the year the company had no other related party transactions that required disclosure.

20. Gross Cash Flows

	2021 £	2020 £
Returns on investments and servicing of finance		
Interest received	17	159
	<u>17</u>	<u>159</u>
Capital expenditure		
Payments to acquire tangible assets	(1,322)	(3,222)
	<u>(1,322)</u>	<u>(3,222)</u>

21. Analysis of changes in net funds

	Opening balance	Cash flows	Closing balance
	£	£	£
Cash at bank and in hand	121,085	276,095	397,180
Net funds	<u>121,085</u>	<u>276,095</u>	<u>397,180</u>

New Diorama

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2021**

22. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2021	2020
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	43,554	(54,726)
Depreciation	4,444	5,134
Dividends, interest and rents from investments	(17)	(159)
Decrease/(increase) in debtors	129,353	(102,412)
Increase/(decrease) in creditors	100,066	19,996
Net cash inflow from operating activities	<u>277,400</u>	<u>(132,167)</u>

New Diorama accounts for signing 2021

Final Audit Report

2021-12-14

Created:	2021-12-14
By:	Richard Nelson (richardnelson@breckmanandcompany.co.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAoDXsZUhLSkKJ3Jg0OGD4SX5umlCth_7a

"New Diorama accounts for signing 2021" History

 Document created by Richard Nelson (richardnelson@breckmanandcompany.co.uk)

2021-12-14 - 7:06:09 AM GMT- IP address: 51.148.113.129

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