

# James Menzies-Kitchin Memorial Trust

Charity Number: 295080

Accounts for the Year Ended 30 September 2024

# **James Menzies-Kitchin Memorial Trust**

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# **James Menzies-Kitchin Memorial Trust**

## **Charity information**

<b>Charity Number</b>	295080
<b>Principal Address</b>	Talton Farm Cottage Newbold-on-Stour Stratford-upon-Avon Warwickshire CV37 8UB
<b>Trustees</b>	Stephen Fewell (Chair) Robert Gill (Secretary) Jonathon Kemp (Treasurer) Cordelia O'Neill Lucy Popescu Emma Baggott Derek Bond
<b>Patrons</b>	Dame Judi Dench Sir Ian McKellen Clare Menzies-Kitchin MBE Tom Morris OBE
<b>Bankers</b>	HSBC 13 Chapel Street Stratford upon Avon Warwickshire CV 37 6ET  CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ

# **James Menzies-Kitchin Memorial Trust**

The trustees present their report and financial statements for the year ended 30 September 2024

## **Structure, Governance and Management**

### **Governing Document**

The James Menzies-Kitchin Memorial Trust, known as the JMK Trust, is a registered charity governed by trust deed dated 20th August 1986.

### **Objectives and Activities**

The Trust facilitates young and emerging theatre directors in developing and staging their work, providing professional support and mentorship. Each year the JMK Trust provides talented directors with awards and bursaries, guidance and development opportunities. We present the annual James Menzies-Kitchin Young Director's Award (The JMK Award) to one outstanding candidate.

Since 1997 the JMK Trust has nurtured and discovered a new generation of exciting, visionary young directors whose work and influence can be seen throughout the British theatre industry.

### **Achievements and Performance**

In developing the objectives for the year, and in planning activities, the Trustees have considered the Charity Commission's general guidance on public benefit.

This year the JMK Trust encountered significant operational challenges as the cost of living crisis generated additional costs not anticipated in budgets. While these were modest, it also had an impact on the skills and voluntary staff/consultancy which the JMK Trust has depended on previously. As the need for efficiency and income generation has hit, volunteers that we have called upon historically to guide, staff and sustain our operation- often on modest incomes themselves- have proved far less readily available than in the past. Whilst the solution at hand seemed to be to increase fundraising targets, and our 'asks' in the resultant bids to new and previous funders, additional costs 'in-year' presented themselves. For example, our host venue for the JMK Award, The Orange Tree Theatre, requested an increase of 40% in the money given for the JMK Award in order to fund more of the costs of the JMK Award production. Although these pressures were coming to bear in our last Financial Year, they contributed to the breakdown of our funding pipeline four months into the probation of our new General Manager, which became apparent in mid- September 2023. Competency and capacity had been established during the GM probation period, but board members rapidly agreed to step in to monitor and support new funding applications, revive the funding pipeline, relieve any personal pressure and report promptly and appropriately to existing funders. However, it was swiftly acknowledged at Board level that funding from new bids may not be forthcoming in time to sustain the GM salary into 2024.

With reluctance, the Trustees agreed that making the GM post redundant would prove a solution that would enable the JMK Trust to meet its other charitable financial commitments during the coming year, as well as providing a solution to apparent issues with the only permanently staffed role. The Orange Tree Theatre was forthcoming with some administrative capacity for the first quarter of 2024 to support the delivery of the JMK Award selection process, and with this in place the selection process was embarked upon, with JMK Board members, specifically the Chair, picking up the operational necessities after the GM vacated her role at the conclusion of 2023, following a fair and rigorous two month consultation process. The Trustees thanked her for her contribution to the organization. With no managerial staff capacity, this year and with great regret the JMK Trust paused the National Programme at this point. Attendance at in person events around the country had yet to equal pre-pandemic levels, and with a necessary hiatus presenting itself, our three director practitioners were thanked for their hard work to date. The hiatus presents an opportunity to reassess the impact of this work, and examine delivery strategies now that over-stretched partner venues around the country appear no longer to be able to sustain a visiting training and development programme for early career theatre directors. The Board acknowledge the impact of the National Programme over the last ten years, with its attendant workshops, paid work opportunities and JMK Space events during the pandemic. Alumni of the National Programme and its attendant Assistant Director bursaries include; Caroline Wilkes, Maria Crocker, Oli O'Shea, Yusra Warsama, Christa Harris, Gitika Buttoo, Chino Odimba, Sameena Hussain, Nyasha Gudo and Zoe Lack.

### **Achievements and Performance**

The JMK Award itself remains the single most sought-after prize for outstanding young theatre directors. Indeed post-pandemic, most of the alternative opportunities such as the RTYDS have fallen by the wayside. Great directors acknowledge that you learn to direct by directing – but opportunities to do so are extremely scarce. The JMK Award continues to allow participants to do exactly that. For many, winning this award is the breakthrough moment in their directing career. Taking part in the Trust's unique selection process has itself given a powerful impetus to the best theatre practitioners of the future.

# **James Menzies-Kitchin Memorial Trust**

## **Trustees' Report for the year ended 30 September 2024**

### **Achievements and Performance - Cont**

The application process for the JMK Award in 2024 once more took place over a shorter time period in order to fit in with our host venue's schedule for announcement of their season and their staff availability in the first quarter of the year. However after last year's process, the JMK Trust was more ready for the challenges this represents for applicants with identified support needs and disabilities, for staffing that was wholly voluntary, and for maintaining the highest standards of accountability, equality of access and transparency.

165 applications were received, an increase of almost 20% on the previous year which was itself an increase of 20% on the year before. This reflects a significant shift in early and mid-career artists seeking employment and career progression opportunities in the industry as a result of other changes during the last few years. As in previous years, the additional work generated processing and appraising the applications- almost double the workload of two years ago- was achieved by calling upon additional volunteers to support the reading and selection process, drawn from alumni, previous staff, trustees and host venue staff. Eight finalists were selected in March 2024. 50% of these applicants were women, 12% were non-binary, 38% were global majority or dual heritage, 37% were disabled and 63% were state educated.

In conducting the process this year, with operational challenges, the Trust acknowledged that sustaining an equitable and accessible selection process for the JMK Award takes time, budget and ethical commitment. It remains passionate to sustain the progress made pre-pandemic in representation, transparent recruitment processes, diverse interview and selection team members and the resulting appointments. This year, the JMK was proud to passionately advocate for this to industry partners who sometimes share that they feel they have 'done enough diversity', or those who wished to prioritise those with pre-existing privileged access to networking and employment opportunities. The 2024 finalists were Dipo Baruwa-Etti, Sam Woof, Joanna Pidcock, Zoe Templeman-Young, Josh Parr, Zoe Murtagh, Amelia Thornber and Adam Karim. The winner of the JMK Award in 2024 was Adam Karim, previously a recipient of the Donmar Theatre Resident Director placement, with his production of *Guards at the Taj* by Rajiv Joseph which ran at the Orange Tree Theatre from 26th October to 16th November 2024. Adam was awarded the JMK Award for his proposal with designer Roisin Jenner. Despite being programmed for a shorter run than anticipated, the production once more encountered great critical acclaim attracting four and five star reviews. The August O'Neill runners-up for the 2024 JMK Award were director Sam Woof with their designer Natalie Johnson and their proposed production of *Colder Than Here* by Laura Wade.

The JMK Award was supported by The Patricia Routledge Foundation, The Garfield Weston Foundation, The Cockayne London Community Foundation, The Martin Bowley Charitable Trust and significantly The Katie Bradford Arts Trust.

The recruitment process for an Assistant Director Bursary funded by donations in the name of the late theatre director Bob Carlton, at the Birmingham Rep, took place in late 2024. Laura Ryder assisted Caroline Wilkes, herself a previous beneficiary of the National Programme, on her production of *Little Red Riding Hood*.

The Trustees were sad to announce the death of patron and mother of James, Clare Menzies-Kitchin in April of 2024. Although not initially directly involved in setting up the JMK Trust, she soon became a fundraiser and the Trustee, before departing the board to become a patron when she received her MBE. This year saw the arrival of new Trustees Derek Bond and Emma Baggott in order of arrival. Producer and Director David Gilbert was enthusiastic about becoming a Trustee, but despite participating in some key activity and decision making during the year, sadly was ultimately unable to commit to the workload.

The Big Give Christmas Challenge, completed at noon 5th Dec 2023 enabled us to achieve our 2k target which was then doubled to 4k by pledges, match funding and reclaimed Gift Aid.

### **Financial Review**

The Trustees present the accounts for the year ending 30 September 2024. Income and expenditure for the period was greater than £25,000 and the accounts have therefore undergone independent examination in accordance with the requirements of the Charities Commission.

Total receipts for the period amounted to £40,814 (2022/23 £89,238) against payments of £34,320 (2022/23 £101,049). The Trust will carry forward £30,555 at the end of this period of which £3,509 is restricted funding.

# **James Menzies-Kitchin Memorial Trust**

## **Trustees' Report for the year ended 30 September 2024**

### **Reserves Policy**

The Trust relies on the generous support of grant funders and donors to fund its work. Given the uncertain nature of such funding in the long term, and increases this year in the competition for such funding and extended application processes, it is the renewed policy of the Trustees that sufficient unrestricted funds should be maintained. Industry standard across the sector is a reserve equivalent to three months operational costs - £8,800. The board would like to achieve this in the short term, with a longer term goal of achieving a reserve fund at a level equivalent to the costs of administering and making the main Award for one year, approximately £60,000. This year saw a point where funds necessitated the spending of reserves, but action was swiftly taken to ensure that monthly expenditure longer term matched income.

In determining the Trust's reserves policy, the Trustees have had regard to the Charity Commission's Guidance "Charities' Reserves" (CC19). The Trustees regularly review the current finances and future financial trends of the Trust and as part of this process will review its level of reserves and reserves policy annually.

### **Future Developments**

The Trust is looking to fundraise to sustain a new staffing model. In the meantime, funds raised for operational costs shall be used to engage contract staff to support operational demands.

The Trust is seeking a new host venue who can support its long term ethical mission statement, values and financial means, while sustaining a commitment to spotlighting early career theatre directors in a time of conservative programming and financial challenge at the box office.

The Trust is approaching historic liabilities in the shape of previous runners up who have not claimed their prizes. It has held meetings with these creatives and is encouraging approaches from them as to how to spend their prizes effectively. After three financial years, these liabilities shall be removed from the balance sheet and any attendant funds redistributed to future runners up in line with any historic restrictions on funding.

The Trust will continue to work on organisational development including reviewing the structure of the organisation and working to increase its fundraising capabilities and profile. In the financial year 2022-24 we are grateful to all those who have remained loyal in their commitment to funding the Trust, enabling us to continue to deliver our important work during these challenging and unpredictable times.

Signed on behalf of the board of trustees



**Stephen Fewell**  
**Chair**

**Date 08.09.2025**

# **James Menzies-Kitchin Memorial Trust**

## **Independent Examiner's Report**

I report to the Trustees on my examination of the accounts of the trust for the year ended 30 September 2024, which comprise the Receipts and Payments Account and the related notes.

This report is made to the Trustees, as a body, in accordance with the terms of my engagement. My work has been undertaken so that I might carry out an Independent examination of the financial statements in accordance with the General Directions given by the Charity Commissioners. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my work or for this report

### ***Responsibilities and Basis of Report***

The Trustees are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). The Trustees consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011) and that an Independent Examination is required.

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

### ***Independent Examiners's Statement***

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1) Accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
- 2) The accounts do not accord with those records; or
- 3) The accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Graham Darbourne FCA

TC Group  
The Old Town Hall  
Market Place  
Oundle  
Peterborough  
PE8 4BA

**Date: 08.09.2025**

# James Menzies-Kitchin Memorial Trust

## Statement of Financial Activities for the year ended 30 September 2024

Note	2023 / 2024			2022 / 2023
	Unrestricted Fund	Restricted Fund	Total Funds	Total Funds
	£	£	£	£
<b>Receipts</b>				
Grants and donations	1 26,255	13,000	39,255	86,539
Income Tax recovered on donations	723	-	723	2,300
Contribution from regional venues	800	-	800	300
Bank interest received	36	-	36	99
<b>Total Receipts</b>	<b>27,814</b>	<b>13,000</b>	<b>40,814</b>	<b>89,238</b>
<b>Payments</b>				
<i>JMK Award and National Programme</i>				
Winner's bursary	-	9,000	9,000	33,000
Runner-up awards & finalists' workshops	-	832	832	1,461
Winning production Trustee night	-	-	-	158
National Programme	-	5,856	5,856	16,383
Assistant Director Bursaries	-	-	-	5,507
Award Announcement	-	240	240	460
Selection process expenses	-	1,207	1,207	765
	-	17,135	17,135	57,738
<i>Administration and Fundraising</i>				
Administrative expenses	2,908	-	2,908	3,373
Insurance	-	-	-	723
Independent Examination	-	-	-	1,500
Staff Costs	11,398	-	11,398	32,989
Public Relations & Marketing	2,880	-	2,880	4,800
Fundraising Expenses	-	-	-	26
	17,185	-	17,185	43,311
<b>Total Payments</b>	<b>17,185</b>	<b>17,135</b>	<b>34,320</b>	<b>101,049</b>
<b>Net income / (deficit) for the year</b>	<b>10,628</b>	<b>(4,135)</b>	<b>6,494</b>	<b>(11,811)</b>
Balance brought forward	16,417	7,644	24,061	35,873
Transfer between funds	-	-	-	-
<b>Balance carried forward</b>	<b>27,045</b>	<b>3,509</b>	<b>30,555</b>	<b>24,061</b>
<b>Cash at bank</b>				
- Deposit account	179		179	1,173
- Current account	26,867	3,509	30,377	22,888
	<b>27,046</b>	<b>3,509</b>	<b>30,555</b>	<b>24,061</b>

The note on page 7 forms part of these accounts



# James Menzies-Kitchin Memorial Trust

## Notes to the accounts for the year ended 30 September 2024

### 1 Grants & Donations

		2023 / 2024			2022 / 2023
<i>Funder &amp; Donations</i>	<i>Purpose</i>	<b>Unrestricted Income</b>	<b>Restricted Income</b>	<b>Total Income</b>	Total Income
The Victoria Woods Foundation	Regional Bursaries	-	-	-	-
Barbara Whatmore Charitable Trust	National Programme	-	-	-	4,000
Fidelio Charitable Trust	JMK Award	-	-	-	2,000
Patricia Routledge Foundation	JMK Award	-	3,000	<b>3,000</b>	2,000
Hollick Family Foundation	National Programme	-	-	-	5,000
Arts Council England - G4A	National Programme	-	-	-	22,500
The Martin Bowley Charitable Trust	JMK Award	-	2,000	<b>2,000</b>	5,500
The London Community Cockayne	JMK Award	-	8,000	<b>8,000</b>	-
Big Give Donations	Core	3,644	-	<b>3,644</b>	3,195
Garfield Weston Foundation	Core	10,000	-	<b>10,000</b>	15,000
Foyle Foundation		-	-	-	7,500
Katie Bradford Arts Trust		10,000	-	<b>10,000</b>	10,000
Friends Scheme: Regular Donations		1,967	-	<b>1,967</b>	3,866
One off Donations		644	-	<b>644</b>	5,978
		<u>26,255</u>	<u>13,000</u>	<u><b>39,255</b></u>	<u>86,539</u>