

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

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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.

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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.

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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

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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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- 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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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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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.

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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

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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.

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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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	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
	<hr/>	<hr/>
	498,509	619,834
 Support costs - page 16	 68,339	 113,999
Governance costs - page 16	5,513	5,263
	<hr/>	<hr/>
	572,361	739,096
	<hr/>	<hr/>

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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

New Diorama

(Limited by Guarantee)

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			50,756		25,095
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

(Limited by Guarantee)

**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>

New Diorama

(Limited by Guarantee)

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

(Limited by Guarantee)

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.

New Diorama

(Limited by Guarantee)

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

(Limited by Guarantee)

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

(Limited by Guarantee)

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.

New Diorama

(Limited by Guarantee)

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.

New Diorama

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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
	<hr/>
	21,571
	<hr/>

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
	<hr/>	<hr/>	<hr/>	<hr/>
	95,155	49,291	50,756	195,202
	<hr/>	<hr/>	<hr/>	<hr/>

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


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2021-12-14 - 7:06:09 AM GMT- IP address: 51.148.113.129

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