

Charity Registration No. 516673

Company Registration No. 1874868 (England and Wales)

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

CUMBRIA THEATRE TRUST
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FOR THE YEAR ENDED 31 MARCH 2022

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CUMBRIA THEATRE TRUST

TRADING AS THEATRE BY THE LAKE

Company Information

| | | |
|--------------------------|--|------------------------|
| PRESIDENT | Dame Judi Dench | |
| FOUNDING PRESIDENTS | Graham Lamont Vicky Robinson MBE | |
| VICE PRESIDENTS | Nigel Illman Doreen Wilkinson | |
| PATRONS | Lord Bragg of Wigton Sir Tony Cunningham Hunter Davies OBE Dame Patricia Routledge OBE Eric Robson OBE Richard Wilson OBE | |
| DIRECTORS AND TRUSTEES | Charles Carter * | |
| | Kate McLaughlin-Flynn * | |
| | Anne Chambers | (Resigned 26/03/2022) |
| | Dr Jim Cox OBE * | |
| | Steve Freeman ** | |
| | Elizabeth Freestone ** | (Appointed 06/04/2021) |
| | Janaki Fryer-Spedding * | |
| | Fiona Lowry* | (Appointed 06/04/2021) |
| | Philip Moorhouse* | (Appointed 06/04/2021) |
| | Jenna Omeltschenko | |
| | Geoffrey Hall | (Resigned 25/09/2021) |
| | Godfrey Owen | (Resigned 25/09/2021) |
| | * Member of Finance Committee | |
| | ** Member of Artistic Committee | |
| SECRETARY | Amanda Leader | (Appointed 25/09/2021) |
| CHIEF EXECUTIVE | James Cobbold | |
| KEY MANAGEMENT PERSONNEL | Liz Stevenson – Artistic Director David Jane – General Manager Rachel Swift – Head of Communications | |
| REGISTERED OFFICE | Theatre by the Lake Lakeside Keswick Cumbria CA12 5DJ | |
| AUDITORS | Azets Audit Services Fleet House New Road Lancaster LA1 1EZ | |
| MAIN BANKERS | Barclays Bank plc Market Square Keswick Cumbria CA12 5BE | |
| COMPANY NUMBER | 1874868 | |
| CHARITY NUMBER | 516673 | |
| TELEPHONE | 017687 72282 | |
| WEBSITE | www.theatrebythelake.com | |

CUMBRIA THEATRE TRUST

TRADING AS THEATRE BY THE LAKE

ANNUAL REPORT – CHAIR’S REPORT

For the year ended 31 March 2022

We entered this financial year as the country was starting to emerge from its third lockdown and with the theatre still forcibly closed. We didn’t re-open our stages for six months, principally because of the long lead times needed to develop productions, exacerbated by the complexity of the rules around getting people together to rehearse. Despite these challenges and the continuing frustrations posed by the lingering impact and occasional resurgence of Covid, we end the year being able to celebrate much artistic innovation and success.

In the first half of the year, the majority of our artistic work was delivered digitally. Our *Spark* programme of rehearsed play readings, performances, audio programmes, and workshops for creatives attracted over 1,000 attenders and participants. We were able to employ over 70 freelance artists at a time of crisis, with a particular focus on local talent. It also allowed us to develop and test new ideas and ways of working and, crucially, we were able to maintain contact with our existing communities and audiences as well as develop new audiences while we were closed.

In the Summer we were able to move activity into the open air. We ran outdoor workshops and also collaborated with English Touring Theatre and the National Trust to mount *Trailer Story* in Crow Park adjacent to the theatre (over what was probably August’s wettest and windiest weekend!).

We re-opened our main building in September after being dark for 18 months. We were well-prepared, with installations of protective screens, changes to our ventilation system, well-designed approaches to people flows and well-trained volunteers to usher theatregoers. We also introduced socially distanced seating which encouraged people to come to the theatre when they might not otherwise have done so.

Other than our much-praised Christmas production of *Tom’s Midnight Garden* which was wholly produced by us, all our productions since we re-opened have been co-produced with other theatres and theatre companies. This approach enables us to mount a wider range of productions while reducing our financial risk. Our in house programme has been varied:

- *Home I’m Darling*, a comedy, co-produced with the Stephen Joseph Theatre and Bolton Octagon
- *Jacaranda*, a world premiere, co-produced with Pentabus
- *Glee Club*, a gentle comedy with music, co-produced with Stockroom
- *Swim*, an exploration of overcoming grief, co-produced with its lead performer, Liz Richardson
- *Kes*, an innovative interpretation of the original story, co-produced with Bolton Octagon

Additionally, we have welcomed visiting productions of *Pinocchio*, aimed at families and children, *Committed2Rock*, and *The Ballad of Maria Marten*. We were also delighted to welcome the return of Keswick Mountain Festival and a shortened version of the literary festival *Words by the Water*.

After joining us three years ago, this has been the first opportunity for Liz Stevenson, our Artistic Director, to mount a programme that she has put together, and it was a delight that it opened with her highly acclaimed direction of *Home I’m Darling*.

The spectre of the pandemic has continued throughout the year. We lost performances of most of the productions, particularly *Tom’s Midnight Garden*, as cast members succumbed to Covid. Audiences have also been slow to return. Both have a major impact on ticket sales, our major source of income in normal times. While we were able to replace a small proportion of this lost income through the sale of digitally captured performances (a new technology for us, giving experience on which we will build), we did not achieve our target income for any in-house production. The consequential losses have been largely alleviated by government assistance, with grants from Cultural Recovery Fund being crucial to our survival. As well as enabling us to provide practical measures, these grants were also designed to underwrite production costs and, for Christmas, losses of ticket sales. We are immensely grateful to the Department of Digital, Culture, Media and Sport for these funds.

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE ANNUAL REPORT – CHAIR'S REPORT

For the year ended 31 March 2022

With this assistance, our financial position has been sufficiently stable that we have been able to start to recruit more staff as we plan for the coming year, although we do not expect to replicate our pre-pandemic staff structure in either size or roles. We end the financial year in a reasonable financial position, although we recognise that the post-pandemic financial risks remain high and we continue to manage them as effectively as we can.

We have continued to develop our thinking about the future, both in how we will make use of the stages in our Keswick building and in how we can reach the rural and isolated communities more prevalent in Cumbria than elsewhere in the country. We look forward to the coming year with huge optimism that we can develop further the new approaches we are adopting, recognising that we still need our audiences to return to pre-pandemic capacities.

I mentioned in last year's Chair's report that the Friends of Theatre by the Lake had decided to wind up the separate charity. I would like to thank everyone involved with that group over the years. Since its inception in 2005, the Friends' charity has donated nearly £1m to the theatre. That is a tremendous achievement for which we are all immensely grateful. The Friends scheme has been relaunched by the theatre and will continue in the years to come.

We also thank all of our supporters for their continued financial support through donations to our recovery fund, and alongside regular ticket purchases. I would particularly like to thank those who helped us to mount our Anon3 exhibition, as well as those who contributed and bought the artworks.

On behalf of my fellow Trustees, I would like to thank James Cobbold, Liz Stevenson and the theatre team as a whole for their commitment over the last year. It has been a tricky year and they have delivered a huge amount while dealing with many unforeseen circumstances. Lastly, I would like to offer my thanks to my fellow Trustees for their time and support over the year.



Charles Carter



Date

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE TRUSTEES' AND DIRECTORS' ANNUAL REPORT

For the year ended 31 March 2022

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year end are detailed on page 1.

Objectives and activities

The charitable objectives of Cumbria Theatre Trust (CTT) are to:

- promote and advance the arts and in particular the performing arts for the benefit of the public; and
- promote and advance education through the development and delivery of creative learning programmes for people of all ages.

Despite great success since opening in 1999, we recognise pre-Covid that we need to change; our model was increasingly unsustainable, preventing us from becoming more relevant and accessible to our communities. Our new place-based model was inspired by our local communities:

Vision

Theatre enriches the lives of everyone in Cumbria, and theatre made in Cumbria is celebrated on the national stage.

Mission

In our venue and out across Cumbria, we make and share great theatre that tells stories, builds communities & celebrates our place.

Our model depends upon strategic, creative partnerships to increase our impact and reach. We partner with small to large-scale producers, creating work for diverse audiences from across Cumbria and the UK, in Keswick and on rural & national tours.

Public benefit statement

The Trustees are aware of the Charity Commission guidance on public benefit and have taken this into account when making a decision to which the guidance is relevant.

Strategic Report

Achievements and performance

As a regional arts and education charity based in Keswick, Cumbria, Cumbria Theatre Trust (CTT) owns Theatre by the Lake (TBTL), the only midscale producing theatre between Glasgow, Newcastle & Lancaster. We serve communities across Cumbria and visitors to the Lake District. TBTL is an essential creative hub in an area of comparatively limited cultural provision. We operate in England's second largest and second least populated county with 70% of settlements comprising under 200 people. As a producing theatre, the work we create, commission and share is critical to levelling up access to high quality arts for rural and isolated communities, particularly children and young people, and developing local talent.

The Covid-19 pandemic and subsequent restrictions meant performances were delivered either digitally or outdoors, until we were able to open the theatre again in October 2021. Since then, we have welcomed audiences to co-production Home I'm Darling, (co-produced with Stephen Joseph Theatre and Octagon Theatre Bolton); Jacaranda, a premiere production; and Tom's Midnight Garden, our in-house Christmas production, along with visiting company work and other events. We continue to present a wide-ranging programme in the 2022/23 season.

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE TRUSTEES' AND DIRECTORS' ANNUAL REPORT

For the year ended 31 March 2022

Financial review

The extraordinary circumstances of 2020/21 continued into 2021/22.

For the financial year ended 31 March 2022, the Group realised a surplus on unrestricted funds after transfers of £366,586. The statement of financial activities (SOFA), balance sheet, cash flow statement and notes are set out from page 12 onwards.

2021/22 was the final year of a four-year commitment from ACE under the National Portfolio Organisation (NPO) funding programme. As a consequence of the pandemic, ACE agreed to maintain this grant while at the same time relieving the Trust of all conditions attaching to it (for example, the requirement to produce a certain number of shows each year and deliver certain educational aims). ACE declared an intent to extend the NPO programme by one further year into 2022/23. The Trust has now applied for the next three years of funding; 2023/24 - 2025/26.

During 2021/22, a further application was made to the Department of Culture, Media and Sport (DCMS) Culture Recovery Fund (CRF) (administered by Arts Council England) which secured the short term future of the theatre during the additional lockdown periods and slow to return audiences.

Cumbria County Council continues to support CTT through the award of a funding grant for National Portfolio Organisations in Cumbria, and Keswick Town Council continues to support with project based funding.

The Friends of Theatre by the Lake charity (the Friends) was wound up on 31 March 2022. Final funds were transferred to the Trust amounting to £12,582. The Trust is immensely grateful to the Friends for their support of theatre over many years. A new Friends membership scheme has been set up within the Trust and current Friends have been transferred over, with new Friends joining.

CTT operates a subsidiary company for trading activities which might fall outside its charitable objectives, including bars and catering, ice creams, merchandise and programmes. In March 2016, the operation of bars and catering activities was contracted for a five year period to BaxterStorey Limited, a commercial operator, who contribute a proportion of turnover, with a guaranteed monthly payment, to the subsidiary company. This contract ceased in March 2022, but has been extended for a further year and will be re-tendered in late 2022.

TBTL Services Limited donates its profits to CTT through Gift Aid.

Our second subsidiary company, Theatre by the Lake Productions Limited, is a Special Purpose Vehicle company which was set up to prepare productions for presentation at TBTL and other venues, and to claim theatre tax relief.

CTT's financial statements for the year ended 31 March 2022 are consolidated with the profit and loss accounts of TBTL Services Limited and Theatre by the Lake Productions Limited. TBTL Services Limited made a net profit of £86,630, which was donated to the Charity (see also note 28). Theatre by the Lake Productions Limited made a loss of £Nil before submitting a tax credit claim to HMRC (see also note 29).

Reserves Policy

The unrestricted reserves of the Trust are £2,203,076. The Trust also has restricted reserves of £3,246,172 not available for the general purposes of the charity at the end of the year. Reserves are further analysed in notes 27 and 30.

Free reserves, of the Trust, were £926,913 at the year-end (2021: £539,003).

At 31 March 2022 cash reserves stood at £1,491,728 including cash representing restricted fund balances (£73,627) and deferred income and third party resources (£263,400).

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE TRUSTEES' AND DIRECTORS' ANNUAL REPORT

For the year ended 31 March 2022

The trustees consider that the level of free reserves at the current time is satisfactory and provides contingency against one failed production that would need to be cancelled as a result of reinstated lockdowns and theatre closures. The Trustees will monitor reserves closely over the coming year and re-establish a target figure in the light of prevailing conditions and experience.

The Trustees have designated reserves of £303k for improvement works, works related to branding and future contingencies. These are analysed in Note 30. Trustees will approve release of these funds as circumstances allow.

Financial Risk Management

The Finance Committee considers the financial risks to which CTT may be exposed, assesses their potential impact on the organisation and identifies strategies to mitigate their effect, should those risks materialise.

Cumbria Theatre Trust's risk management strategy comprises:

- regular review of the principal risks and uncertainties faced by the group;
- the establishment of policies, systems and procedures to mitigate those risks;
- the implementation of procedures to minimise or manage any potential impact on the organisation, should those risks materialise.

The charity's most significant risk is loss of Arts Council England funding or change of its conditions. If these risks were to materialise, it would adversely affect the charity's ability to operate. Provided Arts Council England continue with the current arrangements, and given reserves balance held, trustees are confident that the charity can be sustained in its current form.

Covid-19 continues to have an impact on our ability to stage productions, how our audience members are returning and in turn how our staff and volunteers work.

Plans for Future Periods

The 2022/23 programme is an exciting mix of in-house productions, co-productions and visiting work, aimed at encouraging our loyal and supportive audience to return, and to welcome new audience members to the theatre experience.

The application to the Arts Council England as part of its National Portfolio has enabled us to review the plan for the theatre for the next three years and beyond. We are committed to the Let's Create model to removing geographic, economic and social barriers that prevent participation in cultural activity.

Structure, governance and management

Governing Documents

CTT is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 4 December 1984 with subsequent minor updates in 2007 and 2018. It is registered with the Charity Commission.

CTT established a wholly owned trading subsidiary company for the benefit of the charity, TBTL Services Limited, a private company limited by shares, governed by its Memorandum and Articles of Association dated 22 June 2009.

Theatre by the Lake Productions Limited, a special purpose vehicle wholly owned subsidiary company, was established for CTT to take advantage of the government's theatre production tax credit scheme. It is a private company limited by shares and governed by its Articles of Association dated 13 October 2014.

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE TRUSTEES' AND DIRECTORS' ANNUAL REPORT

For the year ended 31 March 2022

Organisation

The governing body of CTT is the board of trustees whose members are non-executive and unpaid. The board meets at least four times a year and retains full and effective control over the Company. The board delegates the management and artistic operation of the company to the Executive Director and Artistic Director. They attend meetings of the board, together with other senior staff, as appropriate. All staff who attend board meetings do so as non-voting participants.

The board of trustees takes responsibility for appointing the Executive Director and Artistic Director and will determine the contract of employment and monitor the performance of individuals undertaking these roles. The responsibility for the appointment of other staff would normally be delegated to the Executive Director and Artistic Director.

Keswick Town Council are entitled to nominate one member to the Board. Allerdale Borough Council is also entitled to nominate one member to the Board. See note 25 Related Party Transactions for further details.

Trustee Appointment

The Articles of Association specify that the number of members of the board is not less than five and not more than fifteen, including trustees nominated by external bodies currently designated in the board rules.

Elected directors would normally retire at the end of their term of office (up to 4 years) but may seek re-election for a second term.

Volunteers

Recruitment, induction and training of volunteers represents a vital element of CTT's staffing strategy, with approximately 183 dedicated front of house staff 'on the books'. The return to opening the theatre again this year has been hugely supported by our volunteers, who offer a unique welcome to theatre customers.

Funding and Fundraising

CTT generates income from its activities; ticket sales, ancillary trading, contracts for services, grants for specific projects, fundraising. The balance of regular income is made up of grants.

Our annual core funding from Arts Council England (ACE), which supports the full range of artistic activity. During the year, ACE also made a DCMS Culture Recovery Fund 3 grant to the theatre of £135,000. The Trust is immensely grateful for this funding.

We are also grateful to Cumbria County Council for their support of the Trust through their award of a funding grant for National Portfolio Organisations in Cumbria, and Keswick Town Council for their continued project based funding.

The trustees place great importance on relationships with donors and supporters and are committed to ensuring best practice through ethical, sustainable fundraising. The charity is not currently registered with a regulatory body but follows the principles of the Fundraising Regulator's voluntary regulation scheme. We used the support of Cause4, a consultancy firm, to establish research in future fundraising activities.

Disclosure of information to the auditors

We, the directors of the company who held office at the date of approval of these Financial Statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and

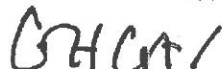
**CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
TRUSTEES' AND DIRECTORS' ANNUAL REPORT**

For the year ended 31 March 2022

- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the board



Charles Carter, Trustee

Date 3 Sept 2022

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

For the year ended 31 March 2022

The trustees, who are also the directors of Cumbria Theatre Trust for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CUMBRIA THEATRE TRUST

Opinion

We have audited the financial statements of Cumbria Theatre Trust (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CUMBRIA THEATRE TRUST

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CUMBRIA THEATRE TRUST

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

Susanna Cassey (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

14 Sept 22

**Chartered Accountants
Statutory Auditor**

Fleet House
New Road
Lancaster
United Kingdom
LA1 1EZ

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
STATEMENT OF FINANCIAL ACTIVITIES
(incorporating Income & Expenditure Account)

For the year ended 31 March 2022

| | Notes | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ | Total 2021 £ |
|---|-----------|----------------------------|--------------------------|--------------------|--------------------|
| INCOME | | | | | |
| Donations | 2 | 808,167 | 256,699 | 1,064,866 | 2,210,139 |
| Charitable activities | 3 | 407,815 | - | 407,815 | 6,402 |
| Other trading activities | 4 | 156,705 | - | 156,705 | 52,053 |
| Investment income | 5 | 132 | - | 132 | 757 |
| Other income | | 48,701 | - | 48,701 | 4,289 |
| TOTAL INCOME | | 1,421,520 | 256,699 | 1,678,219 | 2,273,640 |
| EXPENDITURE | | | | | |
| Costs of raising funds | 6 | 98,877 | - | 98,877 | 43,880 |
| Costs of charitable activities | 7 | 956,057 | 775,472 | 1,731,529 | 1,434,710 |
| TOTAL | | 1,054,934 | 775,472 | 1,830,406 | 1,478,590 |
| Net (expenditure) / income before transfers / taxation | | 366,586 | (518,773) | (152,187) | 795,050 |
| Transfers | 19 | - | - | - | - |
| Net movement in funds (net income after taxation) | | 366,586 | (518,773) | (152,187) | 795,050 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | 19 | 1,836,490 | 3,764,945 | 5,601,435 | 4,806,385 |
| Total funds carried forward | 19 | 2,203,076 | 3,246,172 | 5,449,248 | 5,601,435 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 16 to 32 form an integral part of these financial statements.

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
BALANCE SHEET

As at 31 March 2022

| | Notes | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|--|-------|--------------------|--------------------|----------------------|----------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 11 | 4,422,188 | 4,580,008 | 4,422,188 | 4,580,008 |
| Intangible assets | 12 | 26,520 | 27,040 | 26,520 | 27,040 |
| Investments | 13 | - | - | 200 | 200 |
| Total Fixed Assets | | 4,448,708 | 4,607,048 | 4,448,908 | 4,607,248 |
| CURRENT ASSETS | | | | | |
| Stocks | 14 | 2,850 | 2,387 | - | 2,387 |
| Debtors | 15 | 177,475 | 153,542 | 261,135 | 169,258 |
| Cash at bank and in hand | | 1,401,728 | 1,277,153 | 1,304,932 | 1,254,071 |
| Total Current Assets | | 1,582,053 | 1,433,082 | 1,566,067 | 1,425,716 |
| CREDITORS | | | | | |
| Amounts falling due within one year | 16 | (581,513) | (438,695) | (565,727) | (431,529) |
| NET CURRENT ASSETS | | | | | |
| | | 1,000,540 | 994,387 | 1,000,340 | 994,187 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | | | |
| | | 5,449,248 | 5,601,435 | 5,449,248 | 5,601,435 |
| TOTAL NET ASSETS | | | | | |
| | | 5,449,248 | 5,601,435 | 5,449,248 | 5,601,435 |
| FUNDS | | | | | |
| Unrestricted Funds | 19 | 2,203,076 | 1,836,490 | 2,203,076 | 1,836,490 |
| Restricted Funds | 19 | 3,246,172 | 3,764,945 | 3,246,172 | 3,764,945 |
| | | 5,449,248 | 5,601,435 | 5,449,248 | 5,601,435 |

The financial statements were approved by the Board of Trustees and authorised for issue on 3 Sept 2022 and signed on their behalf by:

Charles Carter, Chair

Kate McLaughlin-Flynn, Vice-Chair

Registered Company number: 1874868

Registered Charity number: 516673

The notes on pages 16 to 32 form an integral part of these financial statements

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
CASH FLOW STATEMENT

For the year ended 31 March 2022

| | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|---|--------------------|--------------------|----------------------|----------------------|
| Cash flows from operating activities | | | | |
| Net cash provided by (used in) operating activities | <u>159,841</u> | <u>736,654</u> | <u>86,127</u> | <u>860,729</u> |
| Cash flows from tax credits: | | | | |
| Theatre tax credit received | <u>-</u> | <u>133,800</u> | <u>-</u> | <u>-</u> |
| Cash flows from investing activities: | | | | |
| Bank Interest | 132 | 757 | 132 | 757 |
| Purchase of property plant and equipment | (27,598) | (11,669) | (27,598) | (11,669) |
| Website | (7,800) | (33,800) | (7,800) | (33,800) |
| Net cash (used in) investing activities | <u>(35,266)</u> | <u>(44,712)</u> | <u>(35,266)</u> | <u>(44,712)</u> |
| Change in cash and cash equivalents in the year | 124,575 | 825,742 | 50,861 | 816,017 |
| Cash and cash equivalents at the start of the year | <u>1,277,153</u> | <u>451,411</u> | <u>1,254,071</u> | <u>438,054</u> |
| Cash and cash equivalents at the end of the year | <u>1,401,728</u> | <u>1,277,153</u> | <u>1,304,932</u> | <u>1,254,071</u> |
| Reconciliation of net income/(expenditure) to net cashflow from operating activities | | | | |
| Net (expenditure) per the SoFA | (152,187) | 790,761 | (152,187) | 795,050 |
| Adjustments for: | | | | |
| Depreciation charges | 185,418 | 181,465 | 185,418 | 181,465 |
| Amortisation charges | 8,320 | 6,760 | 8,320 | 6,760 |
| Dividends and interest from investments | (132) | (757) | (131) | (757) |
| (Increase)/decrease in stocks | (462) | 3,155 | 2,387 | 1,834 |
| (Increase)/decrease in debtors | (23,934) | (8,734) | (91,878) | 107,009 |
| Increase/(decrease) in creditors | 142,818 | (235,996) | 134,198 | (230,632) |
| Net cash provided by (used in) operating activities | <u>159,841</u> | <u>736,654</u> | <u>86,127</u> | <u>860,729</u> |
| Analysis of cash and cash equivalents | | | | |
| Cash in hand | 1,401,728 | 1,277,153 | 1,304,932 | 1,254,071 |
| Total cash and cash equivalents | <u>1,401,728</u> | <u>1,277,153</u> | <u>1,304,932</u> | <u>1,254,071</u> |

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2022

1 Accounting policies

Charity information

Theatre By The Lake is a private charitable company limited by guarantee and is incorporated and domiciled in England and Wales. The address of the registered office is Theatre by the Lake, Lakeside, Keswick, Cumbria, CA12 5DJ.

The nature of the its operations and its principle activities are detailed in the trustees report attached to these financial statements.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's articles of association and memorandum, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Income in respect of productions is recognised in the period in which the production occurs.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THEATRE BY THE LAKE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 March 2022

1 Accounting policies

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income from Government and other grants, whether capital grants or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be reliably measured.

Income received in advance of a theatrical performance or provision of other specified service is deferred until the criteria for income recognition are met.

Other trading income is recognised on a receivable basis.

Investment income is recognised in the Statement of Financial Activities in the year in which it is receivable.

1.5 Expenditure

Expenditure is recognised once there is a constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be reliably measured. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to those activities and those of an indirect nature necessary to support them.

Where performances of a production straddle the year-end, payroll, rehearsal and audition costs are recognised in the year in which they arise. Production costs (e.g. scenery/costumes) and creative team fees are apportioned between the periods on the number of performances in each period and included in accruals or prepayments.

Support costs relate to those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's programmes and activities. These costs have been allocated between costs of raising funds and expenditure on charitable activities. Support costs are apportioned on an appropriate basis eg floor area, per capita or estimated usage.

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|---------------|----------------------------|
| Website costs | 5 year straight line basis |
|---------------|----------------------------|

THEATRE BY THE LAKE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 March 2022

1 Accounting policies

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|-------------------------------|--|
| Freehold land and buildings | Buildings: 50 years straight line; Land: Not depreciated |
| Theatre equipment | 10-20% straight line |
| Fixtures and fittings | 10% straight line |
| Office equipment and software | 20% straight line |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.8 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.9 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.10 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.11 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

THEATRE BY THE LAKE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 March 2022

1 Accounting policies

1.12 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.15 Theatre tax credit

Where the trading subsidiary incurs qualifying losses in respect of theatre productions these are surrendered for a cash payment under HMRC Theatre Tax Relief regime. Where receipt of these tax credits is virtually certain they are included in the accounts in the year in which the qualifying losses occurred.

THEATRE BY THE LAKE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 March 2022

1 Accounting policies

1.16 Group financial statements

These financial statements consolidate the results of the Charity and its wholly owned subsidiaries. A separate Statement of Financial Activities for the charity is not included as it has taken advantage of the exemption afforded by s408 of the Companies Act 2006.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 March 2022

2 DONATIONS

| | 2022 | | | 2021 | | |
|-------------------------------------|-------------------|-----------------|------------------|-------------------|-----------------|------------------|
| | Unrestricted £ | Restricted £ | Total £ | Unrestricted £ | Restricted £ | Total £ |
| Core grants | | | | | | |
| Arts Council England - NPO | 615,182 | - | 615,182 | 625,534 | - | 625,534 |
| ACE - emergency funding | - | - | - | 180,000 | - | 180,000 |
| ACE - CRF1 | - | - | - | - | 878,492 | 878,492 |
| ACE - CRF2 | - | 87,699 | 87,699 | - | - | - |
| ACE - CRF3 | - | 135,000 | 135,000 | - | - | - |
| Cumbria County Council | 25,000 | - | 25,000 | 10,000 | - | 10,000 |
| Allerdale BC - covid support grants | 40,000 | - | 40,000 | 48,925 | - | 48,925 |
| HMRC - CJRS (furlough) | - | - | - | 216,997 | - | 216,997 |
| Other grants | 5,500 | - | 5,500 | - | - | - |
| Donations | | | | | | |
| Friends of Theatre by the Lake | 29,432 | 12,000 | 41,432 | 91,355 | 35,000 | 126,355 |
| Other donations (incl Gift Aid) | 93,053 | 22,000 | 115,053 | 109,336 | 14,500 | 123,836 |
| | <u>808,167</u> | <u>256,699</u> | <u>1,064,866</u> | <u>1,282,147</u> | <u>927,992</u> | <u>2,210,139</u> |

3 INCOME FROM CHARITABLE ACTIVITIES

| | | | | | | |
|---------------------------|----------------|----------|----------------|--------------|--------------|--------------|
| Theatre Performances | 395,966 | - | 395,966 | 1,383 | - | 1,383 |
| Education & Participation | 11,849 | - | 11,849 | 2,019 | 3,000 | 5,019 |
| | <u>407,815</u> | <u>-</u> | <u>407,815</u> | <u>3,402</u> | <u>3,000</u> | <u>6,402</u> |

The movement in deferred box office income is shown in note 19.

4 INCOME FROM OTHER TRADING ACTIVITIES

| | 2022 | | | 2021 | | |
|------------------------------------|-------------------|-----------------|----------------|-------------------|-----------------|---------------|
| | Unrestricted £ | Restricted £ | Total £ | Unrestricted £ | Restricted £ | Total £ |
| Fundraising | | | | | | |
| Business partnerships | - | - | - | - | - | - |
| Equipment & costume hire etc | - | - | - | 15,353 | - | 15,353 |
| Room hires | 6,000 | - | 6,000 | - | - | - |
| Total fundraising activities | <u>6,000</u> | <u>-</u> | <u>6,000</u> | <u>15,353</u> | <u>-</u> | <u>15,353</u> |
| Trading subsidiary | | | | | | |
| Turnover & other income | 150,705 | - | 150,705 | 36,700 | - | 36,700 |
| Total subsidiary activities | <u>150,705</u> | <u>-</u> | <u>150,705</u> | <u>36,700</u> | <u>-</u> | <u>36,700</u> |
| Total income from other activities | <u>156,705</u> | <u>-</u> | <u>156,705</u> | <u>52,053</u> | <u>-</u> | <u>52,053</u> |

5 INVESTMENT INCOME

| | 2022 £ | 2021 £ |
|------------------------|------------|------------|
| Bank interest received | <u>132</u> | <u>757</u> |
| | <u>132</u> | <u>757</u> |

Bank interest is receivable on cash balances held in appropriate interest bearing deposits.

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 March 2022

6 COSTS OF GENERATING FUNDS

| | Unrestricted £ | 2022 Restricted £ | Total £ | Unrestricted £ | 2021 Restricted £ | Total £ |
|---|-------------------|-------------------------|---------------|-------------------|-------------------------|---------------|
| <i>Generating donations & grants</i> | | | | | | |
| Direct costs | 846 | - | 846 | - | - | - |
| Support costs | 5,313 | - | 5,313 | 5,254 | - | 5,254 |
| Governance costs | 302 | - | 302 | 248 | - | 248 |
| Charged to restricted funds | - | - | - | - | - | - |
| | <u>6,461</u> | <u>-</u> | <u>6,461</u> | <u>5,502</u> | <u>-</u> | <u>5,502</u> |
| <i>Fundraising</i> | | | | | | |
| Direct costs | 6,204 | - | 6,204 | 9,839 | - | 9,839 |
| Support costs | 5,313 | - | 5,313 | 5,254 | - | 5,254 |
| Governance costs | 302 | - | 302 | 248 | - | 248 |
| Charged to restricted funds | - | - | - | - | - | - |
| | <u>11,819</u> | <u>-</u> | <u>11,819</u> | <u>15,341</u> | <u>-</u> | <u>15,341</u> |
| <i>Trading subsidiary</i> | | | | | | |
| Direct costs | 2,823 | - | 2,823 | 2,746 | - | 2,746 |
| Support costs | 77,774 | - | 77,774 | 20,291 | - | 20,291 |
| Total subsidiary activities | <u>80,597</u> | <u>-</u> | <u>80,597</u> | <u>23,037</u> | <u>-</u> | <u>23,037</u> |
| Total expenditure on other activities | <u>98,877</u> | <u>-</u> | <u>98,877</u> | <u>43,880</u> | <u>-</u> | <u>43,880</u> |

7 COSTS OF CHARITABLE ACTIVITIES

Costs of theatre operations and performances (including touring)

| | Unrestricted £ | 2022 Restricted £ | Total £ | Unrestricted £ | 2021 Restricted £ | Total £ |
|---|-------------------|-------------------------|------------------|-------------------|-------------------------|------------------|
| In-house productions: actors | 89,330 | - | 89,330 | - | - | - |
| In-house productions: creative | 252,529 | - | 252,529 | (17,862) | - | (17,862) |
| Other direct costs | 646,111 | - | 646,111 | 489,448 | - | 489,448 |
| Incoming work: direct costs | - | - | - | - | - | - |
| Box office and house management | - | - | - | - | - | - |
| Marketing and publicity | 55,148 | - | 55,148 | 13,666 | - | 13,666 |
| Support costs | 616,691 | - | 616,691 | 776,129 | - | 776,129 |
| Governance costs | 28,390 | - | 28,390 | 23,430 | - | 23,430 |
| Charged to restricted funds | (740,986) | 740,986 | - | (442,090) | 442,090 | - |
| | <u>947,213</u> | <u>740,986</u> | <u>1,688,199</u> | <u>842,721</u> | <u>442,090</u> | <u>1,284,811</u> |
| <i>Education and participation</i> | | | | | | |
| Direct costs | 18,820 | - | 18,820 | 104,997 | - | 104,997 |
| Support costs | 23,302 | - | 23,302 | 43,909 | - | 43,909 |
| Governance costs | 1,208 | - | 1,208 | 993 | - | 993 |
| Charged to restricted funds | (34,486) | 34,486 | - | (72,531) | 72,531 | - |
| | <u>8,844</u> | <u>34,486</u> | <u>43,330</u> | <u>77,368</u> | <u>72,531</u> | <u>149,899</u> |
| | <u>956,057</u> | <u>775,472</u> | <u>1,731,529</u> | <u>920,089</u> | <u>514,621</u> | <u>1,434,710</u> |

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 March 2022

8 SUPPORT AND GOVERNANCE COSTS

| | 2022 | | | 2021 | | |
|---------------------------------|------------------------|-------------------|----------------|------------------------|-------------------|----------------|
| | General Support | Governance | Total | General Support | Governance | Total |
| | £ | £ | £ | £ | £ | £ |
| Salaries and related costs | 152,800 | 11,949 | 164,748 | 232,637 | 13,900 | 246,537 |
| Direct governance costs | - | - | - | - | 920 | 920 |
| Premises | 198,614 | 1,525 | 200,139 | 251,372 | 1,166 | 252,538 |
| General office | 140,471 | 1,142 | 141,613 | 82,072 | 823 | 82,895 |
| Financial | 15,965 | 14,617 | 30,582 | 3,041 | 7,077 | 10,118 |
| Consultancy and development | 27,773 | - | 27,773 | 94,522 | - | 94,522 |
| Depreciation | 192,771 | 969 | 193,740 | 187,284 | 941 | 188,225 |
| | <u>728,394</u> | <u>30,201</u> | <u>758,595</u> | <u>850,928</u> | <u>24,828</u> | <u>875,755</u> |
| Apportioned as: | | | | | | |
| Generating grants and donations | 5,313 | 302 | 5,615 | 5,254 | 248 | 5,502 |
| Theatre performances | 616,691 | 28,390 | 645,081 | 776,129 | 23,430 | 799,558 |
| Participation and outreach | 23,302 | 1,208 | 24,510 | 43,909 | 993 | 44,902 |
| Fundraising activities | 5,313 | 302 | 5,615 | 5,254 | 248 | 5,502 |
| Trading subsidiary | 77,774 | - | 77,774 | 20,382 | (91) | 20,291 |
| | <u>728,393</u> | <u>30,202</u> | <u>758,595</u> | <u>850,928</u> | <u>24,828</u> | <u>875,755</u> |

Analysis of governance costs

| | 2022 | 2021 |
|--|---------------|---------------|
| | £ | £ |
| External audit | 14,484 | 7,077 |
| Costs of Trustee meetings, travel, administration etc. | - | 920 |
| Apportionment of staff costs | 10,405 | 13,900 |
| Apportionment of support costs | 5,313 | 2,931 |
| | <u>30,201</u> | <u>24,828</u> |

Allocation of support costs

The following bases of allocation are used:

- | | |
|---|----------------------------------|
| - Premises (utilities, repairs etc): | Management review of space usage |
| - General office (stationery, postage, telephone, IT etc): | Management review of staff time |
| - Financial (bank charges, loss on disposal of assets etc): | Management review of staff time |
| - Depreciation: | Management review of staff time |

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 March 2022

9 Trustee and staff information

a) Trustee information

The trustees are all volunteers and were not paid or received any benefits from employment with the Trust or its subsidiary in the year (2021: £nil); they were reimbursed expenses during the year of £769 (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil). Directors and Officers liability insurance costing £1,340 (2021 : £2,059) was taken out during the year.

b) Staff information

| | 2022 | 2021 |
|--|---------------|--------------|
| | £ | £ |
| Actors and Freelance Stage Managers | | |
| Fees | 82,357 | 5,974 |
| Pension contributions | 3,985 | 45 |
| Employer's NI contributions | - | - |
| | <u>86,342</u> | <u>6,019</u> |

In line with HMRC guidance, most artists engaged under Equity contracts are treated as self-employed earners for both tax and NI purposes. Payments to such people are disclosed above as actors' and stage managers' fees.

In accordance with the collective agreement between Equity and UK Theatre, Cumbria Theatre Trust made pension contributions of 3% of fees paid to actors or stage managers enrolled in the Equity Pension Scheme, provided that the members made a contribution of 5%.

The average monthly number of full-time equivalent artists engaged under Equity contracts during the year was 4 (2021 : 10).

| | 2022 | 2021 |
|----------------------------------|----------------|----------------|
| | £ | £ |
| Employees | | |
| Wages and salaries | 513,148 | 651,084 |
| Employer's NI contributions | 41,697 | 44,893 |
| Employer's pension contributions | 11,305 | 12,268 |
| | <u>566,150</u> | <u>708,245</u> |

No employee earned more than £60,000 excluding employer's national insurance and pension contributions.

In accordance with current legislation, the company operates a defined contributions pension scheme provided by NOW: Pensions Limited which meets its auto-enrolment obligations. The company contributes the minimum requirement of 3%.

The average monthly headcount was 22 staff (2021: 33). The average number of full-time equivalent employees, actors and stage managers was 24 (2021: 19).

Key management

In addition to the Board of Trustees, the Charity considers its Artistic Director and the other members of the senior management team, as set out on page 1, to be Key Management Personnel for the purposes of the SORP. Remuneration and benefits (salary and pension contributions) received by these employees amounted to £177,399 in the year (2021: £211,987).

10 Net movement in total funds for the year

| | 2022 | 2021 |
|--|---------|---------|
| | £ | £ |
| This is stated after charging: | | |
| Auditor's remuneration (for parent and subsidiary) | 6,750 | 7,077 |
| Remuneration to auditors for other services | 4,250 | |
| Depreciation and amortisation | 193,740 | 181,465 |
| Payments under operating leases | 9,000 | 11,132 |
| Trustees' remuneration | - | - |
| Trustees' expenses | - | - |

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11 TANGIBLE FIXED ASSETS

| Group & Charity | Long Leasehold Land & Buildings | Fixtures & Fittings | Theatre Equipment | Office Equipment & Software | Total |
|-----------------------|---------------------------------------|------------------------|----------------------|-----------------------------------|-----------|
| Cost | £ | £ | £ | £ | £ |
| As at 1 April 2021 | 6,778,620 | 554,502 | 823,820 | 197,188 | 8,354,130 |
| Additions | - | 14,163 | 2,987 | 10,448 | 27,598 |
| Disposals | - | - | - | - | - |
| As at 31 March 2022 | 6,778,620 | 568,665 | 826,807 | 207,636 | 8,381,728 |
| Depreciation | | | | | |
| As at 1 April 2021 | 2,357,927 | 468,921 | 770,176 | 177,098 | 3,774,122 |
| Provided | 134,580 | 25,585 | 17,533 | 7,720 | 185,418 |
| Disposals | - | - | - | - | - |
| As at 31 March 2022 | 2,492,507 | 494,506 | 787,709 | 184,818 | 3,959,540 |
| Net Book Value | | | | | |
| As at 31 March 2022 | 4,286,113 | 74,159 | 39,098 | 22,818 | 4,422,188 |
| As at 1 April 2021 | 4,420,693 | 85,581 | 53,644 | 20,090 | 4,580,008 |

12 INTANGIBLE FIXED ASSETS

| Group & Charity | Website | Total |
|-----------------------|---------|--------|
| Cost | £ | £ |
| As at 1 April 2021 | 33,800 | 33,800 |
| Additions | 7,800 | 7,800 |
| As at 31 March 2022 | 41,600 | 41,600 |
| Amortisation | | |
| As at 1 April 2021 | 6,760 | 6,760 |
| Provided | 8,320 | 8,320 |
| As at 31 March 2022 | 15,080 | 15,080 |
| Net Book Value | | |
| As at 31 March 2022 | 26,520 | 26,520 |
| As at 1 April 2021 | 27,040 | 27,040 |

13 FIXED ASSET INVESTMENTS

| | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|-----------------------------------|--------------------|--------------------|----------------------|----------------------|
| Shares in subsidiary undertakings | - | - | 200 | 200 |
| | - | - | 200 | 200 |

TBTL Services Limited (registered company number 06946177) is wholly owned by the charity and operates certain trading activities. Theatre by the Lake Productions Limited (registered company number 09259767) is wholly owned by the charity and produces, runs and closes productions on behalf of the charity. The accounts of both subsidiaries are consolidated in these financial statements (see also notes 28 and 29). Both subsidiary companies are incorporated in England and Wales and their registered office is the same as that of Cumbria Theatre Trust (the parent company).

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| | Group 2022 £ | Group 2021 £ | Charity 2022 £ | Charity 2021 £ |
|------------------|--------------------|--------------------|----------------------|----------------------|
| 14 STOCKS | | | | |
| Consumable items | 2,850 | 2,387 | - | 2,387 |
| | <u>2,850</u> | <u>2,387</u> | <u>-</u> | <u>2,387</u> |

| | | | | |
|--------------------------------|----------------|----------------|----------------|----------------|
| 15 DEBTORS | | | | |
| Trade debtors | 31,134 | 687 | 2,319 | 687 |
| VAT refund due | 17,666 | 54,250 | 17,534 | 53,932 |
| Other debtors | 50,519 | 98,605 | 50,519 | 88,332 |
| Inter-company balances | - | - | 112,607 | 26,307 |
| Theatre tax credit recoverable | 42,219 | - | 42,219 | - |
| Prepayments | 35,937 | - | 35,937 | - |
| | <u>177,475</u> | <u>153,542</u> | <u>261,135</u> | <u>169,258</u> |

| | | | | |
|--|----------------|----------------|----------------|----------------|
| 16 CREDITORS: amounts falling due within one year | | | | |
| Trade creditors | 91,214 | 165,561 | 84,921 | 161,300 |
| Taxation and social security | 13,984 | 4,331 | 13,984 | 4,331 |
| Deferred income - advance bookings | 17 190,240 | 1,059 | 190,240 | 1,059 |
| Deferred income - grants and other | 17 - | 23,752 | - | 23,752 |
| Customer credits | 104,229 | 139,277 | 104,229 | 139,277 |
| Third party resources | 18 73,160 | 47,376 | 73,160 | 47,376 |
| Other creditors | 22,363 | 14,292 | 22,363 | 14,292 |
| Accruals | 86,323 | 28,047 | 76,830 | 25,142 |
| Loan - Cumbria County Council | - | 15,000 | - | 15,000 |
| | <u>581,513</u> | <u>438,695</u> | <u>565,727</u> | <u>431,529</u> |

17 MOVEMENTS IN DEFERRED INCOME

| | 2022 £ | 2021 £ |
|---------------------------------|----------------|---------------|
| Deferred income brought forward | 24,811 | 224,442 |
| Released in the year | (10,402) | (224,442) |
| Deferred in the year | 175,831 | 24,811 |
| Deferred income carried forward | <u>190,240</u> | <u>24,811</u> |

18 THIRD PARTY RESOURCES

| | 2022 £ | 2021 £ |
|--|---------------|---------------|
| Balance brought forward | 47,376 | 75,181 |
| Receipts in the year | 71,434 | 56,010 |
| Withheld for theatre hire and other charges | - | (853) |
| Forwarded to hiring organisations or refunded to their customers | (45,650) | (82,962) |
| Balance carried forward | <u>73,160</u> | <u>47,376</u> |

Third party resources refers to tickets sold by Cumbria Theatre Trust as agent for organisations which have hired Theatre by the Lake for their own presentations.

19 Statement of Funds

| | 2020/2021 | | | | 2021/2022 | | | | | |
|-------------------------------------|------------------|--------------------|--------------|------------------|--|------------------|--------------------|----------|----------------|-----------------------------|
| | Income £ | Expenditure £ | TTR £ | Transfer £ | Balance b/f and c/f 31 Mar 2021 £ | Income £ | Expenditure £ | TTR £ | Transfer £ | Balance 31 Mar 2022 £ |
| Unrestricted Funds: | | | | | | | | | | |
| General fund | 1,338,359 | (963,969) | 4,289 | 127,017 | 1,836,490 | 1,421,520 | (1,054,934) | - | (300,051) | 1,903,025 |
| Designated fund | <u>1,338,359</u> | <u>(963,969)</u> | <u>4,289</u> | <u>127,017</u> | <u>1,836,490</u> | <u>1,421,520</u> | <u>(1,054,934)</u> | - | <u>300,051</u> | <u>300,051</u> |
| | | | | | | | | | | <u>2,203,076</u> |
| Restricted Funds: | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Cultural Recovery Fund | 878,492 | (382,877) | - | (127,017) | 368,598 | 222,699 | (588,770) | - | - | 2,527 |
| Changing Culture | 12,500 | - | - | - | 12,500 | - | (12,500) | - | - | - |
| Education and Participation | 3,000 | (12,295) | - | - | 19,986 | - | (19,986) | - | - | - |
| Legacy | 35,000 | - | - | - | 35,000 | - | - | - | - | 35,000 |
| Skills Development | 2,000 | - | - | - | 4,100 | - | (2,000) | - | - | 2,100 |
| 2022/23 projects | - | - | - | - | - | 22,000 | - | - | - | 22,000 |
| Friends of Theatre by the Lake | - | - | - | - | - | 12,000 | - | - | - | 12,000 |
| Capital: | | | | | | | | | | |
| Capital grants & donations received | - | - | - | - | 15,000 | - | (15,000) | - | - | - |
| Capital grants & donations expended | <u>930,992</u> | <u>(119,449)</u> | - | - | <u>3,308,761</u> | - | <u>(137,216)</u> | - | - | <u>3,172,545</u> |
| | | <u>(514,621)</u> | - | <u>(127,017)</u> | <u>3,764,945</u> | <u>256,699</u> | <u>(775,472)</u> | - | - | <u>3,246,172</u> |
| | | | | | | | | | | |
| Total Funds | <u>2,269,351</u> | <u>(1,478,590)</u> | <u>4,289</u> | - | <u>5,601,435</u> | <u>1,678,219</u> | <u>(1,830,406)</u> | - | - | <u>5,449,248</u> |

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For the year ended 31 March 2022

19 STATEMENT OF FUNDS (continued)

Restricted fund balances at the year end are held for the following purposes.

Cultural Recovery Fund 1, 2 & 3

To enable the theatre to meet the challenges of the pandemic and relaunch its activities in a Covid secure way whilst managing the financial risk.

Changing Culture

To pay for management and freelance practitioner costs incurred in the management of the relationship between industry hosts, mentors and students on the Changing Culture Programme

Donations - 2022/23 Projects

Two significant donations were received in the year to support community engagement and talent development in 2022/23.

Legacy

Cumbria Theatre Trust received a legacy of £35,000 which will be released over the next five years to support the employment of new talent

Capital grants received

This represents amounts received to fund the purchase of fixed assets. Items purchased and not capitalised are charged as revenue costs in the year of acquisition, and amounts spent on capitalised assets are transferred to either unrestricted funds or capital grants expended, depending upon whether restrictions remain or not on the assets so acquired.

Capital grants & donations expended

This records the expenditure on capital assets funded by capital grants where there are continuing restrictions on the assets, and provides a fund against which depreciation can be charged in future periods. Depreciation of £137,216 has been charged to this fund this year.

Restrictions relate both to funds given for the construction and fitting out of Theatre by the Lake and its continued use by the Charity as a theatre, and also to the redevelopment of the Café by the Lake.

With the exception of where detailed above the trust plans to utilise all remaining restricted revenue reserves within the next financial year. Funds are transferred to 'capital grants & donations expended' if used to purchase capital equipment.

Friends of Theatre by the Lake

The FOTBTL charity closed in March 2022; a final donation was made to Cumbria Theatre Trust to support the 2022/23 production "The Climbers".

20 ANALYSIS OF CHARITY FUNDS

As at March 31 2022

| | Unrestricted Funds £ | Restricted Funds £ | Total £ |
|--------------------|----------------------------|--------------------------|------------------|
| Fixed assets | 1,276,163 | 3,172,545 | 4,448,708 |
| Net Current assets | 926,913 | 73,627 | 1,000,540 |
| | <u>2,203,076</u> | <u>3,246,172</u> | <u>5,449,248</u> |

As at March 31 2021

| | | | |
|--------------------|------------------|------------------|------------------|
| Fixed assets | 1,297,487 | 3,309,761 | 4,607,248 |
| Net Current assets | 539,003 | 455,184 | 994,187 |
| | <u>1,836,490</u> | <u>3,764,945</u> | <u>5,601,435</u> |

CUMBRIA THEATRE TRUST
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21 CONSTITUTION

The company is limited by guarantee and does not have a share capital. In the event of winding up, the members are liable to contribute £1 each. The number of members at 31 March 2022 was 9 (2021: 9).

The company is controlled by its members in general meeting. No individual member or group of members has overall control of the company.

22 TAXATION

The company is a registered charity and is entitled to claim annual exemption from UK Corporation Tax.

23 CAPITAL COMMITMENTS

At 31 March 2022 the charity had capital commitments which are contracted for but not provided for in the financial statements of £5,000. This capital commitment relates to the acquisition of property, plant and equipment.

24 CONTINGENT LIABILITIES

The Arts Council of England lottery award (£4,685,704) is repayable in the event of the company being wound up. The written consent of the grantor is required before the theatre can be disposed of.

Similar conditions apply to past capital grants from Cumbria County Council (£282,500), European Regional Development Fund (£200,000) and Northern Rock Foundation (£200,000).

Should the company face an insolvent winding up, ACE is entitled to the title of the building.

The Trustees do not expect these liabilities to crystallise.

25 RELATED PARTY TRANSACTIONS

Friends of Theatre by the Lake is an independent charity which has the right to nominate one member to the Board of Cumbria Theatre Trust as detailed in the Trustees' Report. Donations totalling £41,432 (2021 - £126,355) were received from Friends of Theatre by the Lake during the year.

Keswick Town Council is also entitled to nominate one member to the Board. A grant of £2,500 (2021: £3,000) was received from Keswick Town Council towards our education and participation work in Keswick and the surrounding area.

Allerdale Borough Council is also entitled to nominate one member to the Board. The group received £40,000 (2021: £64,875) in business support grants from Allerdale Borough Council during the year.

Donations totalling £509 were received in aggregate from trustees during the year (2021: £646).

There were no other outstanding balances with related parties at the end of the year (2021: Nil) and no other transactions with charity trustees during the year.

26 OPERATING LEASE COMMITMENTS

At 31 March 2022 the company had the following commitments under non-cancellable operating leases:

| | 2022 Property £ | 2022 Others £ | 2021 Property £ | 2021 Others £ |
|--------------------------|-----------------------|---------------------|-----------------------|---------------------|
| Minimum amounts payable: | | | | |
| within one year | 9,250 | - | 8,000 | - |
| within two to five years | 11,563 | - | 17,846 | - |
| Total | 20,813 | - | 25,846 | - |

CUMBRIA THEATRE TRUST
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For the year ended 31 March 2022

27 Parent charity - Statement of Financial Activities

| | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ | Total 2021 £ |
|--|----------------------------|--------------------------|--------------------|--------------------|
| Total incoming resources | 1,340,923 | 256,699 | 1,597,622 | 2,294,943 |
| Total resources expended | 974,337 | 775,472 | 1,749,809 | 1,499,893 |
| Net (expenditure) / income for the year before transfers | 366,586 | (518,773) | (152,187) | 795,050 |

28 Subsidiary undertaking - commercial and trading activities

A summary of the results and closing balances of the subsidiary, TBTL Services Ltd, is shown below.

| | 2022 £ | 2021 £ |
|--|-----------|-----------|
| Turnover | 150,705 | 20,750 |
| Intercompany adjustments | - | - |
| Activities for generating funds: trading operations | 150,705 | 20,750 |
| Cost of sales | 2,823 | 2,746 |
| Administration & premises expenses | 77,774 | 20,291 |
| Management charge | - | - |
| Cost of trading operations | 80,597 | 23,037 |
| | 70,107 | (2,287) |
| Other income | 16,523 | 15,950 |
| Net profit reported in consolidated accounts | 86,630 | 13,663 |
| Add back intercompany adjustments | - | - |
| Net profit for the year reported by TBTL Services Ltd | 86,630 | 13,663 |
| Gift Aid | (86,630) | (13,663) |
| Retained in the subsidiary | - | - |
| As at the balance sheet date, the assets and liabilities of the subsidiary were: | | |
| Current assets | 128,593 | 23,400 |
| Creditors: amounts due within one year | (128,493) | (23,300) |
| | 100 | 100 |
| Represented by: | | |
| Aggregate share capital and reserves | 100 | 100 |
| Profit and Loss Account | 86,630 | - |
| | 86,730 | 100 |

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29 Subsidiary undertaking - production activities

A summary of the results and closing balances of the subsidiary, Theatre by the Lake Productions Ltd, is shown below.

| | 2022 | 2021 |
|--|-------------|-------------|
| | £ | £ |
| Turnover | - | 44,340 |
| Intercompany adjustments | - | (48,629) |
| Activities for generating funds: trading operations | - | (4,289) |
| Cost of sales | - | 48,629 |
| Intercompany adjustments | - | (48,629) |
| Administration & premises expenses | - | - |
| Cost of trading operations | - | - |
| Net loss reported in consolidated accounts | - | (4,289) |
| Add back intercompany adjustments | - | - |
| Net loss for the year reported by Theatre by the Lake Productions Ltd | - | (4,289) |
| Tax Claim | - | 4,289 |
| Retained in the subsidiary | - | - |
| As at the balance sheet date, the assets and liabilities of the subsidiary were: | | |
| Current assets | 100 | 10,273 |
| Creditors: amounts due within one year | - | (10,173) |
| | 100 | 100 |
| Represented by: | | |
| Aggregate share capital and reserves | 100 | 100 |
| Theatre tax credit: | | |
| TTR claimable | - | (1,695) |
| Deferred tax asset movement | - | 5,984 |
| Credit in accounts | - | 4,289 |

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30 Designated Funds

| | At 31 March 2021 | Funds designated | At 31 March 2022 |
|--|-------------------------|-------------------------|-------------------------|
| Designated funds: | | | |
| Cultural Recovery Fund (1) | - | 2,527 | 2,527 |
| Expenditure committed in 21/22, completed in 22/23 | - | 25,686 | 25,686 |
| Works planned in 21/22, commissioned in 22/23 | - | 129,365 | 129,365 |
| Strategic initiatives and contingency | - | 145,000 | 145,000 |
| | <u>-</u> | <u>302,578</u> | <u>302,578</u> |

Expenditure committed in 21/22, completed in 22/23

Work committed in 21/22 which due to staff capacity or logistical issues was not completed until early 22/23.

Works planned in 21/22, commissioned in 22/23

Planned works which due to staff capacity or logistical issues will not be completed until 22/23

Strategic initiatives and contingency

We recognise the need to develop our strategic approach, so have designated funds to improve brand visibility as well as an operating contingency. £50,000 of this designation will be carried forward into 23/24 and 24/25.