

**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**  
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## **New Diorama**

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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 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.

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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 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.

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**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.

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- 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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### Trustees' Report

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 10<sup>th</sup> 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 10<sup>th</sup> 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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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

(Limited by Guarantee)

## 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 £
<b>Income and endowments from:</b>	<b>2</b>						
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	<b>3</b>	-	-	-	158,849	-	158,849
<b>Total</b>		<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>
<b>Expenditure on:</b>							
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
<b>Total</b>		<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>
<b>Net income</b>	<b>4</b>	123,341	7,270	130,611	16,869	26,685	43,554
Transfers between funds	<b>15, 16</b>	893	(893)	-	1,024	(1,024)	-
<b>Net movement in funds:</b>		124,234	6,377	130,611	17,893	25,661	43,554
<b>Reconciliation of funds:</b>							
<b>Total funds brought forward</b>		<u>144,446</u>	<u>50,756</u>	<u>195,202</u>	<u>126,553</u>	<u>25,095</u>	<u>151,648</u>
<b>Total funds carried forward</b>	<b>15, 16</b>	<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.

# New Diorama

(Limited by Guarantee)

Year ended 31 March 2022

	2022		2021	
	£	£	£	£
<b>Income from donations and legacies</b>				
<b>Grants</b>				
<b>COVID-19 emergency funding</b>				
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
<b>Donations</b>				
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

## New Diorama

(Limited by Guarantee)

Year ended 31 March 2022

	2022 £	2021 £
<b>Income from charitable activities</b>		
<b>Theatre income</b>		
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>
<b>Project specific funding</b>		
<b>Grants/Donations</b>		
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**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Expenditure on charitable activities</b>		
<b>Theatre</b>		
<b>Production costs</b>		
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	
	£	£	£	£
<b>Support and governance costs</b>				
<b>Support costs</b>				
<b>Office overheads</b>				
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
<b>Administration costs</b>				
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
<b>Professional/financial</b>				
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
<b>Governance costs</b>				
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	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		11,592		15,441
<b>Current assets</b>					
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>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	12	(196,738)		(218,096)	
<b>Net current assets</b>			<u>314,221</u>		<u>179,761</u>
<b>Total assets less current over total assets</b>			<u>325,813</u>		<u>195,202</u>
<b>The funds of the charity</b>					
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
<b>Total charity funds</b>			<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**

	<b>Notes</b>	<b>2022 £</b>	<b>2021 £</b>
<b>Cash flows from operating activities</b>	<b>22</b>	<u>(7,891)</u>	<u>277,400</u>
<b>Cash flows from investing activities:</b>	<b>20</b>		
Dividends, interest and rents from investments		7	17
Purchase of property, plant and equipment		<u>(2,154)</u>	<u>(1,322)</u>
<b>Net cash provided by investment activities</b>		<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>
<b>Cash at bank and in hand at the end of the reporting period</b>		<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 £
<b>Staff costs</b>		
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 £
<b>Cost</b>			
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
<b>Depreciation</b>			
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
<b>Net book values</b>			
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 £
<b>Returns on investments and servicing of finance</b>		
Interest received	7	17
	<u>7</u>	<u>17</u>
<b>Capital expenditure</b>		
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
<b>Net funds</b>	<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
<b>Net cash outflow from operating activities</b>	<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


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