

Registered number: 01560651
Charity number: 284545

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

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THEATRE ROYAL (PLYMOUTH) LIMITED
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2024

Trustees Dame Darcey Bussell DBE, Chair (appointed 1 April 2023)
Bronwen Lacey, Vice Chair
Anjinder Kaur Bual
Alastair Coomer CDG
Sarah Fysh
Shona Godefroy
Lynda Grzelinski
Emma-Marie Huxham
Andrew John Hendy Ibbs
Imogen Kinchin (until 27 March 2024)
Sarah McAdam
Julie Nash
James Pidgeon
Samra Said
Hannah Sloggett
Dawn Marie Williams

Company registered number 01560651

Charity registered number 284545

Registered office Royal Parade
Plymouth
Devon
PL1 2TR

Chief Executive James Mackenzie-Blackman

Independent auditors Bishop Fleming LLP
Chartered Accountants
Salt Quay House
4 North East Quay
Sutton Harbour
Plymouth
PL4 0BN

Bankers NatWest
St Andrew's Cross
Plymouth
PL4 0HY

Lloyds Bank
8 Royal Parade
Plymouth
PL1 1LX

Solicitors Womble Bond Dickinson
Ballard House
West Hoe Road
Plymouth
PL1 3AE

**THEATRE ROYAL (PLYMOUTH) LIMITED
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**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024**

It was with great sadness that we lost our trustee, Imogen Kinchin, on 27 March 2024, after living with cancer for nearly two years. We recognise how impactful Imogen was as a Trustee and are proud and grateful to have worked with her. Her legacy will live on in all we do.

The Trustees, who are also directors of the company for the purposes of the Companies Act, present their annual report incorporating the strategic report and the audited consolidated financial statements for the year ended 31 March 2024.

The financial statements comply with applicable Accounting Standards in the United Kingdom, the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019), the Charities Act 2011 and the Companies Act 2006.

HOW WE MANAGE OUR AFFAIRS

The company number is 01560651 and registered charity number is 284545. The registered address is Theatre Royal Plymouth, Royal Parade, Plymouth, Devon, PL1 2TR.

The Trustees who served in the year were:

Dame Darcey Bussell DBE, Chair, *appointed 1 April 2023*
Bronwen Lacey, Vice Chair, *term extended to 31 March 2025*
Anjinder Bual,
Alistair Coomer
Sarah Fysh
Shona Godefroy
Lynda Grzelinski
Emma-Marie Huxham
Andrew Ibbs
Imogen Kinchin, *until 27 March 2024*
Sarah McAdam
Julie Nash
James Pidgeon
Samra Said
Hannah Sloggett
Dawn Williams

Day-to-day management of the Charity is delegated to the Executive, who were:

James Mackenzie-Blackman, Chief Executive & Executive Producer
Helen Costello, Chief Operating Officer
James Greenacre, Director of External Affairs, *appointed 11 September 2023*
Liz King, Executive Director, Producing & Programming
Suzi McGoldrick, Director of External Affairs, *resigned 30 June 2023*
Mandy Precious, Strategic Projects Director, *resigned 31 May 2023*.

The Board of Trustees and Executive are supported by the following professional advisers:

Solicitors: (General) Womble Bond Dickinson, Ballard House, West Hoe Road, Plymouth, PL1 3AE
(HR) Wolferstans, 60-66 North Hill, Plymouth, PL4 8EP
(Contracts) Bright Solicitors, 5-11, 5 Millbay Road, Plymouth PL1 3LF

Bankers: (Current accounts) NatWest, St Andrew's Cross, Plymouth, PL4 0HY
(Deposit accounts) Lloyds, 8 Royal Parade, Plymouth PL1 1LX

Auditor: Bishop Fleming LLP, Salt Quay House, Plymouth PL4 0BN

THEATRE ROYAL (PLYMOUTH) LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

HOW WE GOVERN OURSELVES

The Charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association.

The Board of Trustees, acting in a voluntary capacity, has legal responsibility for the effective use of resources in meeting the Theatre's mission, deciding policy and for providing leadership and direction. It meets at least four times a year. There are four Committees which report directly to the Board:

Committee	Frequency of meetings
Producing & Programming	Min 2 x per year
External Affairs	Min 2 x per year
Audit, Finance & Operations	Min 4 x per year
Inclusion	Min 2 x per year
Nominations	1 x per year plus other times dictated by the needs of the business

Trustees serve for a three-year term, after which they are eligible for re-election. Trustees are able to complete three terms before standing down completely. There is also provision for Trustees to extend their term by one year under special circumstances. In order to give continuity in the context of a significant number of new Trustees and the change of Chair, Bronwen Lacey has renewed her term under this provision.

New Trustees are selected through open recruitment, which includes use of specialist agencies as well as advertisement in the regional press and social media. The Nominations Committee has a specific brief to consider the diversity of the Board in any Trustee recruitment, in line with the organisation's core values. In addition, particular emphasis is placed, at the time of recruitment, on appointing individuals who can fulfil any identified skill gaps within the Trustee body. New appointees and existing Trustees are provided with an induction programme and, where appropriate, a range of other training opportunities to help them meet their responsibilities.

During the year the Board amended the Memorandum & Articles to allow for co-opted members. These members are not Trustees and do not have voting rights. They do, however, sit on the Committees to provide additional view points and learn more about the role of Trustee. At the year-end there were three co-opted members who have all committed to a three-year term.

Eliza Coulson, appointed 27 July 2023
Emma Lawrence, appointed 27 July 2023
James Woodhams, appointed 27 July 2023

The Charity has an Executive Team which report directly to the Board of Trustees. The Executive Team is responsible for operational decision-making with guidance and approval for strategic decisions provided by the Trustees. The Chief Executive has been delegated with responsibility for the day-to-day management of the charity.

The remuneration level for key management personnel is set at the point of recruitment with reference to national market rates within the cultural economy. Thereafter, rates are subject to annual review in the same way as the rest of the organisation. The Charity pays all employees in line with the Real Living Wage.

The Theatre has one subsidiary undertaking, Talklight Limited. This company provides catering and retail facilities, and management services to the Theatre Royal (Plymouth) Limited. Talklight Limited generated an operating profit of £338k in the year (2023: £379k). All profits are passed to the Charity under the gift aid regulations.

The Charity maintains a corporate risk register which is embedded throughout the organisation. The risks and mitigation plans are subject to regular review by departmental heads, the Executive and onward review by the Trustees via the Audit, Finance & Operations (AFO) Committee. The review of the risk register, together with the monitoring of risk, both operational and strategic, by the Board of Trustees ensures that

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adequate and suitable controls are in place to mitigate known risks. The activities of the AFO Committee ensure that risk is managed in a positive and responsible manner. The Charity undertakes a programme of targeted internal audits using specialist support where necessary, to support risk mitigation.

As permitted by the Articles of Association, the Trustees (as directors) have the benefit of an indemnity which is a qualifying third-party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The company also purchased and maintained throughout the financial year Directors' and Officers' liability insurance in respect of itself and its directors.

Whilst the Trustees and the Executive Team have many connections within the local community and the wider theatre industry, they are generally not in a position to influence any commercial transactions between the Charity and these other parties. However, in the year there were some situations that should be noted:

- During the year TRP contracted a presentation of *Sao Paulo* with the Dance Consortium, a company of which the Chief Operating Officer is a Trustee
- During the year TRP contracted with New Adventures Limited, a company in which a trustee holds a senior role. The trustee was not involved in any part of the contractual process.

OUR CHARITABLE AIMS

The primary objectives of the Charity are to provide art, education and community engagement throughout Plymouth and the wider region.

During the year the Charity completed a review of its vision, mission and creative leadership in the context of the post-pandemic cultural environment and the needs of the communities of the South West. The Charity's vision is that 'together with the people of Plymouth and the South West, we will make waves in our ocean city, ensuring we're the most ambitious and creative community in the country'. The mission supporting this vision is that 'we bring people together to create, make, build and present world-class theatre'. The new creative leadership structure (in place September 2023) will drive this ambition. A business plan based on this is being established for 2024-2029.

In setting objectives and making plans for the Charity, the Trustees have had due regard for the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity' (PB2).

Fundraising is managed by our leadership team when required and is either general support via Members, Ambassadors and Corporate Sponsors, or is fundraising directed to the public, or trusts, foundations or public sector sources for specific purposes. We keep supporters' data secure and do not sell it or share it for marketing purposes. We have voluntarily registered with the Fundraising Regulator.

The Charity is supported by a small but loyal group of 8 volunteers. The group supports access needs such as audio describing and touch tours. They also support tours of the theatre and some specific welcoming duties. The volunteers are included in all staff communications, meetings and events.

ACHIEVEMENTS IN THE YEAR

The highlights of the year included....

On stage

Many years of work culminated in the production of *We Are The Land* that took place on the Lyric stage at the beginning of the year. Original planned as part of the Mayflower 400 commemorations (2020) and interrupted by the pandemic, 18 members of the Wampanoag nation came to Plymouth and shared their moving stories, reflecting on the historical as well as the present day impact of the colonisation of America. The stage performance was surrounded by many other activities including the raising of the Wampanoag flag and a

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programme of cultural sharing in the Drum. The experience finished with a communal sharing of dancing and singing around a fire at TR2. Unforgettable.

TRP continued to have international impact with *Breathless* (written by Laura Horton, directed by Stephanie Kempson) securing a run in New York as part of Brits off Broadway 2023. It was a critic's choice for the New York Times: "*Poignant comic monologue [that] takes vivid hold through MacMahon's performance*". Following this run, Madeleine MacMahon has been nominated for Outstanding Solo Performer at the 2024 Drama Desk Awards (New York).

We had 62 shows on the Lyric stage which included three amazing and significant co-productions:

- *Waldo's Zircus of Magic & Terror*, co-produced with Extraordinary Bodies, a large-scale collaboration between D/deaf, disabled, and non-disabled artists and creators, which toured nationally.
- *Metamorphosis*, adapted by Lemn Sissay OBE, co-produced with Frantic Assembly, which continues to tour nationally.
- *Madagascar: The Musical*, co-produced with Selladoor. This production has already toured into Europe and Asia and is touring the UK until August 2024.

In a first for TRP, we produced an 'Evening with...' as a fundraiser. Dame Darcey Bussell and Dawn French talked to a sell-out house about their shared moments of hilarity on stage and screen, with video montages adding to the laughter. Hosted by James Mackenzie-Blackman, it provided an inspiration for future fundraising activity...as well as a connection to our audiences outside of the 'large show'.

The Drum staged 35 productions during the year, including:

- *Cake*, co-produced with The Turbine Theatre, which has gone on to have a short London try-out to develop it further.
- *A Play For The Living In A Time Of Extinction*, co-produced with Headlong Theatre which shared a strong environmental message and included eight cyclists who powered the production!
- *The Sad Club*, a Young Company production
- *Islander The Musical*, co-produced with Helen Milne Productions and Setasea. This production has since toured the USA.
- Raymond Brigg's *Father Christmas*, a TRP production and our children's festive offer to compliment *Winter Lights* (for 0-3 yrs in the Lab). The intention is to repeat this sequence for the 2024 festive season.
- *What Songs May Do*, choreographed by Mathieu Geffré. A second visit by the amazing Rendez-Vous Dance to strengthen the development of dance in the Drum.

Off stage

We are nothing without the communities we work in and with. In fulfilling our charitable aims it is essential that we are not bound by our buildings. So much of TRP's work takes place away from the stages.

Recognising the wide reach of the Charity, we took TRP out on the road running nine barn dances in rural locations in Devon and Cornwall. Across July and August, we connected with nearly 3,000 people and showed a different aspect to the cultural impact that TRP can have. With live music and supportive staff, many people came solo to enjoy the group activity.

During the year, we completed the With Flying Colours project which reached 3000 children in the Plymouth schools. Working in consortium with other Plymouth based creative organisations, work was taken into 11 schools. There was a joyous culmination of three years of work in Devonport Park.

We also celebrated 10 years of our Funky Llama (our platform for disabled adults to actively participate in the creation and delivery of inclusive arts events). After a wonderful 10 years we are thinking about how we take this forward and build on the legacy of this amazing project.

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Our Space was granted a further three years of funding, based on the huge success of the work to date. Now incorporating a significant amount of work with Service veterans, the project is expanding into new areas.

As we go through this period of creative renewal, we commissioned two pieces of research to help direct TRP's Creative Strategy.

- The first was to consider the needs of Children, Young People and Families in the region. This was conducted by Fifth Sector and consulted over 100 people and organisations.
- The second was to consider TRP's relationship with the Higher and Further Education sectors. This research was conducted by Ciara Eastell Consultancy. This report helps give direction following the completion of TRP's contract for the Conservatoire with the University of Plymouth.

The scenic build workshop has reached into the overseas market building a strong relationship with Folketeateret, Norway and building the set of *Miss Saigon* for them. At the year-end we were completing the set of *Sunset Boulevard* for Sydney Opera House, Australia. Whilst overseas work comes with its own challenges, we have made use of technology to mitigate these.

Our people

In September 2023, we completed the recruitment of our Associate Directors who, alongside James Mackenzie-Blackman and Liz King, will lead our creative work. They started developing the Creative Strategy for TRP and this will launch in the next financial year alongside the new five-year plan which supports this strategy.

FINANCIAL REVIEW

TRP is reporting an overall deficit of £1.4m (2023: £772k deficit). This comprises two distinctive parts:

- A deficit of £851k in general funds, and a net spend of £489k in designated funds.
- A deficit of £84k in the restricted funds. This deficit includes depreciation of £420k charged against capital projects. The restricted funds include Engagement & Learning projects and a number of grant-supported roles.

As TRP manages creative change, there will be a period where investment is required and the returns on those investments may not be realised for a year or two. The results for this year reflect investment in several productions (as described above). The effect is that the stages are not making a positive contribution every week (as they did pre-Covid). This is a medium-term strategy to build an investment portfolio that will provide financial returns and reduce reliance on touring product. It also is an important element of supporting the artists in the South West and the re-establishment of TRP's reputation as a producer.

TRP remains an National Portfolio Organisation (NPO) of Arts Council England (ACE) for the period 2023-2026 on standstill funding of £1.2m per year. Plymouth City Council (PCC) has confirmed an annual commitment to the theatre albeit on a reduced basis of £265k (2023: £315k) for which TRP is extremely grateful given the current economic pressures on PCC. Both these income streams provide much appreciated, essential funds for the continuity of TRP's work in Plymouth and the South West.

Our work with The Results Group (TRG) continued in the year. With the planned on-sales of some blockbusters (*Hamilton*, *Mary Poppins*) significant work was done to increase membership numbers and the retention of existing members. This was supported by the relocation and refurbishment of the Members Lounge. We ended the year with a record number of members (nearly 5,000) and a strong contribution of £283k (2023: £245k) from our development work.

TR2 Design & Construction (previously referred to as Commercial Build) has had another extremely busy year. This year the team has grown turnover by 17% to £2.34m (2023: £2.0m). There continues to be a balance, between large scale builds and a large number of medium scale builds, which has maximised the space and skills available. Although turnover has grown, there continues to be considerable pressure on the cost of materials and of labour which has constrained margins. Having experienced some challenges in recruiting specific skills, TR2 Design & Construction has been generously granted £166k (restricted funds)

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from the Theatre Artist's Fund Creative Workforce Pilot Programme to support training and development in the current workforce and freelancers.

The year started slowly for Talklight Ltd (the catering & retail subsidiary) but the high occupancy of shows in the last quarter helped Talklight to achieve budget with a contribution of £338k (2023: £379k). The contribution is lower than 2023 mainly due to reduced footfall in production weeks. The net profit margin achieved is now 26% compared to 21% in 2019-20 so although the offering is more limited (no restaurant) than pre-Covid, the actual contribution is being sustained. Talklight Ltd will gift aid profits to the Charity.

Our Engagement & Learning work is a principal charitable purpose and creates a gateway into our talent development work. In line with the development of a new Creative Strategy, this area of our work has been subject to review. With limited resources we need to ensure that the work is focussed and relevant to our communities in Plymouth and the South West. So, some of the TRP-funded projects have been paused whilst this work is carried out. This year we invested £368k (2023: £366k) in this work (including talent development) and many other significant, individual projects were supported by generous Trusts & Foundations and corporate partners as detailed in note 22 to these accounts. These grants are essential to the continuation of this wide-reaching work, allowing both range and reach to be expanded. We are grateful that Trusts & Foundations and corporate partners have continued to support us. Where grants are given for specific projects, they are held within restricted funds (see below). TRP recognises that in the years ahead our own contribution to this work needs to decrease and we need to generate more resources from external sources. Plans to restructure this area of our work are being finalised and will be reported slightly differently in future.

During the year, the average number of employees in the theatre fell to 241 (2022-23: 245) and rose to 31 (2022-23: 25) in catering & retail. 59% of these staff (2022-23: 60%) are casual or part-time staff.

We are committed to cultivating a culture of inclusion at TRP with a workforce that reflects the diversity of the communities we serve. The collective power of each team member's life experiences, knowledge, innovation, self-expression, and talent creates the very best environment for us to achieve our ambitions and lead the sector. In recruiting for our team, we recognise the unique contributions that each person can bring in terms of education, opinions, culture, ethnicity, race, sex, gender identity and expression, nation of origin, age, languages spoken, colour, religion, disability, sexual orientation and belief.

Every two weeks we share our news through 'The Round Up' which goes to everyone at TRP. At least twice a year we hold general staff meetings to offer information sharing and an opportunity for questions. There are now plans for a staff forum that will meet quarterly to offer an opportunity for deeper discussion.

Reserves Policy: During the year the Board reviewed the Reserves Policy and streamlined the annual calculation. Using the amended methodology the Trustees have agreed that is required to hold unrestricted reserves of £1.8m (2023: £1.3m under the previous methodology). At the year end the Charity held £3.2m in unrestricted reserves (general and designated funds). The level of the reserves is reviewed annually and is considered to be the appropriate level of funds, as determined by the Board of Trustees. The Trustees have agreed that at no point should the total designated and unrestricted reserves fall below the funds required to wind up the Charity.

Designated funds are unrestricted funds that have been earmarked by the Board of Trustees for particular purposes. Designated reserves have been created to fund significant projects that all support the Charity's objectives and that will ensure that the organisation and its assets are in good shape for the future.

Restricted funds are to be used for specific purposes. These funds have been generated by capital projects such as the building of the Charity's Production & Learning Centre at TR2, a Capital Appeal, the Regeneration Project and as such they will cover the future depreciation of the resulting assets. Restricted funds also include specific grants provided for Engagement & Learning work. The use of these funds is restricted by the original intent of the donation or grant funding.

Further details about the reserves held can be found in note 21 to these accounts.

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TRP is a National Portfolio Organisation (NPO) of Arts Council England. A funding agreement is in place that will offer (subject to terms & conditions) annual funding of £1.2m for 2023-26. In 2024 it was announced that the funding period would be increased to cover 2026-2027 as well.

Investment policy: By monitoring cash flow, an assessment of short to medium cash needs allows the surplus to be invested. The Charity seeks to produce the best financial return within a low-risk environment. As a proportion of the assets are held pending payment on to third parties, capital preservation is of paramount importance. Deposits are placed with Lloyds Bank and/or NatWest on varying timescales (32 days to one year). The Trustees consider Lloyds Bank and NatWest to be appropriate partners aligned with the values of the Charity.

Going Concern: The Trustees have considered the validity of the going concern assumption held within the presentation of these accounts. By considering cash flow, significant risks, ACE funding and the context of the national cultural environment, the Trustees are confident that the Charity does not have concerns for the next 12 months, or indeed for the period following that.

The Trustees and Executive have completed detailed cash flow forecasts and budgets that support the going concern basis for these accounts. Covid-19 had a significant impact on the theatre sector in terms of both the programme and audience numbers but from late 2022 both the programme and audience numbers have built up close to pre pandemic levels.

The forecasts include key assumptions based on the current programme. As confidence within the industry has risen, TRP has benefitted from producer confidence with economically viable tours now booking into 2027. The rebuilding of audience confidence, and the ability of the theatre industry to attract investment to produce new and exciting touring productions are important elements required for success. In addition, the budget for 2024/25 also reflects the ambition of TRP to rebuild its reputation as a producing house with *The Artist* and *The Devil Wears Prada* both potentially offering future returns.

Whilst we recognise that the impact of significant increases in the cost of living and the consequences of the continuing global conflicts may affect both the Theatre's income streams and its cost base, we also have ambitions for targeted fundraising to support our community and outreach work by covering elements of our core costs.

The following assumptions must be understood in forming this opinion;

- The Theatre is open to full capacity.
- All advanced ticket sales are ringfenced to ensure that any refunds, if they are needed, do not impact on the working capital of the Theatre.
- The past few years have underlined the strong relationship with Arts Council England (ACE) and Plymouth City Council (PCC). Generous and continued funding has enabled the Charity to continue to meet its objectives. ACE recognises the cultural importance of TRP in the geographical region and by this support has taken a positive view of the long-term viability of the Theatre, renewing our National Portfolio Organisation funding in 2023 for the next four years.
- The Charity has begun a phase of creative renewal which will ensure the right skills and experience are present. This is a steady and methodical process which will develop a structure and skills base able to respond to the challenges and opportunities that lie ahead.
- The group has sufficient cash reserves which are being monitored and managed actively. The ringfenced funds will enable the group to repay tickets, keep restricted funds ringfenced and meet additional redundancy obligations, including full scale redundancy should it be required.
- The group is covered by a business interruption insurance policy extension which provides for cover over a three-year period from March 2020. Its insurers have confirmed that this policy does provide cover for Covid-19 business interruption, but the timing and value of the claim is not yet known.

Principal risks & uncertainties: In delivering the charitable aims, the Trustees are mindful of the risks involved and have reviewed these risks and the plans to mitigate them, as part of the overall planning process. The Risk Register is reviewed regularly by both the Executive and the Trustees.

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Key identified risks are:

Failure to meet artistic ambitions and failure to maintain quality & diversity of programming (S1 on Risk Register), mitigated by:

- The development of a new Creative Leadership structure. Following consultation with stakeholders, colleagues and peers, recommendations for the structure and skill base of an enhanced creative leadership team were proposed. Recruitment is now complete and new working practices are being evolved.
- Regular discussion and feedback with funding partners and industry-wide collaboration
- Recognising the interplay of talent development with the progression of the artistic programme. Plans are being formulated for future years which will require creative and innovative ways of producing to ensure that resources are used to maximum affect.
- Continuing to actively programme the Lyric and Drum so that performance reflects a diversity of genre.
- Regular discussion and review by the Producers Group

Significant use of reserves (F9 on Risk Register), mitigated by:

- Regular review of reserves by the Executive and the Board
- Increased frequency of reforecasting the budget
- Applications to all potential funding sources

Reduction of PCC funding (F15 on Risk Register), mitigated by:

- Strong relationships with key PCC personnel
- Structuring of a Grant Agreement for 2024-25
- TRP business planning considering/recognising fulfilment of PCC objectives.
- Monitoring of reporting requirements by Head of Governance

LOOKING FORWARD

Building on the restructured and enhanced Leadership Team which now includes creative specialists, and recognising the ambitions of our NPO application, we will be finalising our new Creative Strategy and the consequential business plan in early 2024-25. This work includes revisiting the vision and mission which will shape future delivery. Following this work, we will also re-examine our TRP values (Quality, Creativity, Diversity and Collaboration) to ensure that everything remains relevant and aligned.

We already recognise that co-production will be a foundation of this business plan both within our communities and as a long-term strategy towards financial stability. We will have three world premieres in Plymouth (*The Artist* in May 2024, *The Devil Wears Prada* in July 2024 and *The Creakers* in October 2024). This will develop our in-house producing skills, offer opportunities to local artists and creatives, and maximise the benefits of the purpose-built facilities at TR2. It will also offer a national and international spotlight on Plymouth and the South West. We will produce our own Christmas children's shows so that we cater for the whole age range during the festive period. For our communities we plan to visit five rural locations during summer 2024 providing an uplifting event for community engagement and to build on relationships and connections made in 2023.

Producing and Programming

TRP will focus on six strands of creativity in our work in the years ahead. These are:

- Theatre
- Dance
- Children, Young People and Families
- Outdoor and Co-created work
- Artist Development
- Scenic Design and Construction.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Threaded through all this work and its related decision-making will be four underlying pillars, the foundations of TRP: Audiences & Participants; Diversity & Inclusion; Climate Emergency; Social Value.

A new Creative Strategy, sharing a revised ambition for all our creative work on our stages and in other spaces, will be published during 2024-25 and shared with our communities and our industry.

TRP is supported by a highly skilled and dedicated team of department heads who support TRP to fulfil its creative ambition and to deliver its charitable objectives. This leadership team will be critical to the finalisation and implementation of TRP's new business plan throughout 2024-25 and beyond.

The following plans are crucial to the success of the Charity in fulfilling its charitable objectives:

We will matter more to more people.

We will freely share, and encourage others to share, culture and creativity through co-creation and partnership.

We will reflect our distinctive region and our city in everything we do, sharing our love of the place we live and its people.

We will present amazing regional, national and international performances on our stages.

We will value and respect our environment and work towards net zero carbon emission.

And we will do this in the context of our values: Creativity, Collaboration, Diversity and Quality; values that are understood and reflected by all at TRP.

We continue to receive funds from Plymouth City Council (PCC) based on an annual grant agreement. Funding is at £265k per year (2022-23: £315k). We will continue to demonstrate to the leadership of PCC the value that TRP brings to Plymouth and seek an on-going commitment from PCC that matches the ACE funding period.

DISCLOSURE OF INFORMATION TO AUDITORS

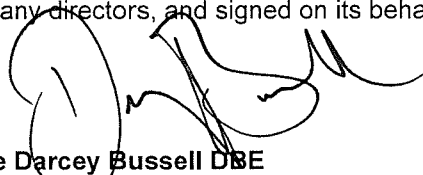
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware; and
- that Trustee has taken all the steps that ought to have taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

AUDITORS

The auditors, Bishop Fleming LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, and signed on its behalf by:



Dame Darcey Bussell DBE
Chair of Trustees
Date: 16 July 2024

**THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THEATRE ROYAL (PLYMOUTH) LIMITED

OPINION

We have audited the financial statements of Theatre Royal (Plymouth) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities (Incorporating Income and Expenditure Account), the Consolidated Statement of Financial Position, the Company Statement of Financial Position, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2024 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

**THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THEATRE ROYAL (PLYMOUTH) LIMITED
(CONTINUED)**

OTHER INFORMATION

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

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, 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.

RESPONSIBILITIES OF TRUSTEES

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the 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.

**THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THEATRE ROYAL (PLYMOUTH) LIMITED
(CONTINUED)**

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- We have considered the nature of the industry and sector, control environment and business performance;
- We have considered the results of our enquiries of management and the the Board about their own identification and assessment of the risk of irregularities;
- For any matters identified we have obtained and reviewed the parent charitable company's documentation of their policies and procedures relating to;
 - Identifying, evaluating and complying with laws and regulations whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risk of fraud and whether they have knowledge of actual, suspected or alleged fraud; and
 - The internal controls established to mitigate the risks of fraud or non-compliance with laws and regulations.
- We have considered the matters discussed among the audit engagement team, including internal tax specialists, regarding how and where fraud might occur in the financial statements and potential indicators of fraud.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to income recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the Charitable Group and Company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities SORP (FRS 102) - Accounting and Reporting by Charities and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

In addition, we have considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Group and Company's ability to operate or to avoid a material penalty. These include data protection regulations, health and safety regulations, licensing acts and employment legislation.

Our procedures to respond to risks identified included the following:

- Documenting and validating the control environment for income and debtors and carrying out walkthrough testing;
- Undertaking substantive sample-based testing or proof in total calculations on all material revenue streams to ensure revenue has been recognised appropriately and accurately;
- Considering manual income journals as part of our work on fraud risks documented above;
- Reviewing the financial statement disclosures and testing to supporting documentation;
- Enquiring of management concerning actual and potential litigation claims;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THEATRE ROYAL (PLYMOUTH) LIMITED
(CONTINUED)

- of material misstatement;
- Reading minutes of meetings of those charged with governance; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alison Oliver FCA (Senior Statutory Auditor)

for and on behalf of

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

Salt Quay House

4 North East Quay

Sutton Harbour

Plymouth

PL4 0BN

Date: *30.07.2024*

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
INCOME FROM:					
Donations and legacies	4	1,970	450	2,420	2,453
Charitable activities	5	13,456	24	13,480	13,114
Other trading activities	6	1,273	-	1,273	1,137
Investments	7	196	-	196	37
TOTAL INCOME		16,895	474	17,369	16,741
EXPENDITURE ON:					
Raising funds		1,063	-	1,063	873
Charitable activities	8	16,718	1,010	17,728	16,640
TOTAL EXPENDITURE		17,781	1,010	18,791	17,513
Net expenditure		(886)	(536)	(1,422)	(772)
Transfers between funds	21	(32)	32	-	-
NET MOVEMENT IN FUNDS		(918)	(504)	(1,422)	(772)
RECONCILIATION OF FUNDS:					
Total funds brought forward		4,115	10,292	14,408	15,180
Net movement in funds		(918)	(504)	(1,422)	(772)
TOTAL FUNDS CARRIED FORWARD		3,197	9,788	12,985	14,408

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 20 to 46 form part of these financial statements.

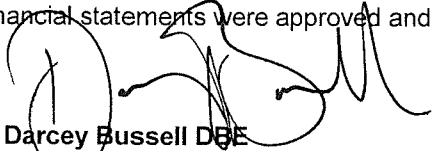
THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:01560651

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2024

	Note	2024 £000	2023 £000
FIXED ASSETS			
Tangible assets	13	10,548	10,683
Heritage assets	14	502	523
		<u>11,050</u>	<u>11,206</u>
CURRENT ASSETS			
Stocks	16	101	97
Debtors	17	797	331
Cash at bank and in hand	25	8,381	8,809
		<u>9,279</u>	<u>9,237</u>
Creditors: amounts falling due within one year	18	(6,889)	(5,777)
NET CURRENT ASSETS		<u>2,390</u>	<u>3,460</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>13,440</u>	<u>14,666</u>
Creditors: amounts falling due after more than one year	19	(259)	(10)
Provisions for liabilities	20	(196)	(249)
TOTAL NET ASSETS		<u><u>12,985</u></u>	<u><u>14,407</u></u>
CHARITY FUNDS			
Restricted funds	21	9,787	10,292
Unrestricted funds:			
Designated funds	21	2,452	2,941
General funds	21	746	1,174
Total unrestricted funds	21	<u>3,198</u>	<u>4,115</u>
TOTAL FUNDS		<u><u>12,985</u></u>	<u><u>14,407</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


Dame Darcey Russell DBE
Chair of Trustees
Date: 16 July 2024

The notes on pages 20 to 46 form part of these financial statements.

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:01560651

COMPANY STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £000	2023 £000
FIXED ASSETS			
Tangible assets	13	10,548	10,683
Heritage assets	14	502	523
Investments	15	-	-
		<u>11,050</u>	<u>11,206</u>
CURRENT ASSETS			
Stocks	16	70	72
Debtors	17	792	321
Cash at bank and in hand		8,310	8,754
		<u>9,172</u>	<u>9,147</u>
Creditors: amounts falling due within one year	18	(7,138)	(6,086)
		<u>2,034</u>	<u>3,061</u>
NET CURRENT ASSETS			
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>13,084</u>	<u>14,267</u>
Creditors: amounts falling due after more than one year	19	(259)	(10)
Provisions for liabilities	20	(199)	(250)
		<u>12,626</u>	<u>14,007</u>
TOTAL NET ASSETS			
		<u><u>12,626</u></u>	<u><u>14,007</u></u>

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:01560651

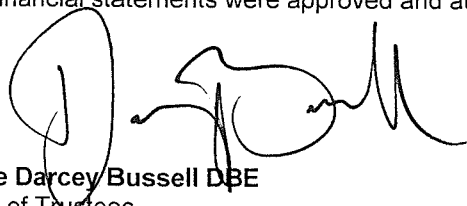
COMPANY STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT 31 MARCH 2024

	Note	2024 £000	2023 £000
CHARITY FUNDS			
Restricted funds		9,788	10,292
Unrestricted funds:			
Designated funds	2,452	2,941	
General funds	386	774	
Total unrestricted funds		2,838	3,715
TOTAL FUNDS		12,626	14,007

The Company's net movement in funds for the year was £(1,381k) (2023 - £(1,000k)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Dame Darcey Bussell DBE
Chair of Trustees

Date: 16 July 2024

The notes on pages 20 to 46 form part of these financial statements.

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £000	2023 £000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash (used in)/ provided by operating activities	24	(109)	(1,062)
CASH FLOWS FROM INVESTING ACTIVITIES			
Bank interest received		196	37
Purchase of tangible fixed assets		(515)	(184)
NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES		(319)	(147)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR		(428)	(1,209)
Cash and cash equivalents at the beginning of the year		8,809	10,018
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	25	8,381	8,809

The notes on pages 20 to 46 form part of these financial statements

**THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

1. GENERAL INFORMATION

The company is limited by guarantee and has no issued share capital. The liability of its members shall not exceed £1 each. The registered office address is Theatre Royal, Royal Parade, Plymouth, Devon, PL1 2TR.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Consolidated Statement of Financial Activities (Incorporating Income and Expenditure Account) (SOFA) and Consolidated Statement of Financial Position consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

2.2 GOING CONCERN

After making enquiries, the Trustees have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. The group therefore continues to adopt the going concern basis in preparing its financial statements.

The Trustees and Executive have completed detailed cash flow forecasts and budgets that support the going concern basis for these accounts. Covid-19 had a significant impact on the theatre sector in terms of both the programme and audience numbers but from late 2022 both the programme and audience numbers have built up close to pre pandemic levels.

Further information regarding the Charity's future financial strategies and assumptions used in forecasts can be found in the Trustees' Report.

2.3 INCOME

All income is recognised once the Group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Consolidated Statement of Financial Activities (Incorporating Income and Expenditure Account) on an entitlement basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

2. ACCOUNTING POLICIES (continued)

2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Long-term leasehold property	- Between 10 and 50 years
Equipment & motor vehicles	- Between 3 and 15 years

2.7 HERITAGE ASSETS

Where heritage assets have been purchased, they are initially recognised at cost. After recognition, under the cost model, heritage assets are measured at cost less any accumulated depreciation and any accumulated impairment losses.

The estimated useful life is:

Heritage Assets	- 30 years
-----------------	------------

2. ACCOUNTING POLICIES (continued)

2.8 INVESTMENTS

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities (Incorporating Income and Expenditure Account).

Investments in subsidiaries are valued at cost less provision for impairment.

2.9 STOCKS

Stocks are valued on a first in first out basis at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 DEBTORS

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

2.11 CASH AT BANK AND IN HAND

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

2.12 LIABILITIES

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities (Incorporating Income and Expenditure Account) as a finance cost.

2.13 FINANCIAL INSTRUMENTS

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 PENSIONS

The Group operates two defined contribution pension schemes and the pension charge represents the amounts payable by the Group to the funds in respect of the year.

**THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

2. ACCOUNTING POLICIES (continued)

2.15 FUND ACCOUNTING

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Group makes estimates and assumptions concerning the future, including provisions recognised and the useful life of assets. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Provisions in their nature have a degree of estimation uncertainty due to their size and nature. Management use their knowledge and previous experience to best estimate the amount of provisions on future loss making shows and for dilapidations and repairs required under the terms of property leases.

The estimated useful life of heritage assets has been based on management's best estimate. However, it is subject to uncertainty given the types of assets held.

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000
GRANTS			
Arts Council England - Core	1,208	-	1,208
Arts Council England - Culture Recovery Fund	-	-	-
Plymouth City Council	265	-	265
Engagement & Learning grants	-	329	329
The Backstage Trust	-	-	-
Jerwood Arts	-	4	4
Theatre Artist Fund	-	42	42
Young Technicians Partnership	-	2	2
Mayflower Culture Fund	-	15	15
Stage One	-	28	28
Mackintosh Foundation	-	28	28
Arca (The Box)	10	-	10
Donations	131	2	133
Development income	356	-	356
	<u>1,970</u>	<u>450</u>	<u>2,420</u>

Engagement & Learning grant income includes grants awarded by Arts Council England for the Theatre's Flying With Colours project of £100,000 (2023: £125,000).

	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total funds 2023 £000
GRANTS			
Arts Council England - Core	1,208	-	1,208
Arts Council England - Culture Recovery Fund	77	-	77
Plymouth City Council	315	-	315
Engagement & Learning Grants	-	225	225
The Backstage Trust	-	67	67
Jerwood Arts	-	36	36
Donations	213	-	213
Development income	265	47	312
	<u>2,078</u>	<u>375</u>	<u>2,453</u>

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Box Office	10,781	10,781	10,826
Theatre Rentals	260	260	143
Co-producers' Contributions	12	12	38
Commercial Build Activity	2,267	2,267	2,003
Other	160	160	104
TOTAL 2024	13,480	13,480	13,114

All of the prior year amounts were unrestricted.

6. INCOME FROM OTHER TRADING ACTIVITIES

Income from non charitable trading activities

	Unrestricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Catering & retailing	1,273	1,273	1,137

All of the prior year amounts were unrestricted.

7. INVESTMENT INCOME

	Unrestricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Investment income	196	196	37

All of the prior year amounts were unrestricted.

THEATRE ROYAL (PLYMOUTH) LIMITED
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

8. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

Summary by fund type

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total 2024 £000
Theatre productions and education	16,718	1,010	17,728
	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total 2023 £000
Theatre productions and education	15,634	1,006	16,640

9. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2024 £000	Support costs 2024 £000	Total funds 2024 £000
Theatre productions and education	14,983	2,744	17,727
	Activities undertaken directly 2023 £000	Support costs 2023 £000	Total funds 2023 £000
Theatre productions and education	14,077	2,563	16,640

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

9. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

ANALYSIS OF SUPPORT COSTS

	Theatre productions and education 2024 £000	Total funds 2024 £000	Total funds 2023 £000
Staff costs	1,499	1,499	1,384
Depreciation	668	668	634
Marketing, development and hospitality	112	112	53
Finance	249	249	177
Cleaning	54	54	88
IT and administration	130	130	194
Governance costs	32	32	33
	<u>2,744</u>	<u>2,744</u>	<u>2,563</u>

10. AUDITORS' REMUNERATION

The auditors' remuneration amounts to an auditor fee of £24,000 (2023 - £23,000), and non-audit services comprising corporation tax computations and financial statement preparation of £8,500 (2023 - £8,000).

11. STAFF COSTS

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Wages and salaries	5,188	4,604	4,851	4,352
Social security costs	432	380	414	371
Contribution to defined contribution pension schemes	179	163	173	160
	<u>5,799</u>	<u>5,147</u>	<u>5,438</u>	<u>4,883</u>

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11. STAFF COSTS (CONTINUED)

The average number of persons employed by the Group during the year was as follows:

	Group 2024 No.	Group 2023 No.	Company 2024 No.	Company 2023 No.
Management and administration	22	23	22	23
Venue staff	24	26	24	26
Production staff	58	55	58	55
Catering staff	6	4	-	1
Cast	2	1	2	1
Part-time and casual staff	160	161	135	139
	272	270	241	245

The average headcount expressed as full-time equivalents was:

	Group 2024 No.	Group 2023 No.	Company 2024 No.	Company 2023 No.
Management and administration	21	21	21	21
Venue staff	23	27	23	27
Production staff	60	53	60	53
Catering staff	6	3	-	-
Cast	1	1	1	1
Part-time and casual staff	55	57	47	48
	166	162	152	150

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2024 No.	Group 2023 No.
In the band £60,001 - £70,000	2	-
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	-
In the band £120,001 - £130,000	1	1

Pension contributions were made on behalf of the above members of staff in respect of their services. An amount of £20,224 (2023 - £18,856) was paid into personal stakeholder schemes.

Total remuneration paid to key management personnel (defined as the executive team who held office for all or part of the year) amounted to £412,000 (2023: £377,000).

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12. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, travel expenses totalling £7,575 were reimbursed or paid directly to 14 Trustees. (2023 - £58 to 1 Trustee).

13. TANGIBLE FIXED ASSETS

GROUP

	Long-term leasehold property £000	Office equipment £000	Total £000
COST OR VALUATION			
At 1 April 2023	18,526	2,294	20,820
Additions	118	397	515
Disposals	-	(409)	(409)
At 31 March 2024	18,644	2,282	20,926
DEPRECIATION			
At 1 April 2023	8,335	1,803	10,138
Charge for the year	442	207	649
On disposals	-	(409)	(409)
At 31 March 2024	8,777	1,601	10,378
NET BOOK VALUE			
At 31 March 2024	9,867	681	10,548
At 31 March 2023	10,191	492	10,683

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NOTES TO THE FINANCIAL STATEMENTS
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13. TANGIBLE FIXED ASSETS (CONTINUED)

COMPANY

	Long-term leasehold property £000	Office equipment £000	Total £000
COST OR VALUATION			
At 1 April 2023	18,526	2,286	20,812
Additions	118	397	515
Disposals	-	(403)	(403)
At 31 March 2024	18,644	2,280	20,924
DEPRECIATION			
At 1 April 2023	8,335	1,794	10,129
Charge for the year	442	207	649
On disposals	-	(402)	(402)
At 31 March 2024	8,777	1,599	10,376
NET BOOK VALUE			
At 31 March 2024	9,867	681	10,548
At 31 March 2023	10,191	492	10,683

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

14. HERITAGE ASSETS

GROUP AND COMPANY

Assets recognised at cost

	Heritage asset 2024 £000
Carrying value at 1 April 2023	523
Depreciation	(20)
	<hr/>
Net book value at 31 March 2022	503
	<hr/> <hr/>

Analysis of heritage asset transactions

GROUP AND COMPANY

	2024 £000	2023 £000	2022 £000	2021 £000	2020 £000
PURCHASES					
Heritage asset	-	-	-	-	25
TOTAL ADDITIONS	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	-	-	-	-	25
CHARGE FOR DEPRECIATION					
Heritage asset	(20)	(20)	(20)	(20)	(20)
TOTAL CHARGE FOR IMPAIRMENT	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	(20)	(20)	(20)	(20)	(20)

THEATRE ROYAL (PLYMOUTH) LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
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15. FIXED ASSET INVESTMENTS

PRINCIPAL SUBSIDIARY

The following were subsidiary undertakings of the Company:

Names	Company number	Holding	Registered office or principal place of business
Talklight Limited	01572960	100%	Theatre Royal, Royal Parade, Plymouth, PL1 2TR

Principal activity	Class of shares	Included in consolidation
The company provides retailing, bar, and catering facilities.	Ordinary	Yes

The financial results of the subsidiaries for the year were:

Names	Income £000	Expenditure £000	Profit for the period £000	Net assets £000
Talklight Limited	1,285	(947)	338	360

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NOTES TO THE FINANCIAL STATEMENTS
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16. STOCKS

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Finished goods and goods for resale	101	97	70	72

17. DEBTORS

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
DUE WITHIN ONE YEAR				
Trade debtors	260	136	258	133
Other debtors	64	111	63	107
Prepayments and accrued income	470	81	471	81
Deferred taxation	3	3	-	-
	797	331	792	321

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Trade creditors	419	290	354	246
Amounts owed to group undertakings	-	-	335	378
Other taxation and social security	177	173	173	169
Other creditors	728	844	724	843
Accruals and deferred income	5,565	4,470	5,552	4,450
	6,889	5,777	7,138	6,086

Deferred income represents money received in advance for tickets to shows taking place in a future period. Deferred ticket sales have been split out between over and under 1 year where appropriate with reference to the Theatre programme.

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Accruals and deferred income	259	10	259	10

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NOTES TO THE FINANCIAL STATEMENTS
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20. PROVISIONS

GROUP AND COMPANY

	Dilapidation Provisions £000	Show Provisions £000	VAT Provisions £000	Total £000
At 1 April 2023	47	202	-	249
Additions	-	89	63	152
Amounts used	-	(202)	-	(202)
	<u>47</u>	<u>89</u>	<u>63</u>	<u>199</u>

Dilapidation provisions are made to account for expenditure necessary to ensure leased buildings are returned in accordance with the terms of the lease contract.

Show provisions are made in respect of contracted shows where the Trustees' best estimate indicates a forecast deficit.

VAT provisions are made in respect of irrecoverable VAT on shows which was not invoiced by the year end.

The provisions are by nature estimates and as such the actual amount of expenditure may vary from that provided for above.

THEATRE ROYAL (PLYMOUTH) LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
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21. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 March 2024 £000
UNRESTRICTED FUNDS					
DESIGNATED FUNDS					
Engagement & Learning	32	-	-	(32)	-
Deferred Artistic Funds	322	72	(214)	(89)	91
Mayflower Reserve	162	-	(36)	(126)	-
Drum Refurbishment Reserve	363	-	(26)	-	337
Digital Strategy Reserve	20	-	-	-	20
MMI fund	205	-	-	-	205
Staff obligations	1,327	-	-	-	1,327
Dressing Room Project	30	-	-	(30)	-
Governance Improvements	22	-	-	-	22
Dilapidations	308	-	(8)	-	300
Auditorium and Stage Lighting	150	-	-	-	150
	<u>2,941</u>	<u>72</u>	<u>(284)</u>	<u>(277)</u>	<u>2,452</u>
GENERAL FUNDS					
General Funds	<u>1,174</u>	<u>16,823</u>	<u>(17,496)</u>	<u>245</u>	<u>746</u>
TOTAL UNRESTRICTED FUNDS	<u>4,115</u>	<u>16,895</u>	<u>(17,780)</u>	<u>(32)</u>	<u>3,198</u>

THEATRE ROYAL (PLYMOUTH) LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

21. STATEMENT OF FUNDS (CONTINUED)

	Balance at 1 April 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 March 2024 £000
RESTRICTED FUNDS					
Production & Education Centre	4,136	-	(166)	-	3,970
Capital Appeal Fund	162	-	(5)	-	157
Regeneration Project	5,622	-	(250)	-	5,372
Engagement & Learning	270	355	(468)	32	189
Joan Lucas Fund	7	1	(7)	-	1
Theatre Artist Fund	-	42	(9)	-	33
Mayflower - Plymouth Culture	-	15	(15)	-	-
The Backstage Trust	59	-	(33)	-	26
Jerwood Arts	36	4	(29)	-	11
The Mackintosh Foundation	-	28	(13)	-	15
Stage One Funding	-	28	(15)	-	13
	<u>10,292</u>	<u>473</u>	<u>(1,010)</u>	<u>32</u>	<u>9,787</u>
TOTAL OF FUNDS	<u>14,407</u>	<u>17,368</u>	<u>(18,790)</u>	<u>-</u>	<u>12,985</u>

THEATRE ROYAL (PLYMOUTH) LIMITED
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FOR THE YEAR ENDED 31 MARCH 2024

21. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 March 2023 £000
UNRESTRICTED FUNDS					
DESIGNATED FUNDS					
Engagement & Learning	-	32	-	-	32
Capacity Building	93	-	(106)	13	-
Deferred Artistic Funds	524	-	(202)	-	322
Mayflower Reserve	200	-	(38)	-	162
Website Development Reserve	10	-	(10)	-	-
Drum Refurbishment Reserve	348	-	(17)	32	363
Digital Strategy Reserve	20	-	-	-	20
MMI fund	205	-	-	-	205
Flood repairs	-	-	(3)	3	-
Staff obligations	1,327	-	-	-	1,327
Anniversary Celebrations	60	-	(68)	8	-
Conversations	50	-	(12)	(38)	-
Dressing Room Project	30	-	-	-	30
Governance Improvements	30	-	(8)	-	22
Dilapidations	317	-	(9)	-	308
Auditorium and Stage Lighting	-	-	-	150	150
	<u>3,214</u>	<u>32</u>	<u>(473)</u>	<u>168</u>	<u>2,941</u>
GENERAL FUNDS					
General Funds	<u>1,050</u>	<u>16,334</u>	<u>(16,035)</u>	<u>(175)</u>	<u>1,174</u>
TOTAL UNRESTRICTED FUNDS	<u>4,264</u>	<u>16,366</u>	<u>(16,508)</u>	<u>(7)</u>	<u>4,115</u>

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21. STATEMENT OF FUNDS (CONTINUED)

	Balance at 1 April 2022 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 March 2023 £000
RESTRICTED FUNDS					
Production & Education Centre	4,302	-	(166)	-	4,136
Capital Appeal Fund	167	-	(5)	-	162
Regeneration Project	5,872	-	(250)	-	5,622
Engagement & Learning	468	271	(575)	106	270
TRP Christmas Appeal	54	-	-	(54)	-
Joan Lucas Fund	8	1	(2)	-	7
Adopt a Seat	1	-	-	(1)	-
Pennon for YC Hubs	38	-	-	(38)	-
Development	6	-	-	(6)	-
The Backstage Trust	-	67	(8)	-	59
Jerwood Arts	-	36	-	-	36
	<u>10,916</u>	<u>375</u>	<u>(1,006)</u>	<u>7</u>	<u>10,292</u>
TOTAL OF FUNDS	<u>15,180</u>	<u>16,741</u>	<u>(17,514)</u>	<u>-</u>	<u>14,407</u>

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21. STATEMENT OF FUNDS (CONTINUED)

The Designated Funds are aligned to projects which support the charitable aims of the Group.

The Engagement & Learning work has undergone some restructuring during the year with the emphasis now on projects supported by restricted funds. All the remaining projects have been rationalised and the small remaining designated funds that were reallocated to restricted funds.

The Deferred Artistic Funds is a fund set aside for investment in new productions and has been used this year to support new productions and to account for the Show Provision – a sum identified as the budgeted net investment in productions as contracted at the year-end, 31 March 2024. These funds will be used to fund any further artistic investment in 2024/25 in line with the new creative strategy.

The Mayflower Reserve was established to earmark funds for a large-scale community production (originally planned for 2020 and subsequently deferred until 2023) to mark 400 years since the Mayflower set sail from Plymouth. The production, We Are The Land, took place in April 2023 and, most importantly, was focussed on the experience of the Wampanoag Community from the USA. Funds were put aside to de-risk this project whilst external funding sources were identified. Now that the work is complete these designated funds can be released back into the general fund.

The Drum Refurbishment Reserve was established to support works to upgrade our Drum stage and auditorium. The balance on this fund represents the net book value of the refurbishment of the auditorium and will be reduced in line with the annual depreciation charge for the work.

In line with other organisations in the sector TRP is looking at ways in which we can harness the use of digital technology to create and share innovative work. As the cost of work of this nature is generally charged to individual projects, we have reduced this reserve (Digital Strategy) and retained a small contingency for research & development which will be undertaken.

The MMI Fund represents funds designated for the MMI contingent liability. For further details see note 27.

The Trustees have been mindful of the challenges of the past few years. Staff Obligations is a fund designated to reflect the total obligation to staff in the event of TRP having to close. Although we are confident that we remain a going concern this sum has been separately calculated and identified as part of our reserves policy, to ensure that a correct minimum level of reserve is maintained during this still uncertain time.

Reserves were designated in the previous financial year for specific planned events or changes, namely:

Dressing Room Project: We identified the need to improve accessibility to some of our dressing rooms and set aside a fund to achieve this. Because of the need for a gap in the programme to be able to carry out these works, these works were carried out during two financial years. The initial work is now complete and plans for further dressing room upgrades are being considered.

Governance Improvements: The Board is now significantly bigger than in previous years. We recognise the need to further train and develop the Board and this fund is designated to provide resources to do that.

Dilapidations: We have also considered our longer-term dilapidations (aside from our legal obligations covered by the provision in note 20) and cyclical repair liabilities. In the past these have been covered by our operating budgets but, as they can vary significantly from year to year, they can distort our core operating results, so we designated a fund to provide for these over the next few years.

Auditorium & Stage Lighting: We have designated £150k in recognition of the need to replace our auditorium and stage lighting with a modern, more efficient system. Whilst elements of this may be capitalised and depreciated over an agreed useful life, this reserve signifies an intent to press ahead with

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21. STATEMENT OF FUNDS (CONTINUED)

this project when a suitable break in the programme allows. The extent of the project is enormous, so this fund offers an opportunity for feasibility work or match funding thereafter.

The Restricted Reserves represent amounts raised by or received from third parties for capital or revenue projects. Restricted Funds in respect of the Regeneration Project and the Production & Education Centre consist primarily of grants and donations. The grants are secured on the assets to which they relate and are repayable in certain circumstances.

Engagement & Learning restricted funds comprise the unspent portion of grants and fundraising for specific projects.

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22. STATEMENT OF FUNDS (CONTINUED)

The charity is extremely grateful to the following supporters of our wide ranging programme of Engagement & Learning activities:

Funding	At 31 March 2023	Income	Expenditure	At 31 March 2024
Our Space 2023-27				
Funding b/fwd	-			
The National Lottery		109		
Community Funds		6		
Other income				
Expenditure			(33)	
Funding carried forward				82
Our Space Veterans' Project				
Funding b/fwd	-			
The Veterans' Foundation		20		
Expenditure			(5)	
Funding carried forward				15
Funky Llama				
Funding b/fwd as reported	71			
Other income		5		
Expenditure			(66)	
Funding carried forward				10
NT Connections				
Funding b/fwd	2			
The National Theatre		12		
Other income		2		
Expenditure			(10)	
Funding carried forward				6
Dare to Dazzle				
Funding b/fwd	11			
BBC Children In Need		14		
Expenditure			(19)	
Funding carried forward				6

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Funding	At 31 March 2023	Income	Expenditure	At 31 March 2024
Young Company Hubs				
Funding b/fwd	1			
Expenditure			(1)	
Funding carried forward				-
The Lab Company				
Funding b/fwd	1			
Expenditure			(1)	
Funding carried forward				-
With Flying Colours				
Funding b/fwd	129			
Arts Council England		100		
Expenditure			(229)	
Funding carried forward				-
Tiny Tales Schools				
Funding b/fwd	43			
Expenditure			(31)	
Funding carried forward				12
Playhouse				
Funding b/fwd	15			
Princess Yachts		4		
Other income		5		
Expenditure			(7)	
Transfer in				
Funding carried forward				17
Get Started				
Funding b/fwd	2			
Expenditure			(2)	
Funding carried forward				-

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Funding	At 31 March 2023	Income	Expenditure	At 31 March 2024
Holiday Projects				
Funding b/fwd	1			
Plymouth City Council Fit & Fed		1		
Other income		3		
Expenditure			(5)	
Funding carried forward				-
Young Company Hubs - Pennon				
Funding b/fwd	26			
Pennon Group		40		
Other income		4		
Expenditure			(38)	
Funding carried forward				32
Young Company - TR2 21st Birthday performance				
Funding b/fwd	-			
Womble Bond Dickinson		3		
Expenditure			-	
Funding carried forward				3
Young Company - Create				
Funding b/fwd	-			
The Emerald Group		3		
Expenditure			-	
Funding carried forward				3
U Dance				
Funding b/fwd	-			
Nudge Community Builders		25		
Expenditure			(21)	
Funding carried forward				4
TOTAL	302	356	(468)	190

Income consists of both restricted and designated income.

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NOTES TO THE FINANCIAL STATEMENTS
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23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000
Tangible fixed assets	464	10,084	10,548
Heritage assets	-	502	502
Current assets	9,280	-	9,280
Creditors due within one year	(6,090)	(799)	(6,889)
Creditors due in more than one year	(259)	-	(259)
Provisions for liabilities and charges	(199)	-	(199)
TOTAL	3,196	9,787	12,983

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD

	Unrestricted funds 2023 £000	Restricted funds 2023 £000	Total funds 2023 £000
Tangible fixed assets	763	9,920	10,683
Heritage assets	-	523	523
Current assets	9,238	-	9,238
Creditors due within one year	(5,626)	(151)	(5,777)
Creditors due in more than one year	(10)	-	(10)
Provisions for liabilities and charges	(250)	-	(250)
TOTAL	4,115	10,292	14,407

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24. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2024 £000	Group 2023 £000
Net expenditure for the period (as per Statement of Financial Activities)	(1,422)	(772)
ADJUSTMENTS FOR:		
Depreciation charges	669	634
Bank interest received	(196)	(37)
Increase in stocks	(3)	(1)
Decrease/(increase) in debtors	(101)	102
Increase/(decrease) in creditors	997	(995)
Increase/(decrease) in provisions	(53)	7
NET CASH USED IN OPERATING ACTIVITIES	(109)	(1,062)

25. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group 2024 £000	Group 2023 £000
Cash at bank and in hand	8,381	8,809

26. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2023 £000	Cash flows £000	At 31 March 2024 £000
Cash at bank and in hand	8,809	(428)	8,381

27. CONTINGENT LIABILITIES

During the 1990s the Theatre entered into a mutual insurance agreement with Municipal Mutual Insurance (MMI). MMI has since entered into a Scheme of Arrangement and this Scheme has raised a levy on the total payments made under its policies as at December 2013. There has been no further action on these levies for several years and there have been no further demands for payment. There is a designated fund allocated to cover the possibility of any successful demand for payment.

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28. PENSION COMMITMENTS

The Group operates two defined contributions pension schemes. The assets of the schemes are held separately from those of the Group in independently administered funds. The pension cost charge represents contributions payable by the Group to the funds and amounted to £177,000 (2023: £163,000). Contributions totaling £28,000 (2023: £25,000) were payable to the fund at the reporting date and are included in creditors.

29. CONTINGENT ASSET

The Group has business interruption insurance and it has been confirmed that this will pay out as a result of interruption caused by COVID-19. The indemnity period for the claim was for up to three years and claims will be made against this in the future. At the year end, a claim was in progress.

30. RELATED PARTY TRANSACTIONS

Owing to the nature of the Charity and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Charity Commission, and with the Charity's financial regulations and normal procurement procedures relating to related party transactions.

The following related party transactions took place in the period:

The Charity received the disbursement of a grant totalling £24,750 (2023: £Nil) from Nudge Community Builders, a society in which a Trustee is a director.

The Charity made sales of £18,094 (2023: £Nil) and purchases of £40,690 (2023: £Nil) from Arts University Plymouth, a charity in which a Trustee is also a Trustee. There were no balances outstanding at the year end in respect of these transactions.

The Charity made sales of £11,770 (2023: £Nil) to Westcotts (SW) LLP, a company in which a Trustee is a director. A balance of £1,529 (2023: £Nil) was owed to the Charity at the year end.

The Charity made sales of £1,520 (2023: £Nil) to Devonport High School for Boys, an Academy Trust in which a Trustee is also a Trustee. There were no balances outstanding at the year end in respect of these transactions.

31. CONTROLLING PARTY

The Group is controlled by the Board of Trustees.