

ALMEIDA THEATRE

ALMEIDA THEATRE COMPANY LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Charity Number: 282167
Company Number: 1546033

ALMEIDA THEATRE COMPANY LIMITED

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FOR THE YEAR ENDED 31 MARCH 2021

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LEGAL AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2021

Directors and Trustees

Luke Johnson (Chair)
Rachel Parr (Treasurer) (Appointed 23 June 2021)
John Armah (Appointed 23 June 2021)
Kamini Banga (Appointed 23 June 2021)
Axel Burrough (Retired 23 June 2021)
John Cassy (Retired 23 June 2021)
Jonathan Church
Carrie Cracknell (Retired 23 June 2021)
Manisha Ferdinand
Richard Gildea (Treasurer) (Retired 23 June 2021)
Sian Hansen
Dorothy Henderson
Sarisha Kumar (Appointed 23 June 2021)
Tanya Seghatchian

Artistic Director & Chief Executive	Rupert Goold
Executive Director	Denise Wood
Secretary and registered office	Tania Clark Almeida Theatre Almeida Street London, N1 1TA
Charity number	282167
Company number	1546033
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	National Westminster Bank plc 1st Floor 440 Strand London, WC2R 0QS

TRUSTEES' REPORT**FOR THE YEAR ENDED 31 MARCH 2021**

The Trustees, who are also Directors of the company for the purposes of the Companies Act, present their Annual Report together with the audited financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out on pages 29 to 32 of the attached financial statements and comply with the charity's Memorandum and Articles of Association, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

STRUCTURE, GOVERNANCE AND MANAGEMENT**Constitution and Structure**

The charity is constituted as a company limited by guarantee and is therefore governed by a Memorandum and Articles of Association. The maximum liability of members in the event of a winding up is £1. At 31 March 2021 there were eleven members who are all Directors of the charitable company.

The charity has two active, wholly owned trading subsidiaries, Almeida Theatre Catering Ltd and Almeida Productions Ltd. Any profits go to support the charity.

Governance

The activities of the charity are supervised by the Trustees, who meet as a Board quarterly each year, or more often as necessary. The Trustees delegate the day-to-day management of the charity to its paid staff, particularly the Artistic and Executive Directors. The Artistic Director is the Chief Executive Officer of the company.

Sub-committees:

- Finance Committee
- Nominations Committee (when recruiting Trustees of the Company)
- Equality, Diversity, and Inclusion Committee

The professional experience of the Board continues to provide strong support and advice to the Executive team and staff through specialist and individual meetings.

In addition, a Development Council supports the Executive and the fundraising team to identify and secure new supporters and sponsors, for which we continue to be grateful.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Directors and Trustees

The Directors, who are also the Trustees of the charity during the year, were:

Luke Johnson (Chair)
Rachel Parr (Treasurer) (Appointed 23 June 2021)
John Armah (Appointed 23 June 2021)
Kamini Banga (Appointed 23 June 2021)
Axel Burrough (Retired 23 June 2021)
John Cassy (Retired 23 June 2021)
Jonathan Church
Carrie Cracknell (Retired 23 June 2021)
Manisha Ferdinand
Richard Gildea (Treasurer) (Retired 23 June 2021)
Sian Hansen
Dorothy Henderson
Sarisha Kumar (Appointed 23 June 2021)
Tanya Seghatchian

Executive Team

Artistic Director and Chief Executive - Rupert Goold
Executive Director - Denise Wood

Senior Management

Associate Director
Director of Development
Director of Marketing and Communications
Director of Participation and work with Young People
Operations Director
Head of Finance
Senior Production Manager
Producer

Key management personnel

The key management of the charity responsible for directing, controlling, running and operating the charity on a day-to-day basis comprise the Trustees, the Artistic Director and Chief Executive and the Executive Director.

Remuneration policy

Staff salaries (including senior management) are reviewed annually as part of the budgeting process. Consideration is given to the rate of inflation and benchmarking across the sector. The Almeida has been a London Living Wage employer since April 2016. The Artistic Director and Executive Director salaries are reviewed by the Board annually. Given the circumstances of Covid, no salary increase was made in April 2020.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES AND ACTIVITIES

Public Benefit

The Trustees and Senior Management of the charity are committed to providing a public benefit and have taken into account the Charity Commission's guidance in this area.

We believe that producing high quality, challenging, engaging work that would not be provided in a commercial environment enhances the quality of life of our audiences as well as fostering an appreciation of the arts in general and theatre in particular. By commissioning new work, we are creating a store of work that other theatres will be able to revisit and developing writers of the future.

This work includes:

Working with Young People

The Almeida Participation programme allows young people and community groups to have access to some of the most exciting artists working in the industry, as participants and as audiences. We want young people to ask questions about plays, about theatre, and about the world they live in so that they can become artists in their own right and become audiences with a critical voice and high expectations. We want to give children, young people, and community groups a voice, particularly those who aren't normally heard.

We have a highly skilled Participation team dedicated to working with young people in participatory projects, both individually and through their schools. During 2020/21 the programme of work for young people was held on-line in digital format due to the Covid restrictions and the groups being unable to meet in person. Despite this in 2020/21 our work reached more than 11,970 young people through the continuing programme. The £5 tickets for those aged 25 and under continued on the limited performance programme that the theatre was able to present.

Audience Development

Despite the Covid restrictions our ambition remains for our work to be seen by as wide an audience as possible:

Our objectives include:

- building and diversifying the audience in line with the evolving artistic programme, and undertaking activity that ensures that our audience better reflects the population
- offering opportunities to engage audiences beyond ticket buyers, and curate a cultural conversation unlimited by our geographical location
- building a new audience for the future, in particular young people, and first-time theatre goers
- offering access to audiences from a wide socio-economic range

The Almeida remains committed to a ticketing policy which balances income targets with the ambition to ensure our work is accessible. We commit to concessionary prices to key groups of our audience, including:

- reduced pricing for preview performances
- concessionary rates to groups with potentially challenging socio-economic circumstances; audiences with disabilities, over 65s, students, under 30s and partner schools working in areas of high deprivation
- £5 ticket scheme for 25s and under

The programme of activity was severely curtailed due to Covid restrictions and nearly a full year of closure. However, of the work presented at the theatre 273 tickets were sold at concessionary rates to these priority groups – this equates to 19% of all tickets purchased for that production, of these 132 were under 25s concessions or students. Our digital productions were priced at a reduced level and audiences were invited to make an additional donation as part of their booking. We experienced a significant increase in new audiences for these live streams where 64% of bookers for *Hymn* and 42% of bookers for *Nine Lessons and Carols* were new to the Almeida.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

MISSION AND STRATEGIC OBJECTIVES

The Almeida brings together the most exciting artists to take risks; to provoke, inspire and surprise our audiences; to interrogate the present, dig up the past and imagine the future. Whether new work or reinvigorated classics, whether in our theatre, on tour, online, or in schools we make live art to excite, enliven and entertain. We believe in the argument for theatre as an essential counterbalance to an increasingly fragmented society. Our ambitions are to:

Lead a Cultural Conversation

Creativity is at heart an interrogative act. We will continue to find and ask the most searching and difficult questions of the world we live in, not just in our productions but also in all our work and processes.

These questions take many forms but have a form of risk as their marker. All of them aim to keep our practice cutting-edge and our work as provocative and urgent as possible.

Be Outward Looking with the Widest Possible Reach

A theatre of the Almeida's standing needs to not only open its doors as widely as possible but also send its work as far as it is capable of travelling.

Put Artists at the Centre of our Work

Artists are the unacknowledged legislators of the world. Our brief is not just to resource them but to listen, to understand and to provoke because truly extraordinary work is not prescribed but nurtured.

We aim to achieve the strategic objectives through:

1. the artistic programme
2. striving for the widest reach of our work, our relationship with and development of our audience
3. our work with young people
4. developing and nurturing talent

The objectives are underpinned by financial sustainability and organisational resilience.

COVID 19

The theatre was closed on 17 March 2020 due to the pandemic and the majority of staff were furloughed from April through to November. We reopened for 10 days in December to present *Nine Lessons and Carols* but enforced government restrictions closed the production after thirteen performances. The majority of staff were furloughed from December through to April 2021 leaving a small team working throughout the period.

Our production of *Hymn* was livestreamed for six performances in February 2021. Once restrictions were partially lifted the theatre reopened in May to present *Six Artists in Search of a Play*, and *and breathe...* both of which were performed to a socially distanced audience. *Hymn* returns to play to a live audience from mid-July.

EQUALITY, DIVERSITY, AND INCLUSION – Actions for Change

The Almeida is committed to being an inclusive and diverse organisation: representative of the community around us and a cultural home to all. We want everyone who works with us or visits us, to feel welcome and respected. And we want the imaginative work we present on stage to speak to the world we live in, with all its rich variety of voices and cultures.

This new Equality, Diversity and Inclusion policy statement is the key driver for *Actions for Change*, our renewed and updated commitment to embedding significant change across the organisation. Over the last year, we have undergone an in-depth review including an intensive period of learning and training. We have set new targets throughout the organisation's programming, workforce, audiences and work with young people and community, and formalised our accountability structure.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

MISSION AND STRATEGIC OBJECTIVES (continued)

EQUALITY, DIVERSITY, AND INCLUSION – Actions for Change (continued)

In the initial phase of *Actions for Change*, we have prioritised improving ethnic diversity throughout the organisation to redress past under-performance in this area and in line with the theatre sector's focus after the BLM protests. In January 2021, we finalised our *Actions for Change* and *Anti-Racism* policy statements and published them on our website <https://almeida.co.uk/actions-for-change-equality-diversity-and-inclusion>

We have actively engaged with the Board on all aspects of this work, and with its objectives and targets particularly through our Equality, Diversity, and Inclusion (EDI) Committee of three Trustees which meets bi-monthly and reports to the Trustees regularly at each Board meeting.

Our partnership with Inc Arts UK began in Spring 2021. It has included anti-racist training for all staff and the year-long partnership will support our root and branch review of historical and current practice in all aspects of our work, our environment, our leadership, and our collaboration with artists.

These changes align us with the ACE *Let's Create* Inclusivity and Relevance principle to achieving greater fairness, access, and opportunity across the cultural sector. In addition, the Almeida's *Actions for Change* plans go beyond our own organisation – we are committed to playing our part in creating a sustainable future for a more equitable theatre and cultural sector.

DELIVERING THE STRATEGIC OBJECTIVES 2020/21

1. ARTISTIC PROGRAMME

Due to closure of the theatre on 17 March 2020 we presented a reduced number of productions across the season. Six productions were postponed which have been re-programmed into upcoming 2021/22 and 2022/23 seasons.

The impacted productions are as follows:

- MACBETH and SPRING AWAKENING postponed to autumn 2021
- Young Company production of MALADIES postponed to January 2022
- "DADDY", THE HOUSE OF SHADES and A STREETCAR NAMED DESIRE will be programmed into the 2022/23 season.

The DCMS Cultural Recovery Fund grant enabled the company to programme two new plays: Chris Bush's *NINE LESSONS AND CAROLS* (December '20) and Lolita Chakrabarti's *HYMN* (February '21)

The repeated forced closure of the theatre during 2020/21 resulted in performances for live audiences for only two weeks of the year.

Nine Lesson and Carols

Associate Director, Rebecca Frecknall directed a timely reflection of 2020 looking at the themes of loneliness and isolation in a series of vignettes that ranged from melancholic to the humorous. The play was commissioned in October and created in the rehearsal room by Rebecca, writer Chris Bush and a company of six actors. The play also entwined new compositions including five songs and underscoring from one of the company members, Maimuna Memon. The production played for thirteen performances including a live stream on 15 December, its final public performance, due to the third lockdown at Christmas.

★★★★

"A reminder of the power of theatre and our need for it"

The Telegraph

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

DELIVERING THE STRATEGIC OBJECTIVES 2020/21 (continued)

1. ARTISTIC PROGRAMME (continued)

Hymn

After her success as director of *The Writer* Blanche McIntyre returned to the Almeida to direct a new two hander play by Lolita Chakrabarti that follows the relationship of two brothers recently re-united. Across the 90-minute play it charts the visceral emotions of brotherly love as well as grief. Adrian Lester and Danny Sapani played the roles of Gil and Benny respectively.

The production had been intended to play a four-week run to a live audience opening in February 2021. Due to the continued third lockdown at start of the year plans were re-modelled to six performances live streamed from the theatre without a live audience. Sky Arts joined us as a digital partner to broadcast the filmed live stream over a two-year period.

★★★★★

The Observer

“an extraordinary achievement by all involved.”

BBC Online

The Cultural Recovery Fund enabled two further projects.

- ***Six Artist in Search of a Play*** adopted a festival model by programming a series of play readings, talks and panel discussions over three weeks lead by six freelance directors. The series looked to interrogate the Western theatrical canon and stage works from cultures under-represented in British theatre today. These included Polish, Jewish, West African, Caribbean, Southeast Asian and East Asian. Originally scheduled for March 2021, due to government restrictions it was delayed until May when socially distanced performances were permitted.
- ***The Keyworkers Cycle*** has commissioned nine emerging writers, from backgrounds that are currently under-represented in the industry, to write short plays that will form a large-scale combined artistic and community participatory production. Nine writers, nine directors, eighteen professional actors, and one hundred will come together to create this project in January 2022.

Creative Development

We have continued with the development of new work and support of the freelance community by running a series of workshops and play readings. These have included workshops by emerging directors Atri Banerjee and Anthony Almeida, readings of commissioned plays by Barney Norris, Lulu Raczka, Clare Lizzimore and Dipo Baruwa-Etti, and development projects by the Almeida resident directors. We also extended the offer of rehearsal space as a free resource to the wider freelance community.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

DELIVERING THE STRATEGIC OBJECTIVES (continued)

2. AUDIENCE DEVELOPMENT AND REACH

Our principal objective is for our work to be seen by as wide an audience as possible. Despite the pandemic it has been important to us to keep connected to our audience during closure and we have maintained that goal while reassessing ways to do that considering the restrictions.

Our objectives include:

- staying connected to our audience throughout the building closures and building audiences for work that was presented digitally
- offering excellent customer service, clearly communicating with our audiences about cancellations and reassuring them of a safe return.
- continuing to diversify the audience in line with the changing artistic programme, especially to broaden reach via digital presentations that are not limited to geography
- remaining committed to our renewed commitments to Equality, Diversity, and Inclusion by developing a new Audience Development strategy focused on developing an audience more representative of the community around us in terms of ethnicity, age and disability

The Almeida remains committed to a ticketing policy which balances income targets with the ambition to ensure our work is accessible.

For in-person productions the concessionary prices have remained in place including:

- reduced pricing for preview performances
- retaining current concessionary rates for those with potentially challenging socio-economic circumstances; audiences with access needs, over 65s, students, under 30s and partner schools working in areas with high deprivation
- new concessionary rates added for Key Workers – including NHS, emergency workers and teachers
- the continuation of the £5 ticket scheme for 25s and under

For productions presented online:

- Retained the affordable base price of £10/£15 and encouraged those able to pay more to make additional donations
- Offered £5 tickets to those aged 25 and under and to targeted audience development groups

Across 20/21 we engaged with over 170,000 people in our work either in person or via digital platforms. This included:

- 1,313 tickets sold for the only production that played to physical audiences at the theatre, *Nine Lessons and Carols*
- Approximately 24,000 people watched productions of *Hymn* and *Nine Lessons and Carols* online either live or on-demand.
- Over 120,000 viewers watched the broadcast of *Albion* filmed during live performance and which was screened as part of the BBC's Culture in Quarantine season on BBC Four and BBC iPlayer

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

DELIVERING THE STRATEGIC OBJECTIVES (continued)

2. AUDIENCE DEVELOPMENT AND REACH (continued)

- We engaged with different audiences via a range of online projects including *Shifting Tides Festival* and *Coronavirus Time Capsule* aimed at young people, and a season of lockdown podcasts reaching over 15,000 people.
- Our digital presentations attracted significant new audiences – 64% of bookers for *Hymn* and 42% of bookers for *Nine Lessons and Carols* digital streams were new to the Almeida
- Bookers from outside of London normally make up a third of our audience. *Hymn* reached 55% from outside London
- Normally 7% of the Almeida's audience comes from outside of the UK. *Hymn* reached 14% and *Nine Lessons and Carols* 17%
- Audiences from ethnically diverse backgrounds increased slightly, from an average of 9% to 10% for *Nine Lessons and Carols* and 12% for *Hymn*

In addition to our digital programme, we created new pieces of supporting content from interviews to education resources and re-shared archive content across our YouTube channel. This content was viewed 377,100 times across the year.

Our main social media accounts have followers of: Facebook: 27,100, Twitter: 126,900 and Instagram: 38,500 with Instagram increasing by 28%.

New audience development strategy

As part of our wider Actions for Change strategy our ambition is to create an audience that is more representative of London and our local community.

This strategy will concentrate on building new audiences, breaking down barriers to attendance and building stronger links to our local community. Over the next 5 years we aim for the audience demographic in the theatre to match that of our local area.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

DELIVERING THE STRATEGIC OBJECTIVES (continued)

3. WORKING WITH YOUNG PEOPLE

Our mission for working with young people has three goals:

- to develop diverse emerging artists and theatre makers of all kinds, creating work of the highest quality
- to build a relationship with local schools and communities making our work accessible
- to develop and increase a young audience at the Almeida theatre

All projects for young people between the ages of 14 and 25 are free to participants, offering travel and food bursaries for all projects to remove any barriers that might exist for young people to participate.

We work primarily with the young people of Islington and its surrounding boroughs, aiming for 50% of our regular groups to be made from participants local to the Almeida area: Haringey, Camden, Tower Hamlets, Hackney, and Islington.

The Bronze Arts Award is built into some projects achieving seventeen bronze award qualifications with a further five awaiting accreditations in the year. We aim for quality in process and product equally. The Arts Council England's seven Quality principles underpin our work, enabling us to use the findings from the pilot projects developing Participatory Metrics in evaluating the work.

During 2020/21 we continued to run all our programmes of work digitally running consistently over the fifty-two weeks.

The **Young Company 14-18** September 2019 cohort had auditioned to join in September 2019 and had been developing a new play with writer Ben Weatherill. As *Waters Rise* which was at second draft stage when the pandemic hit.

The piece was reworked as three audio dramas, recorded remotely during lockdown. Script development and rehearsals continued digitally, led by Participation Associate Alex Brown and Participation Assistant Abi Falase.

Working with BBC sound engineer Martha Littlehailes, all three episodes were recorded with original music by Fizz Margerson, one of our resident designers. The script explored what would happen to young people if London was to flood due to climate change.

The episodes were released as part of Shifting Tides, a digital festival exploring art, activism and the climate crisis which was hosted by Almeida Participation in July 2020.

Guardian review

"The three parts seem to be asking the central question of how young people might mobilise for political activism and change. The dialogue captures the personal and political drama of being a teenager and combines this deftly with its big themes"

The **Almeida Youth Advisory Board** continued to contribute to the work of the company. Five members of the Youth Board committed to a second year and five more were recruited to join them. They have continued to work with the senior management team to affect change looking at initiatives around equality, diversity, and inclusion.

DELIVERING THE STRATEGIC OBJECTIVES (continued)

4. DEVELOPING AND NURTURING TALENT

The Almeida develops diverse young talent through the Resident Directors and Designers programmes, through our work with young people and through our writers' programme.

We continued to support the directors on the Resident Directors programme through lockdown, offering them masterclasses with Rupert Goold, Rebecca Frecknall and external practitioners, as well as mentoring opportunities and delivering the final R&D projects for the current cohort.

We continued to support the designers on the Resident Designer programme through lockdown, extending the scheme to March 2021 and offering them support to complete their final projects.

We continued to support the writers under commission as part of the inaugural cohort of the Genesis New Writers Programme, which aims to nurture emerging/mid-career writers, particularly those from under-represented backgrounds, moving masterclasses online due to the pandemic, and giving dramaturgical support to the development of their plays. A second year of the programme has been postponed to Autumn 2021.

Young Black British playwright, Dipo Baruwa-Etti was attached to the Almeida Theatre as resident playwright under the Channel 4 Playwrighting Scheme. He attended rehearsals for DADDY before lockdown, joined the writing masterclasses delivered as part of the Genesis programme and read and discussed scripts under consideration by the theatre as part of his development. He has delivered a new play to the Almeida, which has been given dramaturgical support and a development workshop to move toward production. The scheme was postponed for new recruitment in 2020/2021 due to the pandemic, but we intend to put forward a writer for the 2021/2022 scheme.

Our programme of work with young people is key to delivering the company's overall objectives and our commitment to the development of diverse talent plays a central role in supporting the artistic programme. This is most evident in the successes this year in two writers from under-represented groups who have previously been commissioned to write for the Almeida Young Company being given commissions for the Almeida artistic programme and one Black British writer who sat on the Youth Advisory Board being commissioned to write for the Almeida artistic programme—clear evidence of a strong pipeline of diverse talent from our work with Young People into the main Artistic programme.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - ORGANISATIONAL RESILIENCE

Governance

The Board of Trustees continues to take an active role in supporting the Executive, in developing relationships with key stakeholders and potential donors, and advocating for the Almeida in the wider industry.

The sub-group of the Finance Committee meets quarterly to review the management accounts and reporting to the full Board. The Board met monthly during closure of the theatre due to Covid-19. The meetings focused on the impact of the virus, financial stability, scenario modelling, monitoring monthly accounts and cashflow.

A Board sub-group, the Equality, Diversity, and Inclusion (EDI) Committee has been formed to work with the Executive and senior management to oversee and guide the company's renewed plans for Equality, Diversity and Inclusion – *Actions for Change*. This commitment, together with a new policy to be an actively anti-racist organisation, is now written into our core values. The statements of intent and plans are set out in our new Actions for Change strategy which we will use to make meaningful change across the organisation and hold ourselves to account.

Workforce

The senior management team represents the key strategic areas of responsibility across the organisation – operations, finance, production, marketing & comms, participation, fundraising and artistic planning. It meets with the Artistic and Executive Directors weekly and underpins the strategic decisions.

Representatives of the senior management and the Almeida Youth Board join alternate EDI Committee meetings.

The role and constituents of both the Equality and Access teams is currently under review as part of the company's strengthened commitment to improve representation, diversity, equality, and inclusion throughout the organisation. The full company has participated in anti-racism training which has been led by Inc Arts UK.

Key policies are in the process of review including an Equality Impact assessment. All staff have a comprehensive induction including GDPR, Health and Safety & key policies including Conduct and Respect, Anti-Racism, Whistleblowing, and the Staff Handbook.

During the year the company has benefited from one Creative Employment Programme internship within the participation team and one internship with the Artistic team. The participation intern has been promoted into a more senior role within the organisation. No work placements have taken place this year due to Covid-19 and the reduced programme of work.

We offer entry level roles in General Management, Participation and Development, all of which are paid London Living Wage. We are proud that as in the past, staff from these roles have progressed to more senior roles in the wider industry.

Training for the staff team has included Anti-racism, First Aid and AAT (accounting).

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - ORGANISATIONAL RESILIENCE (continued)

Fundraising

Total fundraising income for the year 2020/21 was £1,329,508 against a budget of £1,195,902.

The Covid-19 crisis and the closure of our theatre has presented an unprecedented challenge for our fundraising. It has been a difficult year, but we have been heartened by the positive response from supporters old and new.

We are grateful to our Principal Partner, Aspen, for their outstanding support during the crisis and to our wider group of corporate partners who maintained their involvement with us even during our closure. However, our pipeline of prospective partners is diminished, and cultivation is largely on hold until the theatre can re-open.

Individual supporters have provided a lifeline for the theatre. We were able to maintain a steady rate of Membership renewals during the crisis despite the theatre being closed. Meanwhile, our general funding appeals were positively received with many former ticket-bookers choosing to donate to the theatre for the first time this year. Our livestreamed production '*Hymn*' proved to be a particular driver of support. Overall, we exceeded our target for individual giving by 27%.

We have secured support from a range of trusts and foundations, including the Wolfson Foundation's Covid-19 Support Fund. However, there has been some disruption to our regular cycle of applications to trusts and foundations as some funded activity has been postponed until we re-open.

Looking to the future, the on-going sustainability of our fundraising programme will depend on a full re-opening and the resumption of cultivation activity.

The Almeida currently has a dedicated Development team of four. The Director of Development reports to the Executive Director and is a member of the senior management team. The Development team is responsible for fundraising with appropriate oversight and guidance from the Trustees.

The team keeps abreast of, and complies with, all current fundraising and data protection legislation and will ensure all future requirements are adopted and adhered to. No instances of non-compliance have been identified during the year.

The Almeida is registered with the Fundraising Regulator and adheres to its Code of Fundraising Practice and Fundraising Promise. No complaints have been received in relation to our fundraising activity this year. Should any complaints be received, we will respond individually and in a timely manner. We will use feedback and complaints to inform and influence our approach to fundraising. We aim to conduct our fundraising activities with integrity, openness, and accountability, and to adhere to the Almeida's wider organisational aims. Our ethical fundraising policy provides detailed guidance for the Development team and other colleagues engaged with our fundraising.

The Almeida does not use professional third parties or commercial participators to fundraise on our behalf. The fundraising focus is on developing relationships with companies, charitable trusts and individuals who are interested in our work. The Almeida encourages donations from those visiting the theatre and engaging with our work online. We do not run telephone campaigns and are sensitive in our approach to legacies.

We are conscious of minimising the costs of fundraising and we benchmark our different fundraising channels to ensure they are competitive. We work hard to ensure we deliver value for money in all our charitable activities.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - ORGANISATIONAL RESILIENCE (continued)

Financial resilience

- The Almeida is grateful to its Principal Partner Aspen, now in its final term as the company's most significant corporate supporter. We are also grateful to the trusts, foundations and individuals who have provided support during our closure. Looking to the future, we will continue to deepen relationships with supporters, many of whom gave to the theatre for the first time in 2021/22.
- Looking to the future, the on-going sustainability of our fundraising programme will depend on a full re-opening, a strong artistic programme, and the resumption of in-person cultivation activity. We know that competition for funding will be high and that many prospective supporters and sponsors are adjusting their strategies for a post-Covid world. As the theatre moves to re-open, we will be revising our fundraising strategy, strengthening the Board and Development Council to support corporate and major donor fundraising, and rebuilding capacity within the team.
- During the last twelve months the charity performed well generating a small trading loss of £29,477 against a budgeted deficit of £30,274. The consolidated accounts show a surplus of £401,231; this includes £295k income from the DCSM Cultural Recovery Fund that has been designated for use in 2021/22 to fund projects which were postponed due to the winter lockdown; *Six Artists*, *The Keyworker Plays* and *Maladies*. A further £155k has also been designated for use in 2021/22 being funding received between January to March 2021 to support work through 2021.
- The charity's accounting procedures have continued to enable rigorous and buoyant accountability, especially during the pandemic when decision making was challenging. Strict controls were introduced to make savings across the organisation and minimise losses in the year. The budget and accounts were updated and monitored monthly at Board meetings.
- Theatre Tax Relief (TTR) continues to be claimed via the subsidiary Almeida Productions adding a valuable income stream to the theatre's economy in the region of £350,000 per annum (non-covid year). During 2020/21, the company produced two productions resulting in TTR of £59k.
- We continue to develop strategies to generate additional income from internal revenue sources during non-covid years. Net revenue generated from property rental was £23k, no revenue was generated by catering and front of house sales due to closure (2019/20: £50,000).

Finance

The results for 2020/21 demonstrate that the financial models, cost controls and monitoring are continuing to have a positive effect on managing finances.

Expenditure was well managed, budgets were reduced during the pandemic, overheads and departmental budgets were reduced to 60% compared to a normal year. Against the reduced budget we still saw savings of 18%.

Except for ten days in December the catering company and front of house did not trade during the year. The commercial property (109 Upper Street) was let in September 2020, and a rent-free period until June 2021 was granted due to the pandemic.

Box office income was 1% compared to a normal year (£25k compared to £2.5m). However new income streams from live streaming and digital downloads generated £270k. There was no other production income from commercial exploitation this year.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - ORGANISATIONAL RESILIENCE (continued)

Finance (continued)

The 2020/21 draft budget presented to the Board in February was superseded by the impact of Covid-19 in March. A revised six-month budget for April to September 2020 was put in place to monitor development income, overhead and staff costs.

For the period October 2020 to March 2021, the Company made a successful application to the DCMS Cultural Recovery Fund resulting in a grant of £574,000 to enable programme activity to be planned for the second half of the year.

The 2021/22 budget presented to the Board reflects the gradual easing of restrictions from July 2021 onwards. The programme presented for May to July 2021 is budgeted at 30% audience capacity to reflect social distancing. Thereafter we have anticipated returning to full capacity.

The box office reflects the reduction in audience numbers and revenues are budgeted at 60% compared to a non-covid year (£1.4m compared to £2.4m in 2019/20).

We have budgeted to retain some savings in expenditure of around 8% compared to 2019/20.

Sustainability

Sustainability remains core to the organisation's operational delivery and future planning. The Almeida was awarded five stars by Julie's Bicycle's Creative Green scheme and won the Award for Best Cultural Venue for efforts to improve sustainability across the organisation in 2018-19. This recognised considerable work during the past two years to embed sustainable practice across the organisation and the company was nominated for the Highest Achievement for Commitment Award in 2020.

2020/21 saw some enforced changes; with most of the workforce based at home, travel was reduced, energy consumption reduced by 55% (electricity 70%; gas 45%). Paper usage was reduced by 75% and the Finance team (working remotely), moved to a paper free system and will continue to work in this way.

The Green team resumed in June and will continue bi-monthly working on strategies to feed into the next four-year strategic action plan. Sustainability continues to be a standing agenda item at fortnightly Operations meetings, discussions take place at departmental team meetings and updates are presented to senior management and the Board of Trustees as appropriate.

Both sites continue to operate on 100% green electricity tariffs demonstrating an ongoing commitment to sustainable energy.

The Almeida Catering is committed to using local suppliers where possible, and prior to lockdown had moved to providing an 80% vegetarian and vegan menu, along with the continued partnership with London Bio Packaging to cut the use of single use plastics, with the majority of products now compostable.

Representatives from the Almeida have regularly attended London Theatre Consortium Green meetings and continue to share new ideas and best practice with peers.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - ORGANISATIONAL RESILIENCE (continued)

Premises

Work continues with the programme of maintenance and repair for both 108 Upper Street and the Almeida Theatre. Key maintenance during the year has included repairs to the drainage under the entrance floor at 108 Upper Street, ad hoc roof repairs to both buildings, window repairs at 108 Upper Street, and the refurbishment of the theatre foyer toilets. During the year we commissioned Ian Chalk Architects to complete a feasibility study into the options to install a lift and further improve access at 108 Upper Street. We are currently awaiting feedback from Islington Council's planning department on the outline plans before proceeding to full design and planning application later this year.

In May 2021 we installed fully operational skylights in the theatre bar to improve ventilation and planning permission has been granted to install additional handrails to the external theatre doors to improve access to the Circle. A new conditions survey will be commissioned for both sites, to update the survey completed in 2015. We are currently obtaining quotes to replace the remaining roofs at 108 Upper Street.

Covid-19

Covid-19 has had a substantial impact on the work and finances of the Almeida since March 2020.

The theatre closed in line with government guidance on 17 March 2020. All staff were asked to work from home until further notice. From April, 76 staff were furloughed leaving a small team of 15 working to maintain the basic running of the company including fundraising activity, retaining relationships with audience and supporters, general communications, financial management including operating payroll, financial modelling, and monthly financial reporting, maintaining our programme for young people on-line and general operations to secure the buildings.

Ways of working have been adapted by those working to set up workspaces at home and reliance on digital technology has been key.

Our programme of activity for young people has been maintained throughout the period, with the summer programme culminating in an online public festival to celebrate their work.

Income generated from Box office and fundraising has seen a 68% reduction due to Covid-19 restrictions. We received funding support of £574k from the DCMS Cultural Recovery Fund for the period October to March 2021.

Expenditure was frozen and reduced resulting in a 60% saving compared to the previous year. The theatre has taken advantage of the furlough scheme (with 95% of staff being furloughed during June 2020) amounting to £784,000 support for staff costs (Theatre and Catering company).

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - FINANCIAL REVIEW

Financial Performance

The Consolidated Statement of Financial Activities (SOFA) shows the extent of and movement in, all charitable funds, differentiating between restricted funds (monies provided for specific purposes) and unrestricted funds (monies which can be applied to any charitable purposes within the organisation's objectives). Unrestricted funds include funds designated by the Trustees for specific future investment in the organisation. The total funds at 31 March 2021 are £6,293,224 (net assets) (2020: £5,891,993) of which £3,964,617 is represented by fixed assets such as buildings and equipment (2020: £4,197,124).

Total group income for the year was £3,927,070 (2020: £6,391,762). Our main sources of income included ticket sales and other audience income which reduced to £209,989 (2020: £2,509,729), the Arts Council revenue grant of £687,933, (2020: £675,504) and private fundraising and sponsorship of £1,094,829, (2020: £2,125,175).

Expenditure in the year was £3,525,839 (2020: £6,404,230). Expenditure on charitable activities included productions £448,485, salaries and overheads £2,432,963, (salaries supported by the CJRS Furlough grant of £784,292), and the cost of raising funds was £405,140. Restricted expenditure of £313,899 related to £163,889 depreciation and £150,010 for young artists' projects and the Dinosaurs and Robots project.

The charity made a surplus of £401,231 (2020: loss of £12,468). In real terms the company made a loss of £48,769, as £450,000 of revenue recognised in the year was to support activities postponed to 21-22 for the artistic programme; these funds were designated in the reserves.

Subsidiaries

Almeida Theatre Catering Ltd. is a wholly owned subsidiary of the charity. Its primary activity is the sale of food and drink at the theatre to the audience and other customers. The company made a loss in the year of £4,951 (2020 surplus of £4,774).

Almeida Productions Ltd is a subsidiary of Almeida Theatre Catering Ltd. During the year the company was commissioned by the Charity to produce its productions. Its turnover was £492,221 and after theatre tax relief receivable of £59,510 it made no profit or loss for the year.

Further details of the subsidiaries are given in note 13 to the financial statements.

Investment Policy

As funds are primarily held for expenditure in the foreseeable future, rather than as investments (see Reserves Policy), they are held in cash deposits with UK high street banks. These deposits are held in interest bearing accounts.

Reserves Policy

Objectives: To ensure we are properly reserved on an appropriate basis for an organisation with our risk, business and creative profile.

It is the policy of the Trustees for the charity:

1. To hold a maintenance and repair reserve for unforeseen theatre building, plant and equipment repairs.
2. To hold a property reserve for investment in professional fees for work to redevelop the 108/109 Upper Street site.
3. To hold a reserve for Artistic activity, £295,000 was designated to cover the cost of postponed shows due to the pandemic, a further £155,000 was designated to support work in 2021/22
4. To hold free reserves (the operating reserve) of £762,000 to cover the main business interruption risks to revenues as identified in the Risk Register (updated 2021).

The Trustees conducted a detailed review of their reserves policy during the year.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - FINANCIAL REVIEW (continued)

Financial Position

At the balance sheet date, the group had total funds of £6,293,224 comprising restricted funds of £2,914,810 and unrestricted reserves of £3,378,414.

Restricted Funds

Restricted Funds movements in the year represent grants and donations towards specific productions or other activities. £234,679 restricted funding was received in the year. Expenditure comprises production expenditure as well as depreciation on the refurbished theatre and Arts Council funded equipment. A more detailed analysis is given in note 17 to the financial statements.

Unrestricted Funds

These represent the operational income of the charity (eg. ticket sales, touring income, ancillary sales), as well as grants and donations towards the activities of the charity.

Unrestricted funds include tangible fixed assets of £1,465,060 which are not available to meet expenditure and net current assets of £1,913,354 which include the following designated reserves:

1. Maintenance reserve	£160,000
2. Property reserve	£400,000
3. Artistic Activities reserve	£450,000

The group held free reserves at the year-end of £903,354. Although, this is greater than the amount recommended by the reserves policy, the Trustees feel it is appropriate due to the challenging year ahead.

Therefore, the Trustees are satisfied that sufficient reserves were held at the year end to meet the charity's requirements for the time being, and with future support of the charity's grant aiding bodies and private donors, aims to preserve, and where possible, increase the sources of reserves to meet any unexpected calls on funds that may arise in the future including those associated with the risks and uncertainties outlined below.

In assessing whether the going concern assumption is appropriate, the Trustees have taken account of:

- 1 the current funding agreement with Arts Council England up to March 2023 and
- 2 the current level of unrestricted reserves and cash balances.

Therefore, the Trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT - PRINCIPAL RISKS AND UNCERTAINTIES

The Risk Register is reviewed by the Senior Management Team and updated once a year (and more frequently as necessary). The current risk register will be reviewed by the Finance Committee and Board in the course of the year.

Principal risks and uncertainties for the Charity are outlined as follows:

Property

The long-term condition of the Upper Street site and the limited workspace for the development of the artistic programme and work for young people. Work to address this risk is ongoing and there is an active programme of maintenance and repair.

Financial

Reliance on achieving fundraising and sponsorship targets year on year.

During 2020/21, the Development Council has continued to support fundraising efforts, making introductions to individuals and companies with the potential to support the theatre. In addition, a range of existing supporters acted informally as advocates, championing our work to their networks.

The board and the wider company are kept up to date on our fundraising activity and progress against fundraising targets, supporting the Development team in their approaches to prospective funders.

The Director of Development reports to the Finance Committee and to the Board on a quarterly basis where targets and achievements are addressed.

Several financial operating risks were identified during the review of the reserves policy in 2021:

Business Interruption

Covid Risk – future lockdowns resulting in cancelled productions and performances

Health and Safety

Risks to the Health and Safety of staff, company and audiences are managed by the senior management team and specifically by the Operations Director.

The Operations Director reports to the Executive Director and Artistic Director/Chief Executive on all Health and Safety matters.

Risk assessments are carried out for all productions, activities, and special events.

Separate fire risk assessments have been undertaken for both sites. Regular Health and Safety committee meetings are held to review accidents, incidents, monitor policy and review procedures.

Events since the year end

There have been no other significant events to report between the balance sheet date and the date of this report.

ALMEIDA THEATRE COMPANY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Almeida Theatre Company Limited for the purposes of company law) are responsible for preparing the Trustees' Report and 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 situation of the charitable company and the group and of the income and expenditure of the group for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in 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).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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.

Each of the Trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Board of Trustees on 29 September 2021 and signed on its behalf by:



Luke Johnson, Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALMEIDA THEATRE COMPANY LIMITED

Opinion

We have audited the financial statements of Almeida Theatre Company Limited (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and charitable parent company balance sheets, the consolidated statement of cash flows and the notes to the financial statements including the principal accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ♦ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2021 and of the group's income and expenditure for the year then ended;
- ♦ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ♦ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALMEIDA THEATRE COMPANY LIMITED (continued)

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

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, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic 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 by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
ALMEIDA THEATRE COMPANY LIMITED (continued)**

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.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ We identified the laws and regulations applicable to the charity through discussions with management and from our knowledge and experience of the charity sector;
- ◆ We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the activities of the charity. These included but were not limited to the Companies Act 2006; the Charities Act 2011; Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102).

We assessed the extent of compliance with laws and regulations identified above by making enquiries of management and representatives of the trustees and review of the minutes of trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur by:

- ◆ Making enquiries of management and representatives of the trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested and reviewed journal entries to identify unusual transactions;
- ◆ Tested the authorisation of expenditure;
- ◆ Tested the implementation of financial controls;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
ALMEIDA THEATRE COMPANY LIMITED (continued)**

- ◆ Investigated the rationale behind significant or unusual financial transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of meetings of trustees; and
- ◆ Enquiring of management and representatives of the trustees as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

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.



Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

6 October 2021

ALMEIDA THEATRE COMPANY LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds	Restricted Funds	Total 2021	Unrestricted Funds	Restricted Funds	Total 2020
		£	£	£	£	£	£
INCOME AND EXPENDITURE							
Income from							
Donations and grants	2	3,027,719	234,679	3,262,398	1,819,568	715,957	2,535,525
Charitable activities	3	517,921	—	517,921	3,010,736	—	3,010,736
Other trading activities	4	145,231	—	145,231	835,360	—	835,360
Investments	5	1,520	—	1,520	10,141	—	10,141
Total Income		3,692,391	234,679	3,927,070	5,675,805	715,957	6,391,762
Expenditure on							
Raising Funds	6	405,140	—	405,140	671,111	—	671,111
Charitable activities	7	2,806,800	313,899	3,120,699	5,276,471	456,648	5,733,119
Total Expenditure		3,211,940	313,899	3,525,839	5,947,582	456,648	6,404,230
Net Income/(expenditure) for the year	8	480,451	(79,220)	401,231	(271,777)	259,309	(12,468)
Fund Balances Brought Forward		2,897,963	2,994,030	5,891,993	3,169,740	2,734,721	5,904,461
Fund Balances Carried Forward		3,378,414	2,914,810	6,293,224	2,897,963	2,994,030	5,891,993

All activities were continuing.

All recognised gains and losses are included in the above statement of financial activities.

BALANCE SHEETS

AS AT 31 MARCH 2021

		Group		Charity	
	Note	2021 £	2020 £	2021 £	2020 £
FIXED ASSETS					
Tangible assets	11	3,964,617	4,197,124	3,956,713	4,191,668
Investments	12	—	—	100	100
		<u>3,964,617</u>	<u>4,197,124</u>	<u>3,956,813</u>	<u>4,191,768</u>
CURRENT ASSETS					
Stocks		6,255	8,269	—	—
Debtors	14	674,525	903,632	694,309	917,241
Cash at bank and in hand		2,639,259	2,078,825	2,625,667	2,062,797
		<u>3,320,039</u>	<u>2,990,726</u>	<u>3,319,976</u>	<u>2,980,038</u>
CREDITORS: amounts falling due within one year	15	(991,432)	(1,295,857)	(995,216)	(1,289,015)
NET CURRENT ASSETS		<u>2,328,607</u>	<u>1,694,869</u>	<u>2,324,760</u>	<u>1,691,023</u>
NET ASSETS		<u>6,293,224</u>	<u>5,891,993</u>	<u>6,281,573</u>	<u>5,882,791</u>
THE FUNDS OF THE CHARITY / GROUP					
Restricted funds	17	2,914,810	2,994,030	2,914,810	2,994,030
Unrestricted funds					
Tangible fixed asset fund	18	1,465,060	1,533,777	1,457,156	1,528,321
Designated funds	19	1,010,000	560,000	1,010,000	560,000
General funds	20	903,354	804,186	899,607	800,440
		<u>3,378,414</u>	<u>2,897,963</u>	<u>3,366,763</u>	<u>2,888,761</u>
		<u>6,293,224</u>	<u>5,891,993</u>	<u>6,281,573</u>	<u>5,882,791</u>

The financial statements were approved by the Board of Trustees on 29 September 2021 and were signed on its behalf by:



Luke Johnson, Trustee
Company no: 1546033

ALMEIDA THEATRE COMPANY LIMITED
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash inflow from operating activities:			
Net cash provided by operating activities	A	<u>598,675</u>	<u>762,039</u>
Cash inflow from investing activities:			
Interest from investments		1,520	10,141
Purchase of tangible fixed assets		<u>(39,761)</u>	<u>(113,698)</u>
Net cash used in investing activities		<u>(38,241)</u>	<u>(103,157)</u>
Change in cash and cash equivalents in the year		560,434	658,882
Cash and cash equivalents at 1 April 2020		2,078,825	1,419,943
Cash and cash equivalents at 31 March 2021	B	<u>2,639,259</u>	<u>2,078,825</u>

NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR TO 31 MARCH 2021

A Reconciliation of net income (expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income (expenditure) (as per the statement of financial activities)	401,231	(12,468)
Adjustments for:		
Depreciation charge	272,268	260,911
Interest from investments	(1,520)	(10,141)
Decrease in stocks	2,014	1,108
Decrease in debtors	229,107	257,264
(Decrease) increase in creditors	<u>(304,425)</u>	<u>265,365</u>
Net cash provided by operating activities	<u>598,675</u>	<u>762,039</u>

B Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	<u>2,639,259</u>	<u>2,078,825</u>
Total net funds and cash and cash equivalents	<u>2,639,259</u>	<u>2,078,825</u>

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

ALMEIDA THEATRE COMPANY LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2021 with comparative information presented for the year to 31 March 2020.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Almeida Theatre Company Limited and its subsidiaries, Almeida Theatre Catering Limited and Almeida Productions Limited for the year ended 31 March 2021 on a line by line basis. Further details are given in note 13 to the financial statements. As permitted by S408 of the Companies Act 2006, no separate profit and loss account is presented for the charity.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- assessing the recoverability of pre-production costs;
- estimating the useful economic life of tangible fixed assets; and
- allocation of support costs across charitable activities

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

Assessment of going concern (continued)

Covid-19 has had a widespread impact on daily life in the UK and has widely constrained the arts sector with live performances likely to be restricted for some time thereby having a significant impact on the charity's income. In assessing whether the going concern assumption is appropriate, the trustees have taken account of:

- the current funding agreement with Arts Council England up to March 2023; and
- the current level of unrestricted reserves and cash balances.

Therefore, the Trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

Income

Income is recognised in the period in which the charity has entitlement to the income and the amount can be measured reliably and it is probable that income will be received. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income comprises of grants and donations, theatre operating income, income from trading activities and investment income.

Grants from government and other agencies have been included as income from charitable activities where these amount to a contract for services, but as donations where the money has greater freedom of use, for example monies for core funding.

Donations are received from members and the general public and are accounted for as they are received, unless there is probable assurance of entitlement and receipt, in which case they are recognised on an accruals basis. Any donations with donor specified restrictions on usage are held within restricted funds.

Income from individual membership schemes eligible for Gift Aid is recognised in full on receipt. Income is only deferred when it specifically relates to future accounting periods.

Theatre operating income represents the total value of box office income, royalties from transfers and tours and other ancillary income received by the group from customers during the year, excluding value added tax. Income and any expenditure associated with producing a show is deferred if the press night performance takes place in the next accounting period.

Income from trading activities includes fundraising events, sponsorship, bar income from the trading subsidiary, rental income and other trading income from show nights.

- Fundraising event income is recognised on the day of the event in case of an unforeseen cancellation of the event by the charity;
- Sponsorship income is recognised over the period for which the benefits are received according to the sponsorship agreement with a partner;
- Bar and other trading income of merchandise sales is recognised on receipt on show nights and;
- Rental income is recognised over the period of the agreement.

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.

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

Income (continued)

Goods and services received in kind, where material, are included within 'Donations' and under the appropriate expenditure heading, depending on the nature of goods and services provided. These are recognised at an estimated value to the charity at the time of receipt.

In accordance with the Charities SORP volunteer time is not recognised.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The majority of costs are directly attributable to specific activities. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources and estimated amounts attributable to that activity in the year. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure on fundraising events, corporate activities, bar expenses and an allocation of support costs.
- Expenditure on charitable activities includes the production and administrative costs of the operation of the theatre and the production of plays, including depreciation on related assets.

Pre-production costs incurred in respect of a theatre production are attributed to the financial year in which the show's press night occurs.

Allocation of support and governance costs

The majority of costs are directly attributable to specific activities. Office costs and property-related costs are apportioned by the ratio of expenditure in a particular expense category. Governance costs are those incurred in connection with compliance with constitutional and statutory requirements.

Unrestricted funds

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds

Designated funds are amounts which have been set aside at the discretion of the Trustees for a specific, but not legally binding purpose.

Tangible fixed asset fund

The tangible fixed asset fund comprises unrestricted funds represented by tangible fixed assets and are therefore not readily available for expenditure.

Restricted income funds

Where funds are received to be applied for specific purposes imposed by the donor or implied by the terms of any appeal under which they were raised, other than endowments, these are shown as restricted income in the statement of financial activities (SOFA). Subsequent expenditure for the purposes specified including depreciation of any fixed assets acquired, is charged to restricted funds in the SOFA. Unexpended balances at the year end, including the net book value of funded assets, are shown in the balance sheet as restricted funds.

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

Tangible fixed assets and depreciation

Fixed assets are included at cost and capitalised on the balance sheet. There are no un-capitalised fixed assets.

Depreciation is provided on all tangible fixed assets except freehold land at rates calculated to write off the excess of cost over the estimated residual values over their expected useful economic lives at the following rates:

Freehold buildings	- 2% on cost per annum
Building renovations	- 2.5% to 25% on cost per annum
Fixtures, fittings and equipment	- 25% or 20% on cost per annum.

Investments

Investments in subsidiaries are stated at cost less provision for diminution in value.

Stocks

Stocks are valued at the lower of cost and net realisable value. Unsold donated items are not included.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of 100 days from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension costs

Contributions in respect of various defined contribution schemes are charged to the statement of financial activities in the year in which they are payable.

Financial instruments

The charity only has financial assets and 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.

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

2. INCOME FROM DONATIONS AND GRANTS

	Unrestricted Funds £	Restricted Funds £	2021 £	Unrestricted Funds £	Restricted Funds £	2020 £
Arts Council grants	687,933	—	687,933	675,504	—	675,504
DCMS CRF Grant	574,000	—	574,000	—	—	—
Small Business Grant	25,000	—	25,000	—	—	—
Furlough Grants	784,292	—	784,292	—	—	—
Donations	956,494	234,679	1,191,173	1,144,064	715,957	1,860,021
Total funds	<u>3,027,719</u>	<u>234,679</u>	<u>3,262,398</u>	<u>1,819,568</u>	<u>715,957</u>	<u>2,535,525</u>

Gifts in kind and donated services

The following support, in the form of gifts in kind and donated services, was received by the charity during the year: provision of alcohol and catering at events, legal advice, venue hire, refreshments for meetings. The value of this support is estimated to be £10,000 (2020: £34,795). In line with the accounting policy, this invaluable support has not been recorded within the Statement of Financial Activities as the donations are not considered to be material.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds	
	2021 £	2020 £
Theatre operating income	458,411	2,596,724
Theatre tax relief	59,510	414,012
Total funds	<u>517,921</u>	<u>3,010,736</u>

4. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted Funds	
	2021 £	2020 £
Corporate activities	113,335	388,125
Bar revenue	8,868	344,459
Other theatre trading	40	76,783
Rental income	22,988	25,993
Total funds	<u>145,231</u>	<u>835,360</u>

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

5. INCOME FROM INVESTMENTS

	Unrestricted Funds	
	2021	2020
	£	£
Bank interest	1,520	10,141
Total funds	1,520	10,141

6. EXPENDITURE ON RAISING FUNDS

Activity	Direct Expenditure £	Support Costs £	2021 £	Direct Expenditure £	Support Costs £	2020 £
Donations	97,824	4,079	101,903	169,065	3,736	172,801
Fundraising events	36,479	1,521	38,000	36,615	1,385	38,000
Corporate activities	60,373	2,517	62,890	65,410	2,232	67,642
Bar expenses	194,247	8,100	202,347	337,051	7,407	344,458
Other theatre trading	—	—	—	46,821	1,389	48,210
Total funds	388,923	16,217	405,140	654,962	16,149	671,111

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	2021 £	Unrestricted Funds £	Restricted Funds £	2020 £
Direct costs of operating Theatre	2,694,447	301,334	2,995,781	5,155,420	446,172	5,601,592
Support costs	112,353	12,565	124,918	121,051	10,476	131,527
Total funds	2,806,800	313,899	3,120,699	5,276,471	456,648	5,733,119

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

8. NET INCOME (EXPENDITURE)	Group	
	2021 £	2020 £
Net income (expenditure) for the year is stated after charging:		
Depreciation of tangible fixed assets	272,268	260,911
Auditor's remuneration		
- audit fees	18,220	17,225
- tax	2,950	2,860
- other services	1,800	2,175
	<u>272,268</u>	<u>260,911</u>
9. ALLOCATION OF SUPPORT COSTS INCLUDING GOVERNANCE COSTS		
Total Finance Department costs of £141,135 (2020: £147,676) are apportioned between expenditure on raising funds and expenditure on charitable activities in the ratio of expenditure in each area. Governance costs are included within Finance Department costs.		
10. STAFF COSTS AND DIRECTORS' REMUNERATION	2021 £	2020 £
Total emoluments:		
Wages and salaries	1,929,611	2,879,926
National Insurance	151,792	189,933
Pension contributions	47,489	51,895
	<u>2,128,892</u>	<u>3,121,754</u>
	2021 Number	2020 Number
Average number of employees (full time equivalents):		
Theatre Artists (Actors, supernumeraries, extras)	1	19
Theatre Operation	21	27
Development & Marketing	9	11
Education & Access	4	6
Administration & Finance	8	9
Catering Company	6	6
	<u>49</u>	<u>78</u>

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

10. STAFF COSTS AND DIRECTORS' REMUNERATION (continued)

Average number of employees (headcount):

	2021 Number	2020 Number
Charity	149	180
Catering	22	21
	171	201

The number of employees whose emoluments (including taxable benefits but excluding employer's pension and national insurance contributions) exceeded £60,000 were:

	2021 Number	2020 Number
£60,000 - £69,999	—	1
£70,000 - £79,999	1	—
£80,000 - £89,999	—	1
£110,000 - £119,999	1	—
£120,000 - £129,999	—	1
	2	3

Pension contributions of £7,509 (2020: £7,322) were paid to defined contribution pension schemes in respect of these employees.

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Trustees, the Executive Director and the Artistic Director. The total remuneration (including taxable benefits, employer's pension contributions and employer's national insurance contributions) of the key management personnel for the year was £221,480 (2020: £240,269).

No directors (who are also the Trustees of the charity) received any remuneration during the year.

No expenses were incurred by the directors in the year (2020: £211 by two directors).

Directors and Officers (Trustee indemnity) insurance was paid during the year of £1,676 (2020: £1,200).

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings £	Building renovations £	Fixtures, fittings and equipment £	Total £
Cost				
At 31 March 2020	2,133,229	3,594,106	2,601,330	8,328,665
Additions	—	—	39,761	39,761
At 31 March 2021	2,133,229	3,594,106	2,641,091	8,368,426
Accumulated depreciation				
At 31 March 2020	354,024	1,554,369	2,223,148	4,131,541
Charge for the year	27,476	88,638	156,154	272,268
At 31 March 2021	381,500	1,643,007	2,379,302	4,403,809
Net Book Value				
At 31 March 2021	1,751,729	1,951,099	261,789	3,964,617
At 31 March 2020	1,779,205	2,039,737	378,182	4,197,124
	Freehold land and buildings £	Building renovations £	Fixtures, fittings and equipment £	Total £
Charity				
Cost				
At 31 March 2020	2,133,229	3,594,106	2,576,451	8,303,786
Additions	—	—	34,585	34,585
At 31 March 2021	2,133,229	3,594,106	2,611,036	8,338,371
Accumulated depreciation				
At 31 March 2020	354,024	1,554,369	2,203,725	4,112,118
Charge for the year	27,476	88,638	153,426	269,540
At 31 March 2021	381,500	1,643,007	2,357,151	4,381,658
Net Book Value				
At 31 March 2021	1,751,729	1,951,099	253,885	3,956,713
At 31 March 2020	1,779,205	2,039,737	372,726	4,191,668

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

11. TANGIBLE FIXED ASSETS (continued)

The retention of the Theatre is intrinsic to the charity continuing to meet its charitable aims. Accordingly, the Trustees have no intention to dispose of the Theatre.

Certain funding (totalling £1m) received in respect of the redevelopment of the theatre, which is secured by charges over the company's property, would be required to be repaid to donors in the unlikely event that the theatre is sold or a court order is issued to wind up the company.

12. INVESTMENTS

Cost and net book value

At 31 March 2021 and 31 March 2020

	Subsidiary undertakings
	Group Charity
	£ £
	— 100

The charity owns 100% of the share capital of Almeida Theatre Catering Limited, which is registered in England. The subsidiary is used for non-primary purpose trading activities, namely operating the theatre bar. All activities have been consolidated on a line by line basis in the SOFA.

Almeida Theatre Catering Limited owns 100% of the share capital of Almeida Productions Limited, which is registered in England, and commenced trading in September 2014. Its principal activity is the production of theatre shows. All activities have been consolidated on a line by line basis in the SOFA.

13. COMMERCIAL TRADING OPERATIONS AND INVESTMENT IN TRADING SUBSIDIARIES

The charity has ultimate control over two companies. The registered address of both companies is the same as for the charity. Almeida Theatre Catering Limited (Company No. 01534585) has a principal activity of catering, primarily the running of the Almeida Café Bar. A summary of its trading results for the year ended 31 March 2021 is shown below.

	2021 £	2020 £
Turnover	8,868	344,458
Cost of sales	(199,874)	(324,043)
Gross (loss)profit	(191,006)	20,415
Administrative expenses (net of management fees)	(7,424)	(15,641)
Other operating income	193,479	—
(Loss) profit for the year	(4,951)	4,774
The assets and liabilities of this subsidiary were:		
Fixed assets	7,904	5,456
Current assets	19,848	26,842
Creditors: amounts falling due within one year	(59,529)	(59,124)
Total net liabilities	(31,777)	(26,826)
Aggregate share capital and reserves	(31,777)	(26,826)

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

13. COMMERCIAL TRADING OPERATIONS AND INVESTMENT IN TRADING SUBSIDIARIES (continued)

Almeida Productions Limited (Company No. 01827351) principal activity is the production of theatre shows. A summary of its results and financial position is shown below:

	2021 £	2020 £
Turnover	492,221	2,826,471
Cost of sales	(551,731)	(3,240,483)
Gross loss	(59,510)	(414,012)
Taxation for the year	59,510	414,012
Loss for the year	—	—
The assets and liabilities of this subsidiary were:		
Current assets	59,510	414,012
Creditors: amounts falling due within one year	(59,510)	(414,006)
Total net assets	6	6
Aggregate share capital and reserves	6	6

14. DEBTORS

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Due within one year				
Trade debtors	104,529	23,423	104,529	23,423
Amounts owed by subsidiary undertakings	—	—	79,300	427,628
Other debtors	59,524	419,322	8	5,303
Production costs in advance	246,676	230,965	246,676	230,965
Prepayments and accrued income	263,796	229,922	263,796	229,922
	674,525	903,632	694,309	917,241

15. CREDITORS: amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	78,927	182,492	78,788	182,331
Other taxation and social security	87,563	86,778	87,021	84,518
Other creditors	167,455	118,275	171,920	113,854
Box office receipts in advance	—	157,614	—	157,614
Accruals and deferred income	657,487	750,698	657,487	750,698
	991,432	1,295,857	995,216	1,289,015

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

16. MOVEMENT ON DEFERRED INCOME

Deferred income relates to grant, sponsorship, donation and membership income received during the year but which will be spent in subsequent years.

Group and charity	2021 £	2020 £
Deferred income brought forward	471,600	218,840
Released in the year	(470,879)	(108,440)
Deferred in the year	90,486	361,200
Deferred income carried forward	91,207	471,600

17. RESTRICTED FUNDS

Group and Charity	1 April 2020 £	Income £	Expenditure £	31 March 2021 £
Productions fund	330,584	234,679	(150,010)	415,253
Capital fund	2,663,446	—	(163,889)	2,499,557
Restricted funds	2,994,030	234,679	(313,899)	2,914,810

Group and Charity	1 April 2019 £	Income £	Expenditure £	31 March 2020 £
Productions fund	—	635,957	(305,373)	330,584
Capital fund	2,734,721	80,000	(151,275)	2,663,446
Restricted funds	2,734,721	715,957	(456,648)	2,994,030

Restricted funds represent monies received by the charitable company for a specific purpose. Details of the restricted funds held as at 31 March 2021 are given below:

Productions fund

This fund consisted of monies received from various donors to contribute to the running of the Almeida's educational projects, funding accessible performances, capital projects and our Young Artists programme.

Capital fund

This fund consisted of funding previously received in respect to the redevelopment of the Theatre and ACE funds towards improvements.

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

18. TANGIBLE FIXED ASSET FUND

	1 April 2020 £	Movement in year £	31 March 2021 £
Tangible fixed asset fund:			
Charity	1,528,321	(71,165)	1,457,156
Subsidiaries	5,456	2,448	7,904
	<u>1,533,777</u>	<u>(68,717)</u>	<u>1,456,060</u>
Group	<u>1,533,777</u>	<u>(68,717)</u>	<u>1,456,060</u>

	1 April 2019 £	Movement in year £	31 March 2020 £
Tangible fixed asset fund:			
Charity	1,603,220	(74,899)	1,528,321
Subsidiaries	6,796	(1,340)	5,456
	<u>1,610,016</u>	<u>(76,239)</u>	<u>1,533,777</u>
Group	<u>1,610,016</u>	<u>(76,239)</u>	<u>1,533,777</u>

This fund represents unrestricted tangible fixed assets and therefore is not readily available to meet expenditure.

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

19. DESIGNATED	1 April 2020 £	New designation £	31 March 2021 £
Group and charity			
Property redevelopment fund	400,000	—	400,000
Maintenance reserve:			
Repairs and renewals	125,000	—	125,000
Equipment replacement reserve	35,000	—	35,000
Creative/Special Situation reserve	—	450,000	450,000
	<u>560,000</u>	<u>450,000</u>	<u>1,010,000</u>
	1 April 2019 £	Utilised/ Released £	31 March 2020 £
Group and charity			
Property redevelopment fund	400,000	—	400,000
Maintenance reserve:			
Repairs and renewals	125,000	—	125,000
Equipment replacement reserve	35,000	—	35,000
Creative/Special Situation reserve	150,000	(150,000)	—
Property redevelopment fund	<u>710,000</u>	<u>(150,000)</u>	<u>560,000</u>

The Property redevelopment fund is reserved for investment towards redevelopment of the 108/9 Upper Street site ahead of a major fundraising initiative. If required these reserves would be used as a bridging reserve to be repaid through fundraising from trusts, foundations and major donors.

During the year, £450,000 was designated to the Creative/Special Situation reserve from general funds to fund activities postponed due to Covid-19 restrictions; £295,000 was designated specifically to fund *Six Artists in Search of a Play*, *The Keyworker plays* and *Maladies*. £155,000 was designated to support the programme and participation activities in 2021/22.

The Maintenance reserve is split into repairs and renewals for buildings and equipment. It is for emergency repairs as well as to deal with unforeseen and uninsured developments more generally. It is anticipated that these reserves will be utilised in the next three years.

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

20. GENERAL FUNDS

The policy of the charity is to hold free reserves of at least £762,000 within the general fund. This has been identified as a result of a review of the risks to the charity. The trustees identified the main revenue streams at risk (eg. Development income, Box office income) and the likelihood of risk occurring. They also looked at working capital requirements and have included an amount in the reserves to allow for this. General funds at 31 March 2021 are £903,354 for the group and £899,607 for the Charity.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group

Unrestricted funds

Tangible fixed asset fund
Designated funds
General funds

Tangible
fixed assets
£

Net current
assets
£

2021
Total
£

1,465,060

—

1,465,060

—

1,010,000

1,010,000

—

903,354

903,354

1,465,060

1,913,354

3,378,414

Restricted funds

2,499,557

415,253

2,914,810

3,964,617

2,328,607

6,293,224

Charity

Unrestricted funds

Tangible fixed asset fund
Designated funds
General funds

Fixed
assets
£

Net current
assets
£

2021
Total
£

1,457,156

—

1,457,156

—

1,010,000

1,010,000

100

899,507

899,607

1,457,256

1,909,507

3,366,763

Restricted funds

2,499,557

415,253

2,914,810

3,956,813

2,324,760

6,281,573

ALMEIDA THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

**21. ANALYSIS OF NET ASSETS
BETWEEN FUNDS** (continued)

	Tangible fixed assets £	Net current assets £	2020 Total £
Group			
Unrestricted funds:			
Tangible fixed asset fund	1,533,777	—	1,533,777
Designated funds	—	560,000	560,000
General funds	—	804,186	804,186
	<u>1,533,777</u>	<u>1,364,186</u>	<u>2,897,963</u>
Restricted funds	2,663,447	330,583	2,994,030
	<u>4,197,124</u>	<u>1,694,869</u>	<u>5,891,993</u>
Charity			
Unrestricted funds:			
Tangible fixed asset fund	1,528,321	—	1,528,321
Designated funds	—	560,000	560,000
General funds	—	800,440	800,440
	<u>1,528,321</u>	<u>1,360,440</u>	<u>2,888,761</u>
Restricted funds	2,663,447	330,583	2,994,030
	<u>4,191,768</u>	<u>1,691,023</u>	<u>5,882,791</u>

22. RELATED PARTY TRANSACTIONS

Total donations to the charity by trustees in the year were £6,165 (2020: £207,674). Except as disclosed in note 10 to the financial statements, there have been no other related party transactions in the period which require disclosure (2020: none).