

Donmar Warehouse Projects Limited

Trustees' Report and Financial Statements

Year Ended

31 March 2023

Company Number 01611861

Charity Number 284262

Donmar Warehouse Projects Limited

Contents and company information for the year ended 31 March 2023

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Trustees

A Kenwright (Chair)
T Lee
M Longhurst
T Ross [Scantlebury]
A Romeo
J Smith
L Msamati
N Blair
S Carson
J Kanagasooriam
H Thompson
M Goodey (appointed 9 March 2023)

Honorary Life President: R Wingate
Company secretary: R Tyson

Registered office

3 Dryden Street, London, WC2E 9NA

Company number

01611861

Charity number

284262

Bankers

Coutts & Co., 440 Strand, London, WC2R 0QS

Auditor

Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Senior Management

Michael Longhurst, Artistic Director
Henrietta Finch, Executive Director

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023

The Directors (who are also the Trustees of the charity) present their report and financial statements for the year ended 31 March 2023.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The company is a registered charity, (registered number 284262) and company limited by guarantee (registered number 01611861). The company is incorporated under the Companies Act 2006 and is governed by its Articles and Memorandum of Association dated 05 February 1982 as amended 4 July 2016.

Principal activities

The objects of the charity are to promote, maintain, improve and advance education particularly by the encouragement of the Arts including the arts of drama, ballet, music, singing, literature, sculpture and painting. The company meets these through continuing to produce and present theatrical productions at the Donmar Warehouse Theatre.

Donmar Warehouse Projects Limited has four wholly owned subsidiaries (further details are given in Note 15 of the financial statements). The results of Donmar Productions Limited and Donmar Theatre Catering are consolidated into these financial statements. The results of Donmar in the West End Limited and Donmar Films Limited have not been consolidated on the grounds that their results are not material to the group. Donmar Productions Limited receives income from commercial trading contracts and its taxable surplus is paid by gift aid to Donmar Warehouse Projects Limited. Donmar Warehouse Projects Limited is the rights holder for the productions but commissions its theatrical pieces to Donmar Productions Limited, which acts as a production company. Donmar Theatre Catering receives income from the bar operations and its taxable surplus is also paid by gift aid to Donmar Warehouse Projects Limited.

Strategic report

The sections below constitute the Strategic Report for the purposes of the Companies Act 2006.

2022/23 at the Donmar

Our Mission

Our Strategic Objectives

Financial Viability

Reserves policy and Risk management

Public Benefit

2022/23 at the Donmar

2022/23 was our first full year of productions since reopening post Covid, and although we were still affected by Covid leading to the cancellation of some performances, we remained open all year and have felt growing confidence from audiences.

Programming during the year has appealed to a range of audiences and for the first time we ran two shorter projects during the summer on the main stage with specific appeal to younger audiences (*The Trials*) and in *Silence*, co-production with Tara, we worked with British artists of South Asian heritage and brought a new community to the theatre. Our work with children and communities went from strength to strength this year, focussed on the participatory project *The Trials*, and we also continued to invest in talent and skills development for ourselves and the sector.

In November we celebrated our 30th birthday with a joyous gala evening featuring alumni artists and all three of our former Artistic Directors in attendance alongside current staff and our loyal supporters.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

2022/23 at the Donmar (*continued*)

Midway through the year, we learned that our application to remain part of Arts Council England (ACE)'s National Portfolio of funded organizations had been unsuccessful. Although only representing 7% of turnover, it was very challenging to lose this regular funding and we remain in a process of business transition (with transitional funding from ACE continuing until October 23) towards a model that will be sustainable in the absence of government subsidy. The Government's decision to retain Theatre Tax Relief at its higher level for two further years has partially mitigated against the loss of NPO funding for the time being and we welcome it wholeheartedly.

Despite the challenges relating to the final stages of the Covid pandemic and the change in our ACE funding status, we have had a successful year both creatively and financially and we remain committed to our mission below and to delivering value to all our stakeholders as we look to the future.

Finally, as Michael Longhurst came to the end of his 5 year contract as Artistic Director, we launched a recruitment process for his successor and were delighted to appoint Tim Sheader to the post, starting as Artistic Director Designate in December 23 and as Artistic Director and Joint CEO in March 24. The new Artistic Director is expected to take up their post in early 2024 to join the strong and highly skilled team for the next stage of the Donmar's journey.

Our Mission

The Donmar Warehouse makes unmissable, exceptional productions of classic plays, new works by leading writers, and intimate musicals to thrill and inspire our audiences. In our converted Covent Garden warehouse space, in the heart of London's West End, audiences experience the power of live performance up close, sitting no more than four rows away from the action. The Donmar has blazed a trail for thirty years creating legendary performances by some of the world's greatest artists, reaching global audiences through transfers across the West End, Broadway and beyond, and that legacy is the foundation of our approach today. We enable exceptional emerging talent to find new routes into the industry, and we create extraordinary opportunities for local young people. Core to our work is the belief that embracing a diverse range of voices enriches us all, fostering a more empathetic society. The Donmar's audiences are passionate about theatre, and we are passionate about them. We want to make them think, make them feel, and inspire them to return.

Our objectives are:

- **Make unmissable, exceptional productions of classic plays, new works by leading writers, and intimate musicals to thrill and inspire our audiences.** We will create a balanced season of outstanding work in which established artists will create their best work and artists we believe are talented and ready to work on the Donmar stage will be supported and developed.
- **Invest in talent and skills** among under-represented groups, for ourselves and the sector. Routes to employment in the cultural industries will be clearer, more accessible and more inclusive.
- **Our LOCAL work** facilitates partnerships with schools and local authorities to make the Donmar an essential cultural provider in our home boroughs, building lasting connections with young audiences.
- **We hold ourselves and our artists accountable to high standards of sustainability practice**
- **Welcome a broad range of people through our doors**, prioritising developing younger and more diverse audiences alongside our core groups
- **We have a high-functioning, inclusive and motivated workforce**, which remains nimble and open to new opportunities and ideas.
- **All our work is underpinned by a deep commitment to equality, diversity and inclusion.**

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

This year, we have delivered against these objectives in the following ways:

1. Our work on stage

This year's programme showcased the Donmar at its best - platforming a range of work, including new writing, revivals of classic titles, prestigious UK premieres, acclaimed new musicals and important, timely plays that speak to our communities and the world around us.

The year's projects were:

Marys Seacole

The UK premiere of Jackie Sibblies Drury's dazzling, kaleidoscopic biopic ran at the Donmar in Spring 2023. The production was directed by Nadia Latif and starred Kayla Meikle as the eponymous pioneering Jamaican nurse. The play represented the Donmar's commitment to staging exciting new writing, and showcasing the finest of contemporary American playwrights to a UK audience.

A Doll's House, Part 2

Lucas Hnath's audacious follow up to the Ibsen classic was directed by James Macdonald, returning after his 2018 production of Congreve's *The Way of the World*. Double Olivier Award-winner Noma Dumezweni led a strong ensemble cast also featuring June Watson, Brian F O'Byrne and Patricia Allison. The theatre was reconfigured to present the play in the round, increasing the capacity of the theatre and bringing a blistering intimacy to Hnath's razor-sharp text.

The Trials

As part of the Donmar's continued work around sustainability and the climate crisis, Dawn King's timely and gripping new play was produced specifically to minimise the environmental impact of the theatre-making process as much as possible. Featuring a mix of next generation talent and leading actors, the production ran for two sellout weeks during the summer season, described by WhatsOnStage as "staggeringly truthful and direct ... urgent viewing".

Silence

In recognition of the 75th anniversary of the Partition of India, *Silence* was a co-production with Tara Theatre, adapting Kavita Puri's *Partition Voices*, a collection of remarkable personal testimonies from people who lived through the last days of the British Raj. Four writers of British and South Asian heritage worked together with Tara Artistic Director Abdul Shayek to create a "moving and immensely powerful piece of theatre" that transferred to Tara's Earlsfield venue following its successful run at the Donmar.

The Band's Visit

Michael Longhurst directed the UK premiere of this Tony Award-winning musical by David Yazbek and Itamar Moses. Taking place in a quiet desert town in Israel, the show followed a group of lost Egyptian musicians, who spent one night far from home that would stay with them forever. The production was a financial and critical success, receiving five stars from the Telegraph – "a musical made of magic to send the soul soaring". The *Band's Visit* was nominated for 6 Olivier Awards including Best New Musical.

Watch on the Rhine

Renowned US playwright and activist Lillian Hellman's 1941 work was revived across Christmas 2022. Directed by Ellen McDougall, the play examined the encroachment of fascism into the comfortable homes of upper class Americans at the dawn of the Second World War. Patricia Hodge starred alongside acclaimed German stage star Mark Waschke, in a run that sold out and received five and four star reviews across the board. Despite being a lesser known title, this play supported the Donmar's commitment to reviving classic, timeless texts that resonate with modern audiences as much as they did when they were first produced.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

1. Our work on stage (*continued*)

Trouble in Butetown

The 2022/23 season finished with a world premiere commissioned by the Donmar. George Devine Award-winning playwright Diana Nneka Atuona's play, a "gripping ensemble drama" took a look inside an illegal boarding house in 1940s Cardiff – a port town during the war and home to souls from every corner of the globe. The production starred Sarah Parish and was directed by Tinuke Craig, platforming a range of global majority artists and new writing by one of the country's most exciting voices.

2. Skills development

Following a successful pilot, our CATALYST skills development programme ran successfully for a second year, with 11 roles offered across the creative and administrative trainee pathways. These roles have supported people from historically under-represented backgrounds at the Donmar, and in the wider sector, access paid training opportunities with support from industry-leading mentors.

Alongside the CATALYST programme, we have once more offered two 12-month Resident Assistant Director positions, who have worked closely with six directors as assistant directors on Donmar productions, and supported the Literary, Participation and Development teams.

Through our Participation work, we have run a work experience programme, Pathways, delivered an introductory writing course for 16-19 year olds, LOCAL Writers, and introduced a new programme, Junior Creative Assistants (JCA). The JCA programme has supported young people in getting behind the scenes access to the creative process of creating a production at the Donmar, with a series of taster workshops delivered in partnership with Royal Central School of Speech and Drama, resulting in five paid young assistant posts on our mainstage production of *The Trials*.

3. Donmar LOCAL

In response to local need, we have continued to work with local schools and communities, ensuring a wealth of creative opportunities are available to under 25s in our home boroughs. Our Donmar LOCAL programme supports the creation of theatre that centres the voices of our local community, develops future audiences, and supports pathways to careers in the creative industries.

- Westminster & Camden have highly diverse populations and wealth inequality with areas of affluence alongside significant deprivation. 43% of all children in Camden and 42% of all children in Westminster live in poverty once housing costs are accounted for. (Camden/Westminster Councils 2023). We prioritise working with schools with higher than London average free school meal ratio & students with English as an additional language.
- A significant decline in engagement with arts subjects at secondary school level. Children living in poverty are less likely to experience the arts outside school.
- Falling investment in young people: Westminster has reduced youth services budgets by 97% and Camden by 18% since 11/12.
- We work with Camden Council's Cultural Learning Partnership to support young people who experience physical, social and economic barriers to taking part. Participation in our projects supports personal development and wellbeing, develops confidence, develops skills and embeds interest in careers in the sector.

We delivered on our commitment to platform local young people's voices through presenting *The Trials*, a mainstage production, led by an ensemble of young people with an accompanying paid trainee programme. We also presented our LOCAL Residency performances in partnership with Holborn Community Association and Element, taking the Donmar into community spaces.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

3. Donmar LOCAL (*continued*)

Through Donmar LOCAL, the Participation department have continued to deliver programmes that have been both innovative and essential. Projects in 2022-23 included:

- The Trials, the first mainstage Donmar LOCAL production, ran for 2.5 weeks. The process engaged 257 young people in the final stage of the process, through auditions and the Junior Creative Assistant programme
- 9 Schools' Performances delivered as part of our mainstage offer, working with 2,165 young people who received in-school workshops, free tickets and post show talks with the cast and creative teams
- Take the Stage, our flagship devising programme for young people, was delivered around two productions, working with 8 schools and 123 young people
- Our LOCAL Residency, Writers and Pathways programmes supported 94 young people to work intensively with artists and the Donmar staff team

4. Sustainability

2022-23 saw the conclusion of the Donmar's 'Climate Dramaturgy' project with Dr Zoë Svendsen. Over the past year, the organisation has worked with Dr Svendsen to create a holistic approach to environmental care across every aspect of the productions it creates. This includes, but is not limited to, ensuring that productions are scheduled in as timely a way as is feasible; mutual transparency around planning and collaboration; and practising care in relation to well-being and labour. We have found that vital to the reduction of environmental harm is time to undertake careful decision-making, and therefore we have created a new, longer term approach to creating productions that allows for a more 'climate positive' mindset to make work. The research will culminate in the presentation of Dr Svendsen's research to industry leaders, and the dissemination of resources created in collaboration with the Donmars producing team, shared freely with the sector to ensure that we are working collectively towards the mutual goal of sustainability.

5. Audiences

Ticket sales varied across productions in this year, with a notable improvement in advance sales from summer 2022 onwards, which is a trend across the sector as audience confidence returns post-Covid.

For Marys Seacole we worked with external consultants to reach new audiences for the production, and saw an increase in post-show survey respondents from the Global Majority. A Doll's House, Part 2 was staged in-the-round and, due to various factors including a resurgence of Covid in the summer, a new play and the additional seating, made this production a challenging sell.

The Trials had a good advance compared to previous shows in the season, with a short run and high demand on tickets due to the strong casting. We had 58% new bookers, and a significant number of younger audiences, encouraged by the Young+Free performance, and the introduction of under 30s tickets.

Silence also had better than usual advance sales, and attracted 38% new bookers, many of whom defined themselves as from a Global Majority background, according to our survey (30% of respondents). We were pleased to see a lack of price resistance for this production as well.

The Band's Visit had the strongest advance of any show since we reopened post-pandemic, with 68% capacity sold across the run before press night. We ultimately achieved 96% net Box Office sales.

After an initially slow start, advance sales for the latter half of the run of Watch on the Rhine picked up considerably, so much so that we were almost at capacity ahead of the revised press night in January. Due to cast illness and the show cancellations, a number of key press opportunities had to be pushed towards the end of the run, which meant they didn't have the impact on sales we had hoped for pre-Christmas. Ultimately we achieved 91% (with 3 cancellations). Trouble in Butetown achieved 78% net Box Office, after a slower advance sales period than the previous two shows.

Our social media accounts have continued to grow in followers with 32,026 followers on Facebook, 109,500 on Twitter and 46,200 followers on Instagram.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

5. Audiences (*continued*)

We remain committed to reaching the widest possible audiences for our work and ensuring ticket prices are not a barrier to attend: our Young+Free ticket scheme gives over 4000 free tickets a year to audiences aged 26 and under; our Donmar Daily scheme makes 3500 tickets available to new and younger audiences starting at £10. To mark our 30th birthday we have also been able to offer £10 tickets for audiences aged under 30, thanks to support from Associate Sponsor Barclays.

We have also consistently achieved national media coverage with actors appearing across high profile broadcast and print media.

6. Access

This year we have expanded our access offer at theatre, offering our first ever relaxed performance at the venue. Every production offers a BSL, audio description and captioned performance. We offer touch tours pre show and visual storyboards when appropriate. We have a permanent hearing loop system and headsets at each performance and have a dedicated access champion and access ticketing support. We continue to work in partnership with VocalEyes to bring together audiences, artists and industry partners to develop new ways to facilitate audio descriptions, and ensure that audio description reflects the diversity of our work and audiences.

All attendees for interviews and new starters are specifically asked about access requirements as part of the application and onboarding processes. Both sites are fully accessible for patrons and staff.

7. Equality, diversity & inclusion

Our work to achieve greater representation in our work on stage, our audiences and our employees remains ongoing. This year, we programmed work by a range of global majority writers and directors, including Jackie Sibblies Drury, Nadia Latif, Sonali Bhattacharyya, Gurpreet Kaur Bhatti, Ishy Din, Abdul Shayek, Diana Nneka Atuona and Tinuke Craig. In addition, our partnership with Theatre Royal Haymarket specifically supports two writers with protected characteristics.

Silence, the co-production with Tara Theatre, platformed South Asian voices and stories in remembrance of the 75th anniversary of the Partition of India. Later in the year, The Band's Visit featured a cast of predominantly Middle Eastern and North African performers, including Israeli star Miri Mesika and leading Egyptian film actor Alon Moni Aboutboul. Michael Longhurst worked with diverse voices to ensure that the representation of these communities in the production was respectful and authentic.

- We recruited an anti-racism and inclusion lead as part of our workforce. They have worked with the General Manager to shape, develop and embed anti racism and inclusion practices and policies which include:
- Developing a transparent reporting process to investigate complaints
- Creating an anti-racism and inclusion policy for all staff and freelancers
- Enacting a confidential reporting email
- Committing to compulsory and regular staff training
- Publishing an outward facing 'welcome statement' to ensure guests understand our beliefs and policies
- Introducing a shadowing scheme, Elevate, to look at routes into Senior Management for underrepresented groups

We continue to make significant steps to diversify our workforce and have achieved our target of 20% Global Majority staff by 2023, reaching 24.4% Global Majority and 18.3% Disabled staff in FT roles and 40% Global Majority, 9.6% Disabled in PT roles. We created 3 positive action traineeships for administrative roles, which provided new routes into the workforce for Global Majority candidates.

We recruited 30 new starters in the year 22/23 into substantive posts; 33.3% of new starters identify as being from the Global Majority. We have added access rider questions onto all interviews and new starter onboarding processes.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (continued)

7. Equality, diversity & inclusion (continued)

Our leadership team is currently much less diverse than the wider team, we created a mentoring and shadowing programme which seeks to increase representation at a senior level and a key goal moving forwards is to increase representation in key leadership and programming roles.

We have revised our monitoring processes to be more inclusive and representative of the wider population.

8. Operations and culture

To support well-being we have an Employee Assistance Programme, offering counselling, management, relationship and financial support service available to all staff, 24 hours per day. We have positive feedback from staff who have used the service. We continue to work with an HR consultant who offers 1-1 drop in sessions each month for staff to book and attend confidentially. Themes of these sessions are reported to the General Manager and Executive Team.

We ran our first annual staff survey since Covid; 76% of substantive staff completed the survey. Key findings and trends were:

- The strongest positive feedback area is our Anti- Racism and Inclusion work.
- There is a strong theme of bringing the office and theatre together more, socially and at work.
- Line Managers perform consistently well in feedback.
- Theme to develop more flexible working and taking TOIL culture, use of comms out of hours
- Mental Health is the lowest performing area in the survey.
- Policies are read and understood.

This year we relaunched our working groups, EDI, culture and comms, sustainability and health and safety.

In 2022/23 staff training programmes have included management, networking, mental health first aid, neurodiversity, first aid, attendance at industry conferences and 1-1 coaching for managers.

Our freelance council made up of 7 people from various backgrounds and disciplines, chaired by a board member, continues to meet quarterly. Members are paid for their time to attend sessions.

Financial Review

The Donmar's £8.6m revenue (2021/22 : £6.0m) is principally drawn from production income £4.5m (2021/22: £1.5m), fundraising, £3.0m (2021/22 : £2.7m), support of the Arts Council, £0.5m (2021/22: £1.1m – includes Cultural Recovery Grant), and trading income, £0.6m (2021/22: £0.7m).

Total income has increased year on year as we had a full year of productions, an increase in fundraising income and an increase in Theatre Tax Relief. Production income was up with five main Productions and two smaller Productions in the year versus four main Productions in 21/22. Fundraising was up 12% due an increase across all areas but mainly due to Individual donations, increased Trust and Foundation support for Education programmes, and Production Support. The Theatre Tax Relief was increased by the Government to 45% (from 20%) and this has resulted in income of £1.2m (2021/22 : £0.1m). The Donmar also received Government support in the year through Art's Council Funding £0.5m (2021/22 : £1.2m).

The Donmar remains committed to investing as much of its income as possible in the work it produces on the stage whilst offering accessibility and value for its supporters and for the public money we receive. Direct production expenditure was £5.1m (2021/22 : £3.0m), accounting for 61% of total expenditure and exceeded box office revenue by over £0.6m. Our public subsidy accounted for 6% of total income, relatively low amongst peers.

The other key expenditure area is staff and personnel (permanent staff headcount: 64, 2021/22: 52) which is £2.5m (2021/22: £1.9m), equating to 30% of our total general expenditure (2021/22: 33%).

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

Financial Review (*continued*)

Our Reserve position remains positive ending the year with £14.1m Total Funds split between Restricted £0.1m, General £3.9m, Designated £0.3m and Fixed Assets £9.9m.

Post Covid we are now running a full programme and the increase in income and costs has been tightly managed to allow us to show a net profit of £0.3m (2021/22: £0.2m). This profit will help bolster our current reserve position (page 10 and 11), and enable the management team to mitigate the loss of the Arts Council Income and to continue to operate a sustainable model.

Fundraising

Total fundraising income was £3.3m (38% of total income) (2021/22: £2.7m), which was principally income from individuals at £1.9m (2021/22: £1.5m), commercial trading operations (corporate sponsorship), £0.9m (2021/22: £0.5m) and £0.5m in revenue from Trusts and Foundations (2021/22: £0.3m).

Overall, membership numbers were slightly higher across all levels. Ticket usage/event attendance was strong for popular shows, such as The Band's Visit and Watch on the Rhine, but less so over the summer for Marys Seacole, A Doll's House Part Two, Silence and The Trials.

We ran a successful appeal (Donmar Tomorrow) focused on the news of our exit from the ACE portfolio which raised a significant level of funds and our communications around this were particularly well received. Additionally, we celebrated the 30th Birthday of the organisation with a special event that attracted some of our most important supporters. Notably, we were successful in new major asks, some with multi-year pledges, meaning we can be in a strong position at the start of 23/24 in terms of committed revenue.

Our main corporate partners renewed their support as per existing contracts, and we were able to successfully recruit new corporate partners thanks to new introductions by the Development Board.

Trust and Foundation performance was very strong, with particularly generous support from the Backstage Trust and increased multi-year support from other existing funders.

Fundraising disclosures

The Donmar fundraising team raises funds primarily through offering a range of membership packages which are supported by benefits and specialist events, securing donations which are typically linked to a specific activity (e.g. production support), grants from trust and foundations, and through corporate sponsorship agreements. The Donmar does not engage any professional third-party fundraisers to make approaches to individuals on our behalf or involve commercial participators.

All direct marketing is undertaken by the fundraising department to ensure that it is not unreasonably intrusive or persistent. Aside from current members who receive regular updates via post and email to ensure that they can make the most of membership benefits, contact is made through direct marketing at the time of our programming announcements, usually twice per year. All marketing material contains clear instructions on how a person can be removed from mailing lists.

The Donmar is GDPR compliant and our fundraising team and senior staff adhere to the Fundraising Codes of Conduct and Standards of Research as laid out by the Fundraising Regulator. We have an Ethics Policy in place. This covers ethical fundraising practice and process. It is endorsed by our board, and overseen by the Ethics and Reputation Committee. There have been no complaints about our fundraising activity this year.

Financial Viability

The financial viability of the Donmar is overseen by the Audit, Finance and Operations (AF&O) Committee. The committee oversees and evaluates the monthly financial figures for the organisation, led by the Executive Director (ED) and the Head of Finance (HoF). The AF&O reports to the Board and the Board has final sign off on the annual budget. The Board appoints external auditors, and commissions and considers reports as necessary, analysing risks raised through these processes.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

Financial viability (*continued*)

The key financial risks to the Donmar include

- The change in Artistic Director leading to loss of production or fundraising income and a potential increase to staff turnover,
- The impact on the Donmar due to the loss of the Arts Council England's National Portfolio Organisations (NPO) grant funding,
- The on-going impact of Covid on the production costs including insurance and understudies and the potential impact of any show cancellations,
- High inflation and the current cost of living increases are impacting both the Donmar's cost base as well as ticket sales and staff retention, and,
- Theatre Tax Relief which, when reduced, will impact our revenue.

While the management team and the AF&R committee continue to review, adapt and respond to these risks, should these inflows change materially or stop, this would likely necessitate a change to our operating model and impact the quality of the work we produce and our public benefit. To help mitigate this risk the Donmar has diversified its income streams by renting out office and residential space and by engaging with Commercial partners. This helps to lessen the Donmar's dependence on fundraising, and where possible the Donmar continues to look for structural ways to reduce the in-year risk associated with fundraising income, and implements careful performance and cost management to build resilience for future years. We have set a reserves policy to hold a sufficient amount in the risk reserve to support the organisation to transition to a new operating model in the event these income streams are affected.

The management team continues to tightly manage its reduced costs base and expenditure is managed across the organisation through structured meetings between budget holders and the Finance department on a monthly basis. The reviewed figures are then considered by the Head of Finance (HoF) and reported monthly to the Executive Director and the Artistic Director. Budgets have built-in contingencies and there is an overall organisational contingency each financial year, managed by the Executive Director. Organisationally, the budgets are overseen by the Executive Director and managed by the HoF and senior management team with the Director of Development leading on the majority of income generation and the Senior Producer leading on the majority of expenditure on the productions.

Going concern

The Trustees have reviewed the Charity's financial viability as part of their normal review process. A detailed 12-month budget, updated monthly, and 4-year plan, updated quarterly, support this performance assertion. Key risks, as identified on page 12, are monitored and mitigation steps put in place. The liquidity provided by the reserve is set to provide sufficient support where mitigating steps cannot eliminate risks and the current level is considered appropriate to support a going concern status.

The Trustees continue to give particular consideration to the change in Artistic Director, the loss of the NPO funding, the cost of living crisis and the on-going effect of Covid-19, reviewing the impact of these risks on the organisation's ongoing forecasts and projections to ensure that the organisation remains financially viable. When reviewed in August 2023, it was noted that the change to the Artistic Director and the loss of the NPO funding could be supported through reserves until the new commercial strategy comes fully into effect. Covid -19 production cancellations have significantly decreased, however we continue to review this risk as well as the impact of the cost of living on the Donmar's Finances. Development income has increased and continues to deliver good value for the organisation and the management team continue to review and where appropriate implement cost saving initiatives in order to achieve further sustainability.

At the end of June 2023, the Donmar Warehouse had cash of £4.8m, fixed asset of £9.9m, net liabilities of £0.3m and cash reserves of £4.5m (£0.1m restricted). Cashflow forecasts show cash dropping down to its lowest point of £3.7m (including restricted reserves of £0.1m) over the next 12 months. Given the Donmar's reserves position and track record, The Board remain satisfied that Donmar Warehouse will continue to be a going concern for the 12 months from date of signing and the accounts have been prepared in the knowledge that Donmar Warehouse Projects Limited is a financially viable organisation.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

Reserves Policy and Risk Management

The Trustees consider the risks to the charity at each quarterly Board meeting and ensure that systems and procedures are established to mitigate the risks identified. At each meeting the Board also reviews the latest Risk Register prepared by the Executive which outlines the production related risks including health and safety as well as financial, reputational and strategic risks.

The Trustees consider the change in Artistic Director, staff turnover due to the cost of living crisis, the on-going Covid-19 pandemic, the results of the NPO application and the reliance on fundraising as the major short to medium term risks to the charity. A change in Artistic Director has traditionally lead to an increased risk around loss of staff and potentially lower initial box office and fundraising income dependant on programming. The cost of living crisis has meant staff have left to take better paid roles outside the Arts and also created a skills shortage which is impacting the Arts sector employment market. The Covid-19 pandemic continues to be a concern for planned performances as it is not covered by insurance. The Donmar's loss of NPO funding has resulted in a 9% loss in income which has been mitigated by the increased Theatre Tax Relief rate. The Donmar's reliance on fundraising income remains an on-going risk due to change in artistic director and a more challenging fundraising sector. These risks are reflected in the investment in the Operational Risk Reserve which is discussed below.

Tangible Fixed Asset Funds
Building Maintenance Fund
Operational Risk Reserve

The **tangible fixed asset fund** represents the value of the Donmar's fixed assets: the lease of the Donmar Theatre at Earlham Street, the lease and capitalised costs of the office at Dryden Street, the capitalised costs of the redevelopment project, and the book value of fixtures and fittings.

The Donmar holds one designated reserve:

Building Maintenance Fund: The Donmar retains a reasonable sum within the theatre maintenance fund to cover unbudgeted and/or uninsured repairs and maintenance. This fund has been built in recent years to reflect the age of some of the theatre infrastructure. We expect this will be spent partially each year and refilled from surpluses as is possible.

The **operational risk reserve** reflects the risk profile and risk register of the Donmar. It is set at a level that should allow the Donmar to continue to operate in the event of a short fall in fundraising, trading income, box office income or Arts Council core grant. The policy is to hold at least 25% of forecast income for the forthcoming year or a minimum of £1.25m, whichever is higher and any excess above this is used as determined appropriate by the Board for any specific risks or objectives the Donmar has in the year ahead. As at the 31 March 2023 the operational risk reserve was £3.5m (2022 - £3.0m) this is 18% above the targeted 25%.

Restricted funds

The Donmar holds a number of restricted funds which are detailed at page 40-45. The total value of restricted funds at 31 March 2023 was £115,497 (2022: £155,660).

The Trustees are satisfied that sufficient reserves are currently being held by the Donmar and we intend to sustain our risk reserve at a minimum of 25% of our annual revenue.

Public Benefit

This year the Donmar has continued to inspire audiences, grow skills and nurture young people by:

- Making inclusive, relevant, world-class work that thrills audiences in our 251 seat theatre and online
- Employing talented and diverse creative teams and acting companies
- Investing in skills development and training to grow a diverse and highly skilled workforce for the theatre sector
- Maintaining access through captioned, audio described and touch tour performances
- Broadening and diversifying our audiences and workforce
- Playing an active role in our community, working with schools and local young people from disadvantaged backgrounds.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 *(continued)*

Public benefit *(continued)*

- Looking outside our company and considering the impact of our business, with the aim of achieving a greener understanding of how a sustainable, efficient theatre can operate and add value to our community
- Maintain financial stability and value for money for our funders, whilst keeping ticket prices low

In planning the activities of the charity the Trustees have given due regard to the Charity Commission's guidance on public benefit and, in particular, the specific guidance for fee charging charities. As mentioned above the Trustees believe that the activities of the charity in the year confirm its ability to provide current and on-going benefit to the public.

Future Plans

The Donmar's future plans are to continue to work towards delivering our objectives and deliver the following productions in 2023/24:

- When Winston Went to War with the Wireless - Jack Thorne's new play explores the tensions between John Reith and Winston Churchill around the use of the BBC as a propaganda tool, set against the background of the General Strike. Directed by Katy Rudd, the play could not be more timely, with topics that speak to the present day. (02 June - 29 July 2023)
- Next to Normal - the Pulitzer Prize-winning musical by Tom Kitt and Brian Yorkey will make its long awaited UK premiere at the Donmar Warehouse (12 August - 07 October 2023) in a new production directed by Artistic Director Michael Longhurst. The critically acclaimed piece is an intimate exploration of family and loss, and will star Broadway and West End leading lady Caissie Levy.
- Clyde's - writer Lynn Nottage and director Lynette Linton reunite for the European premiere of this hilarious and hopeful play, the follow up to their five-star Donmar production of Sweat which transferred to the West End in 2019. (13 October - 02 December 2023).
- Macbeth - Donmar Associate Director Max Webster will direct David Tennant and Cush Jumbo in a spellbinding new production of Shakespeare's most extraordinary psychological drama. The run sold out within 20 minutes of going on public sale, and will run from 08 December 2023 - 10 February 2024.

The Executive and staff

The Executive comprises the Artistic Director and Executive Director, who are Joint Chief Executives. The Executive is supported by a team of 49 full time and 22 part time employees including a Senior Management Team of 8. The Executive and SMT meet weekly to plan the delivery of activity, report on progress against organisational KPIs and discuss staff welfare and culture. Alongside our core staff we have a team of Artistic Associates and a Freelance Council.

The Donmar is committed to paying its employees a fair salary that is competitive within its industry and dependant on the complexity of the role. In determining the right level of pay the Donmar has a remuneration and bonus policy, detailed appraisal process and regularly reviews and benchmarks the pay, benefits and total compensation. We benchmark against other arts organisations.

The Governance, Nominations and Remuneration committee is responsible for reviewing and benchmarking the pay of the Executive team and the Executive is responsible for reviewing and benchmarking the pay of the Senior Management team.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (continued)

Board of Directors

The Board of Directors met four times in 2022/23 for scheduled meetings and once for an extraordinary meeting. The Directors of the company are also Trustees for the purpose of charity law. The board supervises the activities of the charity with day to day activity delegated to the Executive and Senior Management.

Donmar Warehouse Projects Limited is a company limited by guarantee and not having share capital.

The following Directors have held office since 1 April 2022

Adam Kenwright
Neil Blair (appointed 23 June 2022)
Susan Boster (resigned 1 March 2023)
Sarah Carson (appointed 23 June 2022)
William Eccleshare (resigned 1 March 2023)
Jonathan Kanagasooriam (appointed 23 June 2022)
Tiina Lee
Gerard Lemos CMG (resigned 9 March 2023)
Michael Longhurst
Antonia Romeo
Tessa Ross CBE [Tessa Scantlebury]
June Sarpong OBE (resigned 11 July 2023)
Jonathan Smith
Hannah Thompson (appointed 23 June 2022)
Lucian Msamati
Mark Goodey (appointed 9 March 2023)

Honorary Life President: Roger Wingate

In addition to the Board, there is a structure of Committees focusing on key areas of the organisation, which feed directly into the Board in an advisory capacity:

- Audit, Finance & Risk
- Development
- Ethics & Reputation
- Governance, Nominations & Remuneration

The membership of these Groups is a mix of Board members, Executive, SMT, and external members who provide expert knowledge on the Group's remit. The Groups and Board are administered by the General Manager, supporting both the Executive and the Trustees.

Recruitment and Appointment of Trustees

Throughout 2022/2023, the board and executive have been actioning an external governance review. This included a review of the membership.

In October 2022 Susan Boster and William Eccleshare retired. In June 2022 we welcomed 4 new board members, Neil Blair, Sarah Carson, Jonathan Kanagasooriam and Hannah Thompson following an open recruitment process. In March 2023 Gerard Lemos resigned and Mark Goodey was appointed.

The Board is 46% female and 33.3% global majority.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (continued)

Trustee induction and training

New Trustees receive all necessary documentation so as to understand their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the workings of the Board of Management and the decision-making process.

New trustees are provided with an induction document, trustees policies, scheme of delegation and role descriptions. All were briefed by the General Manager and/ or Executive. They connect with members of the Senior Management Team where necessary may understand relevant areas of the organisation.

Subsidiary

Donmar Productions Limited is a wholly owned trading subsidiary responsible for producing the Donmar's productions as well as other commercial activities. Donmar Theatre Catering is a wholly owned trading subsidiary responsible for running the bar and catering operations at the Donmar. The Donmar's board appoint the directors of Donmar Productions Limited and Donmar Theatre Catering which comprise board members. The results are consolidated within these accounts as per note 15.

Donmar In The West End Limited and Donmar Films Limited are wholly owned subsidiaries that did not trade during the year (20/21 no trade). The Donmar's board appoints the directors of both entities which compromise board members. The results are not consolidated under the provision of section 24.12 of SORP FRS 102 as their results are not considered material to the group (see note 15). Both these entities were stuck off in April 2023.

Auditor

BDO LLP resigned as auditors of the company and Sayer Vincent were appointed as auditors by the Directors. A resolution to appoint Sayer Vincent was passed by the Board.

Related parties

Details of related parties are included in note 25.

Donmar Warehouse Projects Limited

Trustees' report for the year ended 31 March 2023 (*continued*)

Trustees' responsibilities

The Trustees are responsible for preparing the Strategic Report, the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including 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;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

In so far as the Trustees are aware:

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

This Trustees' Report, which incorporates the Strategic Report on pages 1 to 15, was approved on behalf of the board by

A. Kenwright

30/10/23

Donmar Warehouse Projects Limited

Independent auditor's report to the members of Donmar Warehouse Projects Limited

Opinion

We have audited the financial statements of Donmar Warehouse Projects Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other Information

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

We have nothing to report in this regard.

Donmar Warehouse Projects Limited

Independent auditor's report (*continued*)

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' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of 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 parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Donmar Warehouse Projects Limited

Independent auditor's report (*continued*)

Auditor's responsibilities for the audit of the financial statements (*continued*)

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

Donmar Warehouse Projects Limited

Independent auditor's report (*continued*)

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Sayer Vincent LLP

Judith Miller (Senior Statutory Auditor)

For and on behalf of Sayer Vincent LLP, statutory auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Date 29 November 2023

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

Donmar Warehouse Projects Limited

Consolidated statement of financial activities (Incorporating an income and expenditure account) for the year ended 31 March 2023

| | Note | Unrestricted funds £ | Restricted funds £ | 2023 Total £ | 2022 Total £ |
|--|------|----------------------------|--------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations: | | | | | |
| Development income | 4 | 1,049,055 | 394,015 | 1,443,070 | 1,743,399 |
| Other grants and donations | 5 | 1,409,110 | 6,000 | 1,415,110 | 1,619,785 |
| Charitable activities: | | | | | |
| Production income | 6 | 3,073,451 | 263,250 | 3,336,701 | 1,355,405 |
| Trading activities | 7 | 2,356,328 | 54,999 | 2,411,327 | 1,275,694 |
| Investments | 8 | 12,854 | - | 12,854 | 399 |
| Total income | | <u>7,900,798</u> | <u>718,264</u> | <u>8,619,062</u> | <u>5,994,682</u> |
| Expenditure on: | | | | | |
| Raising funds | | 838,475 | - | 838,475 | 543,415 |
| Charitable activities | | | | | |
| Production expenses | | 6,707,162 | 758,427 | 7,465,589 | 5,240,892 |
| Total expenditure | 10 | <u>7,545,637</u> | <u>758,427</u> | <u>8,304,064</u> | <u>5,784,307</u> |
| Net income in the year before transfers and tax | 9 | 355,161 | (40,163) | 314,998 | 210,375 |
| Transfers between funds | 20 | - | - | - | - |
| Net income in the year before tax | | 355,161 | (40,163) | 314,998 | 210,375 |
| Tax payable | | - | - | - | - |
| Net movement in funds | | <u>355,161</u> | <u>(40,163)</u> | <u>314,998</u> | <u>210,375</u> |
| Reconciliation of group funds: | | | | | |
| Opening fund balances at 1 April 2022 | 20 | 13,607,676 | 155,660 | 13,763,336 | 13,552,961 |
| Closing fund balances at 31 March 2023 | 20 | <u>13,962,837</u> | <u>115,497</u> | <u>14,078,334</u> | <u>13,763,336</u> |

All amounts results are derived from continuing activities.

The company has no other recognised gains and losses other than those stated above.

The notes on pages 24 to 48 form part of these financial statements.

Donmar Warehouse Projects Limited

Consolidated and charity balance sheet at 31 March 2023

Company number 1611861 (England and Wales)

| | Note | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|------|--------------------|--------------------|----------------------|----------------------|
| Fixed assets | | | | | |
| Intangible assets | 13 | 31,680 | 40,031 | 31,680 | 40,031 |
| Tangible assets | 14 | 9,847,642 | 10,122,991 | 9,847,642 | 10,122,991 |
| Investments | 15 | 3 | 3 | 4 | 4 |
| | | <u>9,879,325</u> | <u>10,163,025</u> | <u>9,879,326</u> | <u>10,163,026</u> |
| Current assets | | | | | |
| Stocks | | 5,527 | 6,579 | - | 6,579 |
| Debtors | 16 | 2,259,901 | 1,455,729 | 5,789,750 | 6,155,791 |
| Cash at bank and in hand | 22 | 4,477,454 | 4,305,610 | 3,788,364 | 3,846,896 |
| | | <u>6,742,882</u> | <u>5,767,918</u> | <u>9,578,114</u> | <u>10,009,266</u> |
| Creditors: amounts falling due within one year | 17 | <u>(2,543,873)</u> | <u>(2,167,607)</u> | <u>(5,335,047)</u> | <u>(5,609,661)</u> |
| Net current assets | | <u>4,199,009</u> | <u>3,600,311</u> | <u>4,243,067</u> | <u>4,399,605</u> |
| Total assets less current liabilities | | <u>14,078,334</u> | <u>13,763,336</u> | <u>14,122,393</u> | <u>14,562,631</u> |
| Provision for liabilities | 19 | - | - | - | - |
| Net assets | 21 | <u>14,078,334</u> | <u>13,763,336</u> | <u>14,122,393</u> | <u>14,562,631</u> |
| Restricted funds | | <u>115,497</u> | <u>155,660</u> | <u>91,751</u> | <u>146,492</u> |
| General unrestricted funds | | 3,853,804 | 2,994,654 | 3,901,320 | 3,803,117 |
| Designated funds | | 250,000 | 450,000 | 250,000 | 450,000 |
| Fixed asset funds | | 9,859,033 | 10,163,022 | 9,879,322 | 10,163,022 |
| Total unrestricted funds | 20 | <u>13,962,837</u> | <u>13,607,676</u> | <u>14,030,642</u> | <u>14,416,139</u> |
| Total | 20 | <u>14,078,334</u> | <u>13,763,336</u> | <u>14,122,393</u> | <u>14,562,631</u> |

As permitted by S408 Companies Act 2006, the charity has not presented its own statement of financial activities and related notes. The charity's surplus for the year was £440,238 (2022 – surplus of £978,823).

The financial statements were approved by the Board of Directors and authorised for issue on


Alan Kenwright
Director

The notes on pages 24 to 48 form part of these financial statements.

Donmar Warehouse Projects Limited

Consolidated statement of cash flows for the year ended 31 March 2023

| | Note | 2023 £ | 2022 £ |
|--|--------|------------------|--------------------|
| Cash flows from operating activities | | | |
| Net income for the reporting period | | 314,998 | 210,375 |
| Depreciation | 14 | 305,869 | 238,328 |
| Amortisation | 13 | 8,351 | 26,009 |
| Investment income | 8 | (12,854) | (399) |
| Foreign exchange gains | | (69,573) | (36,726) |
| Decrease/(increase) in stocks | | 1,052 | (6,579) |
| Increase in debtors | 16 | (783,789) | (591,891) |
| Increase in creditors | 17 | 376,266 | 804,269 |
| Decrease in provisions | 19 | - | (26,400) |
| Net cash provided by operating activities | | 140,320 | 616,986 |
| Cash flows from investing activities | | | |
| Investment income received | 8 | 12,854 | 399 |
| Purchase of fixed assets | 14 | (30,520) | (1,945,158) |
| Net cash (used in) investing activities | | (17,666) | (1,944,759) |
| Change in cash and cash equivalents in the reporting year | | 122,654 | (1,327,773) |
| Cash and cash equivalents at the beginning of the year | 22 | 4,305,610 | 5,596,657 |
| Foreign exchange gains | | 49,190 | 36,726 |
| Cash and cash equivalents at the end of the year | 22, 23 | 4,477,454 | 4,305,610 |

The analysis of net debt is given in note 23.

The notes on pages 24 to 48 form part of these financial statements.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023

1 Status of company

The company is a charitable company, limited by guarantee and incorporated and registered in England and Wales under the Companies Act 2006 and the Charities Act 2011. The registered office is given on the Contents and Company Information page and the principle activities are given in the Trustee's report.

The company has fifteen members, who are also directors. The liability of each member on a winding up is limited to a maximum of £1.

2 Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis under the historical cost convention. The accounts (financial statements) have been prepared in accordance with the Statement of Recommended Practice: "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland" (The Charities SORP 2nd Edition) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006 and the Charities Act 2011.

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

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

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Group's accounting policies (see note 3).

The following principal accounting policies have been applied consistently:

Exemptions for qualifying entities under FRS 102

The Company has taken advantage of the following reduced disclosure exemptions:

- from preparing a statement of cash flows on the basis that it is a qualifying entity and the group cash flow statement included within these financial statements, include the company's cash flows; and
- from the financial instruments disclosures, required under FRS 102 para 11.40 to 11.48A and para 12.26 to 12.29, as the information is provided in the Group financial disclosures.

Consolidation

The consolidated financial statements present information about the company and its wholly owned subsidiary Donmar Productions Limited and Donmar Theatre Catering Limited.

The results of the wholly owned subsidiaries, Donmar In The West End Limited and Donmar Films Limited have not been consolidated under the provision of section 24.12 of SORP FRS 102 as their results are not considered material to the group (see note 15). These two entities were dormant in the year.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (*continued*)

2 Accounting policies (*continued*)

Going concern

The Trustees have reviewed the Charity's financial viability as part of their normal review process. A detailed 12-month budget, updated monthly, and 4-year plan, updated quarterly, support this performance assertion. Key risks, as identified on page 12, are monitored and mitigation steps put in place. The liquidity provided by the reserve is set to provide sufficient support where mitigating steps cannot eliminate risks and the current level is considered appropriate to support a going concern status.

The Trustees continue to give particular consideration to the change in Artistic Director, the loss of the NPO funding, the cost of living crisis and the on-going effect of Covid-19, reviewing the impact of these risks on the organisation's ongoing forecasts and projections to ensure that the organisation remains financially viable. When reviewed in August 2023, it was noted that the change to the Artistic Director and the loss of the NPO funding could be supported through reserves until the new commercial strategy comes fully into effect. Covid -19 production cancellations have significantly decreased, however we continue to review this risk as well as the impact of the cost of living on the Donmar's Finances. Development income has increased and continues to deliver good value for the organisation and the management team continue to review and where appropriate implement cost saving initiatives in order to achieve further sustainability.

At the end of June 2023, the Donmar Warehouse had cash of £4.8m, fixed asset of £9.9m, net liabilities of £0.3m and cash reserves of £4.5m (£0.1m restricted). Cashflow forecasts show cash dropping down to its lowest point of £3.7m (including restricted reserves of £0.1m) over the next 12 months. Given the Donmar's reserves position and track record, The Board remain satisfied that Donmar Warehouse will continue to be a going concern for the 12 months from date of signing and the accounts have been prepared in the knowledge that Donmar Warehouse Projects Limited is a financially viable organisation.

Income

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

Membership income is recognised across the period of membership.

Productions income is included in income in the period in which the relevant performance takes place. Income related to productions in a subsequent period is treated as deferred income.

Goods and services received in kind, where material, are included within 'Donations' and under the appropriate income 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.

All other income is recognised on an accruals basis once the charity is legally entitled to receipt.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (*continued*)

2 Accounting policies (*continued*)

Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Expenditure is recognised when a liability is incurred.

- Costs of raising funds are those costs incurred in attracting voluntary income and those incurred in the operation of trading activities which raise funds.
- Charitable activities includes expenditure associated with the operation of the theatre and such directly associated activities as educational programmes and the Directors programme. Cost of charitable activities includes both the direct cost of activities and related support costs.
- Support costs include central functions and have been allocated to activity costs on a basis consistent with the use of resources. This is frequently on the basis of staff time spent in each area but other bases such as usage are also employed. Support costs also include Governance costs.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.
- Trading expenditure forms part of the Group's trading activities and commercial exploitations are separately disclosed as trading activities.

Costs of productions not yet opened

The costs and materials for new productions and associated creative team fees are carried forward on the balance sheet until they are expensed on the date of the performance. Internal labour and rehearsal costs are expensed as incurred.

Fund accounting

The Group and Charity hold designated funds, including designated fixed asset funds, restricted funds, and the operational risk reserve, representing general unrestricted funds. Funds received for a purpose specified by the donor are credited to restricted funds. Expenditure incurred on these purposes is then charged to the funds as it is incurred (see note 20).

All other income is treated as unrestricted funds. The Trustees have chosen to designate certain funds for specific future expenditure as explained in the Trustees' Report. In addition, the Trustees consider the value of the long lease to be a designated fund as it is not a readily realisable asset.

Intangible fixed assets

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years. Intangible assets of website and box office are amortised over 5 and 10 years and amortisation is included in support costs.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

2 Accounting policies (continued)

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation and any accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, once brought into use, as follows:

| | |
|---|---|
| Leasehold land and buildings | - Over the length of the lease |
| Leasehold improvements (Dryden Street and Earlam Street) | - Between 5 and 50 years on a straight line basis |
| IT equipment | - Over 4 years on a straight line basis |
| Fixtures, fittings and equipment | - Between 4 and 15 years on a straight line basis |

Assets under construction are not depreciated until they are brought into use.

Individual fixed assets consisting of more than £4,000 are capitalised at cost.

The carrying value of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

Investments

The investments held by the charity relate to investments in subsidiary company and these are held at cost. The investments of Donmar Warehouse Projects consist of four subsidiaries, Donmar in the West End Limited, Donmar Productions Limited, Donmar Films Limited, and Donmar Theatre Catering Limited. All four companies are not quoted and the directors consider it appropriate to include the investments at cost.

Stocks

Stocks held by the group relate to food and drink. Stocks are valued at the lower of costs and estimated selling price less costs to sell. Cost is based on the latest purchase price.

Cash

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Provisions

Provisions are made when a present obligation exists at the balance sheet date in accordance with the requirements of FRS 102 para 21.4.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. The charity has elected to apply the provisions of Section 11 Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (*continued*)

2 Accounting policies (*continued*)

Financial instruments (continued)

- *Impairment of financial assets*

Financial assets, other than those held at fair value through the statement of financial activities, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

- *Derecognition of financial assets*

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

- *Derecognition of financial liabilities*

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

Operating leases

Rent payable is recognised on a straight line basis over the lease term.

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the Statement of Financial Activities in the year they are payable.

Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Gift Aid

The charity owns the whole of the issued ordinary share capital of Donmar Productions Limited and Donmar Theatre Catering Limited.

Donmar Productions Limited and Donmar Theatre Catering Limited ordinarily pay each year to the charity, under the provisions related to Gift Aid, a sum based on the taxable profits of the Company. The payment of Gift Aid is subject to the reserves policy of the gifting entity, and the approval of the charity.

Gift Aid is recognised on the accruals basis in line with the deed of covenant.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (*continued*)

2 Accounting policies (*continued*)

Taxation

Donmar Warehouse Projects Limited is a culturally exempt organisation under schedule 9 of the VAT Act 1994 and during the year VAT returns have been submitted on a culturally exempt basis. Irrecoverable VAT is charged against the cost of charitable activities, where it is incurred. Irrecoverable VAT on capital expenditure has been capitalised and will be written off over the life of the assets.

As a registered charity, Donmar Warehouse Projects Limited is not liable to income tax and corporation tax on income and gains derived from its charitable activities as it falls within the various exemptions available to registered charities.

Donmar Productions Limited is liable to corporation tax.

Tax is recognised in the Statement of Financial Activities, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

3 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The following critical accounting judgement has been identified below:

Cost allocation: The cost allocation methodology requires judgement as to what are the most appropriate basis to use to apportion support costs. Support costs are allocated between activities on the base of staff numbers employed on those activities during the year.

The Directors do not believe that there is a significant risk of a material adjustment being made to the carrying amounts of assets and liabilities included in these financial statements within the next financial year.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

4 Development income

| | Unrestricted £ | Restricted £ | 2023 £ |
|----------------------|-------------------|-----------------|------------------|
| Membership | 724,158 | - | 724,158 |
| Gift aid | 159,897 | - | 159,897 |
| Other individuals | - | 33,515 | 33,515 |
| Corporate | 5,000 | - | 5,000 |
| Trusts & Foundations | 160,000 | 360,500 | 520,500 |
| Capital | - | - | - |
| Total 2023 | 1,049,055 | 394,015 | 1,443,070 |
| | Unrestricted £ | Restricted £ | 2022 £ |
| Membership | 714,607 | - | 714,607 |
| Gift aid | 239,111 | - | 239,111 |
| Other individuals | 27,323 | - | 27,323 |
| Corporate | 88,000 | - | 88,000 |
| Trusts & Foundations | 7,677 | 286,681 | 294,358 |
| Capital | - | 380,000 | 380,000 |
| Total 2022 | 1,076,718 | 666,681 | 1,743,399 |

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 £46,108 (2022: £28,750). 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.

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (continued)

5 Other grants and donations

| | Unrestricted £ | Restricted £ | 2023 £ |
|---------------------------------|-------------------|-----------------|------------------|
| Government grants | | | |
| UK Arts council income | 513,904 | - | 513,904 |
| Donations | | | |
| Other donations | 895,206 | 6,000 | 901,206 |
| Total 2023 | 1,409,110 | 6,000 | 1,415,110 |
| | | | |
| | Unrestricted £ | Restricted £ | 2022 £ |
| Government grants | | | |
| UK Arts council income | 513,904 | - | 513,904 |
| Cultural recovery grant | 603,934 | - | 603,934 |
| Grants for furloughed employees | 27,534 | - | 27,534 |
| Donations | 474,413 | - | 474,413 |
| Total 2022 | 1,619,785 | - | 1,619,785 |

6 Production income

| | Unrestricted £ | Restricted £ | 2023 £ |
|--------------------------|-------------------|-----------------|------------------|
| Ticket revenue | 2,643,860 | - | 2,643,860 |
| Production support | - | 263,250 | 263,250 |
| Income from partnerships | 429,591 | - | 429,591 |
| Total 2023 | 3,073,451 | 263,250 | 3,336,701 |
| | | | |
| | Unrestricted £ | Restricted £ | 2022 £ |
| Ticket revenue | 984,905 | - | 984,905 |
| Production support | 30,000 | 106,500 | 136,500 |
| Income from partnerships | 234,000 | - | 234,000 |
| Total 2022 | 1,248,905 | 106,500 | 1,355,405 |

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

7 Income from trading activities

| | Unrestricted £ | Restricted | 2023 £ | 2022 £ |
|--------------------------------------|-------------------|---------------|------------------|------------------|
| Donmar Beyond | 86,086 | - | 86,086 | 387,107 |
| Royalties and sundry income | - | - | - | 46,079 |
| Rental income | 224,104 | - | 224,104 | 187,901 |
| Income from subsidiary: | | | | |
| Corporate sponsorship and membership | 617,476 | 54,999 | 672,475 | 480,067 |
| Theatre Tax Relief | 1,147,298 | - | 1,147,298 | 139,606 |
| Catering income | 275,956 | - | 275,956 | - |
| Other trading income | 5,408 | - | 5,408 | 34,934 |
| Total 2023 | 2,356,328 | 54,999 | 2,411,327 | 1,275,694 |
| Total 2022 | 1,266,526 | 9,168 | 1,275,694 | |

All income from trading activities in the prior year was unrestricted.

Included in the above income from the subsidiary is theatre tax relief. This amount is receivable by the company as a result of Theatre Tax Relief recognised for the year.

8 Investment income

| | 2023 £ | 2022 £ |
|---------------------|-----------|-----------|
| Interest receivable | 12,854 | 399 |

All income from investments for the current and preceding year was unrestricted.

9 Net income during the year is stated after charging:

| | 2023 £ | 2022 £ |
|-------------------------------------|-----------|-----------|
| Depreciation of tangible assets | 305,869 | 238,328 |
| Amortisation of intangible assets | 8,351 | 26,009 |
| Foreign exchange (gains) recognised | (69,573) | (36,730) |
| Operating lease rentals | 12,063 | 91,135 |
| Auditor's remuneration: | | |
| - Audit fees for current year audit | 37,000 | 43,565 |
| - Tax fees | 7,375 | 17,105 |
| - Other services | 5,400 | 4,500 |

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (*continued*)

10 Total expenditure

| | Staff costs £ | Other direct costs £ | Support costs £ | Total 2023 £ |
|--------------------------------------|------------------|--|--|-----------------------------|
| Expenditure on raising funds: | | | | |
| Fundraising | 332,322 | 393,845 | 112,308 | 838,475 |
| Charitable activities: | | | | |
| Theatrical productions | 2,143,638 | 4,655,272 | 666,679 | 7,465,589 |
| Total 2023 | 2,475,960 | 5,049,117 | 778,987 | 8,304,064 |
| Support costs | | Cost of raising funds £ | Charitable activities £ | Total 2023 £ |
| Office overheads | | 112,308 | 617,434 | 729,742 |
| Governance costs | | - | 49,245 | 49,245 |
| Total 2023 | | 112,308 | 666,679 | 778,987 |

Office overheads comprise overheads including building insurance, board expenses, and consulting.

Governance costs comprise audit and accounts costs.

Total expenditure for the year was £8,304,064 (2022 - £5,784,307), of which £758,427 was restricted (2022 - £637,966) and £7,545,637 was unrestricted (2022 - £5,146,341).

The staff costs that relate to staff working on productions is included within other direct costs.

| | Staff costs £ | Other direct costs £ | Support costs £ | Total 2022 £ |
|--------------------------------------|------------------|--|--|-----------------------------|
| Expenditure on raising funds: | | | | |
| Fundraising | 295,318 | 92,442 | 155,655 | 543,415 |
| Charitable activities: | | | | |
| Theatrical productions | 1,632,154 | 2,884,750 | 723,988 | 5,240,892 |
| Total 2022 | 1,927,472 | 2,977,192 | 879,643 | 5,784,307 |
| Support costs | | Cost of raising funds £ | Charitable activities £ | Total 2022 £ |
| Office overheads | | 155,655 | 663,880 | 819,535 |
| Governance costs | | - | 60,108 | 60,108 |
| Total 2022 | | 155,655 | 723,988 | 879,643 |

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

11 Directors' emoluments

Appointing the Chief Executive and Artistic Director to the Board of Trustees is specifically permitted by the Company's articles.

One or more Trustees has been paid remuneration or has received other benefits from an employment with the Donmar. The Executive Producer and Artistic Director only receive remuneration in respect of services they provide undertaking the roles of Executive Producer and Artistic Director respectively under their contracts of employment, and not in respect of their role as Board Directors.

The value of Trustees' remuneration and other benefits was as follows:

| | 2023 £ | 2022 £ |
|---|-----------|-----------|
| Michael Longhurst, Current Artistic Director | | |
| Remuneration | 91,244 | 88,000 |
| Pension | 5,475 | 5,280 |
| Henrietta Finch, Current Executive Director | | |
| Remuneration | 89,602 | 81,750 |
| Pension | 5,376 | 4,905 |
| | <hr/> | <hr/> |
| Total | 191,697 | 179,935 |
| | <hr/> | <hr/> |

During the year, the Artistic and Executive Director both received benefits in kind to the value of £Nil (2022 - £1,239).

Expenses are reimbursed to the Executive Producer and Artistic Director specifically in relation to their roles within the charity and not in relation to their position as trustees. All staff expenses are governed by a clear reimbursement policy which applies equally to Henny Finch and Michael Longhurst. The amounts reimbursed during the year of 2021/22 for travel and additional meeting and event costs relating solely to activities for the company were:

| | 2023 £ | 2022 £ |
|--|-----------|-----------|
| Michael Longhurst, Current Artistic Director | 90 | 212 |
| Henrietta Finch, Current Executive Director | 88 | 56 |
| | <hr/> | <hr/> |

No other trustees were reimbursed for expenses (2022 – none).

Trustees and Officers of the Company are covered by indemnity insurance.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

12 Employees

The average monthly number of employees during the year was:

| | 2023 £ | 2022 £ |
|--|-----------|-----------|
| Group and company: | | |
| Permanent staff | 64 | 52 |
| | <hr/> | <hr/> |
| In addition total staff working on productions | 154 | 68 |
| | <hr/> | <hr/> |

The nature of staff working on productions means that it is not possible to give a meaningful full time equivalent or average headcount as each production has bespoke requirements. The number shown is therefore the total number of production staff and performers that have been involved during the year.

All employees are employed by Donmar Warehouse Projects Limited, but the cost of relevant staff is recharged to Donmar Productions Limited as part of an overall management fee.

| Employment cost: | 2023 £ | 2022 £ |
|---|------------------|------------------|
| Wages and salaries | 2,163,528 | 1,690,921 |
| Social security costs | 209,046 | 159,299 |
| Other pension costs | 103,386 | 77,252 |
| | <hr/> | <hr/> |
| Permanent staff total, representing company only staff costs | 2,475,960 | 1,927,472 |
| | <hr/> | <hr/> |
| Staff working on productions | | |
| Wages and salaries | 1,094,194 | 510,797 |
| Social security costs | 4,000 | 1,697 |
| Other pension costs | 26,410 | 14,113 |
| | <hr/> | <hr/> |
| Productions staff total | 1,124,604 | 526,607 |
| | <hr/> | <hr/> |
| Total group staff costs | 3,600,564 | 2,454,079 |
| | <hr/> | <hr/> |

The number of employees who have received remuneration amounting to more than £60,000 in either year was:

| | 2023 Number | 2022 Number |
|---|----------------|----------------|
| £60,000 - £70,000 | 0 | 1 |
| £70,000 - £80,000 | 1 | 0 |
| £80,000 - £90,000 | 2 | 2 |
| | <hr/> | <hr/> |
| Total remuneration of key management personnel including employers' pension in the period was as follows: | £ | £ |
| | 191,697 | 179,935 |
| | <hr/> | <hr/> |

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (*continued*)

13 Intangible fixed assets

Group and charity

| | Website and box office £ |
|-------------------------|--------------------------------|
| <i>Cost</i> | |
| At 1 April 2022 | 193,629 |
| At 31 March 2023 | 193,629 |
| <i>Depreciation</i> | |
| At 1 April 2022 | 153,598 |
| Charge for the year | 8,351 |
| At 31 March 2023 | 161,949 |
| Net book value | |
| At 31 March 2023 | 31,680 |
| At 31 March 2022 | 40,031 |

14 Tangible fixed assets

| | Leasehold and buildings £ | Dryden Street £ | IT equipment £ | Fixtures, Fittings and equipment £ | Earlham Street £ | Total £ |
|--------------------------|------------------------------------|-----------------------|----------------------|---|------------------------|-------------------|
| Group and charity | | | | | | |
| <i>Cost</i> | | | | | | |
| At 1 April 2022 | 2,850,000 | 3,978,747 | 200,112 | 911,038 | 3,875,758 | 11,815,655 |
| Additions | - | 10,231 | 20,289 | - | - | 30,520 |
| At 31 March 2023 | 2,850,000 | 3,988,978 | 220,401 | 911,038 | 3,875,758 | 11,846,175 |
| <i>Depreciation</i> | | | | | | |
| At 1 April 2022 | 290,266 | 601,580 | 135,979 | 592,837 | 72,002 | 1,692,664 |
| Charge for the year | 23,975 | 81,010 | 20,014 | 57,247 | 123,623 | 305,869 |
| At 31 March 2023 | 314,241 | 682,590 | 155,993 | 650,084 | 195,625 | 1,998,533 |
| Net book value | | | | | | |
| At 31 March 2023 | 2,535,759 | 3,306,388 | 64,408 | 260,954 | 3,680,133 | 9,847,642 |
| At 31 March 2022 | 2,559,734 | 3,377,167 | 64,133 | 318,201 | 3,803,756 | 10,122,991 |

All fixed assets are used for charitable purposes.

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (continued)

15 Fixed asset investments

| | Shares in subsidiary undertakings £ |
|--------------------------------|--|
| Group | |
| <i>Cost and net book value</i> | |
| At 1 April 2022 | 3 |
| Addition | - |
| | <hr/> |
| At 31 March 2023 | 3 |
| | <hr/> |
| Charity | |
| <i>Cost and net book value</i> | |
| At 1 April 2022 | 4 |
| Addition | - |
| | <hr/> |
| At 31 March 2023 | 4 |
| | <hr/> |

The following are subsidiaries of the company:

| Company | Country of incorporation | Class of shares | Holding | Principal activity |
|---|--------------------------|-----------------|---------|--------------------|
| Donmar in the West End Limited (Company number: 03976008) | England and Wales | Ordinary | 100% | Theatre production |
| Donmar Productions Limited (Company number: 06730810) | England and Wales | Ordinary | 100% | Theatre production |
| Donmar Films Limited (Company number: 07152156) | England and Wales | Ordinary | 100% | Film production |
| Donmar Theatre Catering (Company number: 13722375) | England and Wales | Ordinary | 100% | Catering |

The results of Donmar in The West End and Donmar Films Limited are not consolidated under the provision of section 24.12 of SORP FRS 102 as their results are not considered material to the group.

The aggregate amount of capital and reserves and the results of these undertakings for year were as follows:

| | | Capital and Reserves 2023 £ | Profit/(loss) for the year 2023 £ |
|--------------------------------|--------------------|-----------------------------------|--|
| Donmar in the West End Limited | Theatre production | 1 | - |
| Donmar Films Limited | Film production | 1 | - |
| Donmar Productions Limited | Theatre promotion | 1 | 161,746 |
| Donmar Theatre Catering | Catering | (10,815) | (10,816) |
| | | <hr/> | <hr/> |

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

15 Fixed asset investments (continued)

The results, and the results of the two subsidiaries which traded in the current and/or prior financial year, and which have been consolidated into the results of the Group, were as follows:

| | Donmar Theatre Catering Limited | | Donmar Productions Limited | |
|--|---------------------------------|------|----------------------------|-------------|
| | 2023 | 2022 | 2023 | 2022 |
| | £ | £ | £ | £ |
| Turnover (including other operating and interest income) | 469 | - | 3,362,769 | 2,331,832 |
| Cost of sales | (2,756) | - | (3,672,291) | (1,536,673) |
| Administrative expenses | (8,529) | - | (557,305) | (431,110) |
| Theatre tax relief | - | - | 1,028,573 | 196,851 |
| Corporation tax | - | - | - | - |
| | | | | |
| (Loss)/profit for the financial year | (10,816) | - | 161,746 | 560,900 |
| | | | | |
| Amounted gifted to the charity | (10,816) | - | 161,746 | 560,900 |

For Donmar Productions Limited, the above amounts include commission income from the parent charity of £2,688,386 (2022 - £1,931,111). Management charges from the parent charity of £519,704 (2022 - £422,581) and sundry expenses recharges from the parent charity of £135,144 (2022 - £ Nil).

For Donmar Theatre Catering Limited, transactions with parent charity relate to VAT consolidation £7,599 (2022 - £Nil) and cashflow £50,000 (2022 - £Nil), neither of which impact the loss shown above.

16 Debtors

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|---|---------------|---------------|-----------------|-----------------|
| | £ | £ | £ | £ |
| Trade debtors | 172,393 | 267,553 | 95,420 | 143,705 |
| Other debtors | 500,513 | 591,417 | 564,385 | 1,300,513 |
| Amounts owed by subsidiary undertakings | - | - | - | 4,254,393 |
| Amounts owed by group | - | - | 5,089,759 | - |
| Other taxes and social security | - | - | - | - |
| Prepayments and accrued income | 1,586,995 | 596,759 | 40,186 | 457,180 |
| | | | | |
| | 2,259,901 | 1,455,729 | 5,789,750 | 6,155,791 |

Amounts owed by subsidiary undertakings are interest free and repayable on demand.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

17 Creditors: amounts falling due within one year

| | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|--------------------|--------------------|----------------------|----------------------|
| Trade creditors | 207,980 | 333,744 | 168,729 | 270,282 |
| Amounts owed to subsidiary undertakings | - | - | 3,213,152 | 4,123,236 |
| Taxation and social security | 261,991 | 155,129 | 261,194 | 154,145 |
| Other creditors | 132,268 | 275,460 | 132,265 | 275,460 |
| Accruals and deferred income | 1,941,634 | 1,403,274 | 1,559,707 | 786,538 |
| | <u>2,543,873</u> | <u>2,167,607</u> | <u>5,335,047</u> | <u>5,609,661</u> |

Amounts owed to subsidiary undertakings are un-secured, interest free and repayable on demand.

18 Deferred income

| | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---------------------------------|--------------------|--------------------|----------------------|----------------------|
| Deferred income brought forward | 1,283,393 | 243,677 | 689,505 | 28,360 |
| Released in the period | (1,283,393) | (243,677) | (689,505) | (28,360) |
| Additional income deferred | 1,334,498 | 1,283,393 | 1,016,103 | 689,505 |
| | <u>1,334,498</u> | <u>1,283,393</u> | <u>1,016,103</u> | <u>689,505</u> |

Deferred income is to be recognised within following periods:

| | | | | |
|--------------------|------------------|------------------|------------------|----------------|
| Less than one year | <u>1,334,498</u> | <u>1,283,393</u> | <u>1,016,103</u> | <u>689,505</u> |
|--------------------|------------------|------------------|------------------|----------------|

Deferred income for both the Group and Charity relates to fundraising income for events in the next financial year and in the prior year included ticket income for productions that happened this year.

19 Provision for liabilities

| | Group 2023 £ | Group 2022 £ | Charity 2023 £ | Charity 2022 £ |
|---|--------------------|--------------------|----------------------|----------------------|
| Provisions brought forward | - | 26,400 | - | 26,400 |
| Provided for in the period | - | - | - | - |
| Released to the statement of financial activities | - | (26,400) | - | (26,400) |
| | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |

The provision related to the potential penalty to be incurred by the Charity in relation to the payment of gift aid declarations.

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (continued)

20 General and restricted funds

| Group | Balance 1 April 2022 £ | Income £ | Expenditure £ | Transfers between funds £ | Balance 31 March 2023 £ |
|---------------------------------|---------------------------------|------------------|--------------------|------------------------------------|----------------------------------|
| Fixed asset funds: | | | | | |
| Dryden Street | 3,377,167 | - | (81,010) | 10,231 | 3,306,388 |
| Theatre lease fund | 2,559,734 | - | (23,975) | - | 2,535,759 |
| Earlham Street | 3,803,756 | - | (123,623) | - | 3,680,133 |
| Fixed asset fund | 422,365 | - | (85,612) | 20,289 | 357,042 |
| Total fixed assets funds | 10,163,022 | - | (314,220) | 30,520 | 9,879,322 |
| Designated funds: | | | | | |
| Building maintenance fund | 250,000 | - | - | - | 250,000 |
| Creative investment fund | 200,000 | - | - | (200,000) | - |
| Total designated funds | 450,000 | - | - | (200,000) | 250,000 |
| Operational risk reserve | 2,994,654 | 7,900,798 | (7,231,417) | 169,480 | 3,833,515 |
| Total unrestricted funds | 13,607,676 | 7,900,798 | (7,545,637) | - | 13,962,837 |
| Restricted funds: | | | | | |
| Resident Assistant Director | 9,157 | - | (9,157) | - | - |
| Catalyst | - | 28,333 | (42,583) | 14,250 | - |
| Production support | - | 263,250 | (263,250) | - | - |
| Resident Design Assistant | 14,250 | - | - | (14,250) | - |
| Pay it forward funds | 123,085 | - | (31,615) | - | 91,470 |
| Pathways (Discover) | - | 10,333 | (10,333) | - | - |
| Donmar Local | - | 52,000 | (52,000) | - | - |
| Donmar Discover Programme | - | 208,348 | (208,348) | - | - |
| Donmar refurbishment | - | 6,000 | (6,000) | - | - |
| Warehouse understudies | - | 120,000 | (120,000) | - | - |
| NHS tickets | 9,168 | - | (9,168) | - | - |
| Barclays £10 tickets | - | 30,000 | (5,973) | - | 24,027 |
| Total restricted funds | 155,660 | 718,264 | (758,427) | - | 115,497 |
| Total funds | 13,763,336 | 8,619,062 | (8,304,064) | - | 14,078,334 |

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (continued)

20 General and restricted funds (continued)

| Charity | Balance 1 April 2022 £ | Income £ | Expenditure £ | Transfers between funds £ | Balance 31 March 2023 £ |
|---------------------------------|---------------------------------|------------------|--------------------|------------------------------------|----------------------------------|
| Fixed asset funds: | | | | | |
| Dryden Street | 3,377,167 | - | (81,010) | 10,231 | 3,306,388 |
| Theatre lease fund | 2,559,734 | - | (23,975) | - | 2,535,759 |
| Earlham Street | 3,803,756 | - | (123,623) | - | 3,680,133 |
| Fixed asset fund | 422,365 | - | (85,612) | 20,289 | 357,042 |
| Total fixed assets funds | 10,163,022 | - | (314,220) | 30,520 | 9,879,322 |
| Designated funds: | | | | | |
| Building maintenance fund | 250,000 | - | - | - | 250,000 |
| Creative investment fund | 200,000 | - | - | (200,000) | - |
| Total designated funds | 450,000 | - | - | (200,000) | 250,000 |
| Operational risk reserve | 3,803,117 | 6,849,122 | (6,920,399) | 169,480 | 3,901,320 |
| Total unrestricted funds | 14,416,139 | 6,849,122 | (7,234,619) | - | 14,030,642 |
| Restricted funds: | | | | | |
| Resident Assistant Director | 9,157 | - | (9,157) | - | - |
| Catalyst | - | 20,000 | (33,969) | 14,250 | 281 |
| Production support | - | 263,250 | (263,250) | - | - |
| Resident Design Assistant | 14,250 | - | - | (14,250) | - |
| Pay it forward funds | 123,085 | - | (31,615) | - | 91,470 |
| Pathways (Discover) | - | 10,333 | (10,333) | - | - |
| Donmar Local | - | 52,000 | (52,000) | - | - |
| Donmar Discover Programme | - | 208,348 | (208,348) | - | - |
| Warehouse understudies | - | 120,000 | (120,000) | - | - |
| Total restricted funds | 146,492 | 673,931 | (728,672) | - | 91,751 |
| Total funds | 14,562,631 | 7,523,053 | (7,963,291) | - | 14,122,393 |

Where funds are restricted to capital development and expenditure has been capitalised a transfer is made from restricted to designated funds at the point the expense is incurred.

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (*continued*)

20 General and restricted funds (*continued*)

Tangible fixed asset funds

The Dryden Street fund, Theatre Lease fund, Earlham Street Fund, and Fixed Asset fund are together equal to the value of the group's fixed assets.

- **Dryden Street fund, £3.3m:** The net book value of the long lease of 3 Dryden Street, the charity's offices, and the capitalised net book value of the conversion of the building to make it fit for purpose.
- **Theatre Lease fund, £2.5m:** The net book value of the theatre lease.
- **Earlham Street fund, £3.7m:** The value of capital works carried out in the Theatre to the essential mechanical and electrical systems, Accessibility areas, WC provision and refurbishment of the Front of House.
- **Fixed Asset fund, £0.4m:** The net book value of IT equipment and fixtures, fittings and equipment.

Designated funds

The Trustees have designated funds as follows:

- **Building Maintenance fund:** This fund covers costs in relation to the maintenance of the theatre and the rehearsal, office and education spaces in Dryden Street. It is for emergency repairs and for dealing with unforeseen developments. Parts of the theatre infrastructure are over 25 years old and, ahead of redevelopment, this fund has been built to cover the increasing occurrence of required works.
- **Creative Investment fund:** The creative investment fund is designated to enable a quick response to investment opportunities outside of planned activity, aimed at extending the Charity's reach, as well as maintaining its goals for innovation and sustainability.

Operational Risk Reserve

The charity operates a policy of requiring 25% of next year's budgeted income to be held in the general fund, with a minimum of £1.25m. This value is set to reflect the potential volatility in charity's key income streams: fundraising, box office and public sector funding (Arts Council NPO grant and Theatre Tax Relief).

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 *(continued)*

20 General and restricted funds *(continued)*

Restricted funds

Resident Assistant Direct (RAD) fund represents donations which may only be used in connection with the costs associated with paying the Donmar's Resident Associate Director.

Catalyst fund is the programme to support up to 12 people from underrepresented backgrounds to enter the arts workforce via paid training and secondments. The restricted income is received in both the charity and in the trading subsidiary, Donmar Productions Limited.

Production Support funds are sponsorships received which may only be used in connection with costs on productions specified in the terms of the funding.

Resident Design Assistant (RDA) fund represents donations received which are to be used solely in connection with the RDA position for Donmar productions.

Pay It Forward funds are donations received to be used for the Pay It Forward scheme where donations are used to cover ticket costs for Donmar Productions for anyone up to the age of 25.

Other education and access funds (including Support for Pathways (Discover), Donmar local and Donmar Discover Programme) are donations received in relation to specific educational elements of productions and may only be used in connection with costs arising on these.

Donmar refurbishment is a restricted fund in the trading subsidiary, Donmar Productions Limited, representing a donation towards capital repairs.

Warehouse understudies represents a donation to be used for understudies on 22/23 Productions.

NHS tickets is a restricted fund in the trading subsidiary, Donmar Productions Limited, representing funds raised toward providing NHS staff tickets to Donmar Productions.

Barclays £10 tickets is a restricted fund in the trading subsidiary, Donmar Productions Limited, representing funds raised towards providing under 30's tickets to Donmar Productions.

All restricted funds are expected to be used next year.

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (continued)

20 General and restricted funds (continued)

| Group – prior year | Balance 1 April 2021 £ | Income £ | Expenditure £ | Transfers between funds £ | Balance 31 March 2022 £ |
|---------------------------------|---------------------------------|------------------|--------------------|------------------------------------|----------------------------------|
| Fixed asset funds: | | | | | |
| Dryden Street | 3,457,836 | - | (80,669) | - | 3,377,167 |
| Theatre lease fund | 2,583,707 | - | (23,973) | - | 2,559,734 |
| Theatre redevelopment assets | 2,303,843 | - | (72,002) | 1,571,915 | 3,803,756 |
| Fixed asset fund | 136,815 | - | (87,693) | 373,243 | 422,365 |
| Total fixed assets funds | 8,482,201 | - | (264,337) | 1,945,158 | 10,163,022 |
| Designated funds: | | | | | |
| COVID recovery fund | 1,650,000 | - | - | (1,650,000) | - |
| Building maintenance fund | 250,000 | - | - | - | 250,000 |
| Creative investment fund | 200,000 | - | - | - | 200,000 |
| Total designated funds | 2,100,000 | - | - | (1,650,000) | 450,000 |
| Operational risk reserve | 2,181,552 | 5,212,333 | (4,882,004) | 482,773 | 2,994,654 |
| Total unrestricted funds | 12,763,753 | 5,212,333 | (5,146,341) | 777,931 | 13,607,676 |
| Restricted funds: | | | | | |
| Resident Associate Director | 17,826 | 30,000 | (38,669) | - | 9,157 |
| Catalyst | | 27,500 | (27,500) | - | - |
| Production support | 135,000 | 106,500 | (241,500) | - | - |
| Resident Design Assistant | 12,500 | 3,500 | (1,750) | - | 14,250 |
| Pay it forward funds | 146,328 | - | (23,243) | - | 123,085 |
| Capital project | 397,931 | 380,000 | - | (777,931) | - |
| Pathways (Discover) | 867 | - | (867) | - | - |
| Donmar Local | 22,120 | 30,000 | (52,120) | - | - |
| Donmar Discover Programme | 35,803 | 195,681 | (231,484) | - | - |
| NHS tickets | 20,833 | 9,168 | (20,833) | - | 9,168 |
| Total restricted funds | 789,208 | 782,349 | (637,966) | (777,931) | 155,660 |
| Total funds | 13,552,961 | 5,994,682 | (5,784,307) | - | 13,763,336 |

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (continued)

20 General and restricted funds (continued)

| Charity – prior year | Balance 1 April 2021 £ | Income £ | Expenditure £ | Transfers between funds £ | Balance 31 March 2022 £ |
|---------------------------------|---------------------------------|------------------|--------------------|------------------------------------|----------------------------------|
| Fixed asset funds: | | | | | |
| Dryden Street | 3,457,836 | - | (80,669) | - | 3,377,167 |
| Theatre lease fund | 2,583,707 | - | (23,973) | - | 2,559,734 |
| Earlham Street | 2,303,843 | - | (72,002) | 1,571,915 | 3,803,756 |
| Fixed asset fund | 136,815 | - | (87,693) | 373,243 | 422,365 |
| Total fixed assets funds | 8,482,201 | - | (264,337) | 1,945,158 | 10,163,022 |
| Designated funds: | | | | | |
| COVID recovery fund | 1,650,000 | - | - | (1,650,000) | - |
| Building maintenance fund | 250,000 | - | - | - | 250,000 |
| Creative investment fund | 200,000 | - | - | - | 200,000 |
| Total designated funds | 2,100,000 | - | - | (1,650,000) | 450,000 |
| Operational risk reserve | 2,233,232 | 5,664,655 | (4,577,543) | 482,773 | 3,803,117 |
| Total unrestricted funds | 12,815,433 | 5,664,655 | (4,841,880) | 777,931 | 14,416,139 |
| Restricted funds: | | | | | |
| Resident Associate Director | 7,826 | 30,000 | (38,669) | 10,000 | 9,157 |
| Catalyst | - | 27,500 | (27,500) | - | - |
| Production support | 135,000 | 106,500 | (241,500) | - | - |
| Resident Design Assistant | 12,500 | 3,500 | (1,750) | - | 14,250 |
| Pay it forward funds | 146,328 | - | (23,243) | - | 123,085 |
| Capital project | 397,931 | 380,000 | - | (777,931) | - |
| T&F training | 10,000 | - | - | (10,000) | - |
| Pathways (Discover) | 867 | - | (867) | - | - |
| Donmar Local | 22,120 | 30,000 | (52,120) | - | - |
| Donmar Discover Programme | 35,803 | 195,681 | (231,484) | - | - |
| Total restricted funds | 768,375 | 773,181 | (617,133) | (777,931) | 146,492 |
| Total funds | 13,583,808 | 6,437,836 | (5,459,013) | - | 14,562,631 |

Donmar Warehouse Projects Limited

Notes to the accounts
for the year ended 31 March 2023 (continued)

21 Analysis of net assets between funds

| Group | General funds £ | Designated incl fixed asset funds £ | Restricted funds £ | 2023 £ |
|---------------------|--------------------|---|-----------------------|-------------------|
| Fixed assets | 3 | 9,879,322 | - | 9,879,325 |
| Current assets | 8,010,310 | 250,000 | 115,497 | 8,375,807 |
| Current liabilities | (4,176,798) | - | - | (4,176,798) |
| | <u>3,833,515</u> | <u>10,129,322</u> | <u>115,497</u> | <u>14,078,334</u> |
| Charity | General funds £ | Designated incl fixed asset funds £ | Restricted funds £ | 2023 £ |
| Fixed assets | 4 | 9,879,322 | - | 9,879,326 |
| Current assets | 9,236,363 | 250,000 | 91,751 | 9,578,114 |
| Current liabilities | (5,335,047) | - | - | (5,335,047) |
| | <u>3,901,320</u> | <u>10,129,322</u> | <u>91,751</u> | <u>14,122,393</u> |
| Group | General funds £ | Designated incl fixed asset funds £ | Restricted funds £ | 2022 £ |
| Fixed assets | 3 | 10,163,022 | - | 10,163,025 |
| Current assets | 5,172,260 | 450,000 | 155,660 | 5,767,920 |
| Current liabilities | (2,167,609) | - | - | (2,167,609) |
| | <u>3,004,654</u> | <u>10,613,022</u> | <u>155,660</u> | <u>13,763,336</u> |
| Charity | General funds £ | Designated incl fixed asset funds £ | Restricted funds £ | 2023 £ |
| Fixed assets | 4 | 10,163,022 | - | 10,163,026 |
| Current assets | 9,422,776 | 450,000 | 146,492 | 10,009,268 |
| Current liabilities | (5,609,663) | - | - | (5,609,663) |
| | <u>3,813,117</u> | <u>10,613,022</u> | <u>146,492</u> | <u>14,562,631</u> |

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

22 Analysis of cash and cash equivalents

| | Group 2023 £ | Group 2022 £ | Company 2023 £ | Company 2022 £ |
|--------------------------|--------------------|--------------------|----------------------|----------------------|
| Short-term deposits held | 4,467,160 | 4,289,745 | 3,778,070 | 3,831,031 |
| Cash balances | 10,294 | 15,865 | 10,294 | 15,865 |
| | <u>4,477,454</u> | <u>4,305,610</u> | <u>3,788,364</u> | <u>3,846,896</u> |

All cash at bank is held in deposit accounts and is immediately liquid. The Charity holds no investments other than the shareholding of its subsidiaries.

23 Analysis of net debt

| | At 1 April 2022 £ | Cash flows £ | Foreign exchange £ | At 31 March 2023 £ |
|--------------------------|----------------------------|--------------------|--------------------------|-----------------------------|
| Short-term deposits held | 4,289,745 | 177,415 | - | 4,467,160 |
| Cash balances | 15,865 | (5,571) | - | 10,294 |
| | <u>4,305,610</u> | <u>171,844</u> | <u>-</u> | <u>4,477,454</u> |

24 Pension and other post-retirement benefit commitments

The Group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund held by Friends Provident. The pension cost charge represents contributions payable by the group to the fund.

| | 2023 £ | 2022 £ |
|--|----------------|---------------|
| Contributions payable for permanent staff | 103,386 | 77,252 |
| Contributions payable for staff working on productions | 26,410 | 14,113 |
| | <u>129,796</u> | <u>91,365</u> |
| Total contributions payable by the group for the year | | |

At the year end there were no outstanding pension contributions due (2022 - £Nil).

Donmar Warehouse Projects Limited

Notes to the accounts for the year ended 31 March 2023 (continued)

25 Related party disclosures

During the year the company recharged costs of £654,848 (2022 - £131,157) to Donmar Productions Limited ("DPL") and paid DPL £2,688,386 (2022 - £1,931,111) to produce certain shows. DPL also gift aided profits of £161,746 (2022 - £422,581) to the company. At the end of the year the company owed £3,193,120 to its wholly owned subsidiary Donmar Productions Limited (2022 - £4,123,236) and was owed £5,053,658 by its wholly owned subsidiary Donmar Productions Limited (2022- £4,254,393).

During the year the company supported Donmar Theatre Catering Limited ("DTCL") through funding of £50,000 (2022 - £Nil) and was recharge VAT of £7,599 (2022 - £Nil) on consolidation of the group VAT balances. DTCL made a loss and as such no gift aid donation was made. At the year end the company was owed £16,067 (2022 - £Nil) and owed £Nil (2022 - Nil) to DTCL.

All of the above transactions were conducted at arm's length and permission is granted for them in the company's memorandum and articles.

The charity received an aggregate amount of £69,460 in donations from trustees during the year (2022 - £161,000). Included in this amount are restricted donations of £16,000 (2022 - £110,000), £10,000 towards Productions (2022 - £35,000) and £6,000 (2022 - £75,000) towards the Capital works.

There were no other related party transactions.

26 Operating lease commitments

At 31 March 2023 the Company had annual commitments under non-cancellable operating leases as follows:

| | 2023 £ | 2022 £ |
|----------------------------|------------------|------------------|
| Land and buildings | | |
| Expiry date: | | |
| Within one year | 51,535 | 48,880 |
| Between one and five years | 168,462 | 110,010 |
| Due after five years | 7,018,630 | 7,043,630 |
| | <u>7,238,627</u> | <u>7,202,520</u> |
| Equipment | | |
| Expiry date: | | |
| Within one year | 39,239 | 42,255 |
| Between one and five years | 102,254 | 140,361 |
| Due after five years | - | 1,131 |
| | <u>141,493</u> | <u>183,747</u> |
| | <u>7,380,120</u> | <u>7,386,267</u> |