

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 2023

CUMBRIA THEATRE TRUST
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FOR THE YEAR ENDED 31 MARCH 2023

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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 * Dr Jim Cox OBE * Steve Freeman ** Elizabeth Freestone ** Janaki Fryer-Spedding * ** Fiona Lowry* Philip Moorhouse* Jenna Omeltschenko	(Resigned 3/9/2022)
	* Member of Finance Committee ** Member of Artistic Committee	
SECRETARY	Amanda Leader	
JOINT CEO (from 13/3/2023)	Simon Stephens (Executive Director) Liz Stevenson (Artistic Director)	
EXECUTIVE DIRECTOR	James Cobbold Simon Stephens	(Resigned 28/9/2022) (Appointed 13/3/2023)
ARTISTIC DIRECTOR	Liz Stevenson	
KEY MANAGEMENT PERSONNEL	David Jane – General Manager Amanda Leader – Head of Finance Rachel Swift – Head of Communications (Resigned 31/3/2023) Amy Clewes – Producer Shelly Ramsdale – Head of Marketing and Communications (appointed 19/7/2023)	
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 2023

After three years of writing a Chair’s report dominated by the impact of the pandemic, it is a delight to present a summary of the year where Covid has been a lesser concern and is, we hope, receding into the past.

We have emerged from Covid with a new and exciting approach to the future. Our overarching intent as an organisation is to become more rooted in our place: Cumbria and the Lakes. We really believe in the value of culture to the health and wellbeing of everyone and TBTL is an essential creative hub in an area of comparatively limited cultural provision. We want to extend our reach much more effectively into our rural and socially isolated communities, while continuing to serve our hugely valued long-term and supportive audiences and, of course, visitors to the area.

In many ways, this has been a year of experiment. We have moved away from our traditional summer repertory programme to sequential productions spread over the year, often co-produced with other theatres of similar size. This has enabled us to offer the opportunity to offer a range of shows with larger and more varied casts than in recent years, and with a wide range of subject matter. We have seen plays that have included the remarkable *Kes* which rightly resulted in a UK Theatre award for Nishla Smith, with her mesmerising performance as the bird itself; a world premiere with *The Climbers*; the very funny and accomplished *One Man, Two Guvnors*; and the sometime chilling *The Beauty Queen of Leenane*. Overall, the artistic quality has been recognised as being better than for many years.

Away from our stages, we are also starting to develop our work in the community, although more slowly than we would like. *Swim*, a well-received co-production dealing with grief, toured Cumbria and more widely. We have built stronger links with Cumbria Creatives. We are working with local playwrights, both to commission work (an exciting new production rooted in Workington is in development) and to help to develop and train aspiring disabled playwrights through a collaboration with Graeae, a remarkable theatre company for Deaf and disabled.

Financially, audiences are our principal source of revenue. However, they have been slow to return and have been booking much later than was historically the case. While the financial return from our 2021 Christmas production of *Tom’s Midnight Garden* was satisfactory, audiences then dropped through Spring and Summer. The 2022 Christmas production of *The Borrowers* did well, matching the performance of many prior Christmas shows. Audiences for other shows have been slower to return, although the early signs for 2023 show an improvement. Overall, we’ve not yet returned to pre-pandemic sales levels, but things are getting better. We are not alone in this, as regional theatres across the country are showing similar results.

Arts Council England are a core funder and we have been a proud member of their National Portfolio for many years. Their funding is awarded in multi-year tranches and I am delighted that we have been awarded funding for the next period, 2023/4 – 2025/6, and we are very grateful to ACE for their continued strong support. This funding continues to be crucial for us, although it is a declining proportion of our income as the amount awarded will remain largely unchanged for over 10 years. Again, this is common across the sector.

**CUMBRIA THEATRE TRUST
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ANNUAL REPORT – CHAIR’S REPORT**

For the year ended 31 March 2023

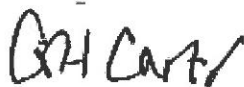
We continue to be immensely grateful to those who support us, both through buying tickets and through donations. Fundraising is a vital part of our financial model and the donations from our supporters are vital to us. I give particular thanks to the late Elizabeth Barraclough and her partner, the late Dorothy Hind. Both were long-time supporters of the theatre and Elizabeth, a one time Trustee, left a hugely generous legacy to us which has been crucial to our survival through this immediate post pandemic period.

Away from the stages and the community we have been busy. We have been looking closely at our catering and bars arrangements and, having considered closely the possibility of bringing the facilities in-house, we again decided to outsource them and ran a comprehensive tendering process before re-awarding the contract to BaxterStorey at the end of the financial year.

Lastly, I must thank all of our volunteers, our staff and my fellow Trustees. Our volunteers continue to be a mainstay of the theatre and always provide a cheery welcome to our visitors. Our full-time staff have done a magnificent job. As we have resurfaced from the pandemic, we are operating on much smaller numbers than before and everyone’s role has changed. This has been difficult and one of the challenges for the year ahead is to address this. And thank you, too, to my fellow Trustees who make a significant contribution to the success of this marvelous organisation.

In September, James Cobbold left us after over 20 years at the theatre. We were sorry to see him go but are delighted to welcome Simon Stephens as our new Executive Director. Simon joined in March this year. I would particularly like to thank Liz Stevenson and our management team for running the business in the interim.

We look forward to the coming year with continued huge optimism. Our newly published programme is exciting and our ideas for working with community equally so.



Charles Carter
Chair of Trustees

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

For the year ended 31 March 2023

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2023. 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

Charitable objectives

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.

Developing a new strategy

The theatre has had great success since its opening in 1999, but it was increasingly clear pre-Covid that our business model was becoming unsustainable. In particular, the long summer repertory season which formed the core of our model was declining in terms of both artistic quality and financial resilience.

We took the opportunity of Covid, when the theatre was forcibly closed, to start the process of looking at how we might build on our success while doing things in a different way and maintaining our position as a strong producing theatre. We are grateful to DCMS and Arts Council England (ACE) for providing some of the funding to underpin this work.

As we have emerged from Covid, we have continued this thinking and now have a clear framework for how we want to move forward, recognising that we will need to test different elements of this approach over the next few years. The changes needed were embedded in our application to remain part of the ACE National Portfolio for 2023-26. ACE have strongly supported our approach and subsequently approved our application to remain a National Portfolio Organisation (NPO) early in 2023, which underpins our funding for the NPO period.

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Our relevance to the arts in Cumbria

Our direction recognises our current position and the arts in Cumbria. As a regional arts and education charity based in Keswick, Cumbria, Cumbria Theatre Trust (CTT) owns Theatre by the Lake (TBTL), and is 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.

Our new approach

Our emerging model remains true to our charitable objectives summarised above, while responding to our location and environment by moving us strongly to a place-based model that is more relevant and accessible to our local communities. Our vision and mission summarises this:

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 and 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.

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ACHIEVEMENTS AND PERFORMANCE

Activities on our stages

Our principal achievements over the reporting year have been based around delivering a wide range of home-produced and co-produced productions on our stages, and supplementing this with a wide range of visiting work. Our in-house productions were:

- ***Kes*** (a co-production with Octagon Theatre Bolton), an acclaimed production with excellent reviews in the national press and one actor receiving a national award. This production was notable for attracting a high number of first-time attendees.
- ***Swim***, a production in our studio where we collaborated with co-producers and artists to make relevant work of place, and where we supported, connected and engaged Cumbrian artists and communities around the work. It went on to perform to Cumbrian and national audiences in a variety of settings.
- ***The Climbers***, a world premiere of a play that tapped into local mountain culture and resonated with our sense of place.
- ***One Man Two Guvvners*** (a co-production with Octagon Theatre Bolton and Liverpool Everyman), which was aimed at the Summer visitor audience and was well received by them and by critics.
- ***Brief Encounter*** (a co-production with Stephen Joseph Theatre and Liverpool Everyman), which was well received nationally and popular with our traditional audiences.
- ***The Beauty Queen of Leenane***, was a more challenging play than usually presented in our main house. It received excellent national press coverage and brought in new audiences with over one third being first-time visitors.
- ***The Borrowers***, our Christmas production, received overwhelmingly positive local reviews. It was marked by a strong return of bookings from local schools. The production included a youth cast working alongside the professional actors which the participants very much enjoyed.

Notable across all these productions is that artistic quality has been high. We are putting in place more explicit measures of this, but in terms of press coverage, peer review and audience reaction, the programme has been well received.

Financially, we are not yet achieving the financial resilience that we need. In common with all regional theatres, audiences have been slow to return post-covid. They are also booking later with a consequential adverse affect on cashflow.

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This programme was necessarily experimental as we transition away from the repertory approach, and we were able to test and learn from the attractiveness of different types of play, different approaches to production and different ways of working, not least in the balance between permanent and freelance staff. We will use the lessons we have learned in the future.

Alongside this in house programme, we also had a significant range of visiting work including plays for all age groups, music and spoken word. Sadly, our Spring Festival "Words by the Water" has ceased because its producer has gone into administration.

Community activities

Alongside our work on stage, we have also started to rebuild our work with local communities. This has included:

- Supporting local companies (Keswick Amateur Opera Society, Keswick Theatre Club, Young Farmers) with presenting work on our stages.
- Working with young people, including our Youth Theatre and hosting NT Connections, a national programme.
- Supporting scratch nights on our stages, where local performers are invited to present their work and are supported to develop their work further.
- Working with national charity Graeae to run a playwriting course for local deaf and disabled early career writers.
- Working with a local writer to develop his play about growing up in Workington by holding workshops in a range of schools and colleges, and using facilities provided by the National Theatre to help to develop the work, which we hope will reach our stage in 2024 .

**CUMBRIA THEATRE TRUST
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For the year ended 31 March 2023

FINANCIAL REVIEW

For the financial year ended 31 March 2023, the Group realised a deficit on unrestricted funds after transfers of £295,924. The statement of financial activities (SOFA), balance sheet, cash flow statement and notes are set out from page 12 onwards.

After ticket sales, the most substantial part of CTT's funding comes from Arts Council England (ACE). Cumbria Theatre Trust has been a member of the ACE National Portfolio Organisation (NPO) funding programme for many years. This funding is awarded for multi-year tranches of which the most recent was a four-year award (2017/18-2021/22) which was extended by a further year (2022/23) as a consequence of the Covid pandemic. During 2022, CTT applied for the next round of funding for the period 2023/24 – 2025/26. This application was successful and CTT is grateful to ACE for this continued support. In common with many organisations, CTT will receive ACE funding for each of the three years at the same level as in the previous NPO round. In real terms, this represents a decline in ACE funding.

Cumbria County Council continued 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.

Additionally, CTT receives substantial support from individuals who donate to the theatre. Elizabeth Barraclough and Dorothy Hind, long time supporters of the theatre left a generous legacy for which we are most grateful.

A further donation of £5,500 was received in 2022/23 being funds raised through the Friends 600 Club. The Trust is immensely grateful to the Friends for their support of theatre over many years. The 600 Club scheme will be brought in-house during 2023/24.

CTT operates a subsidiary company, TBTL Services Ltd (TBTLS) for trading activities which might fall outside its charitable objectives, including bars and catering, ice creams, merchandise and programmes. The provision of bars and catering services has been outsourced since the opening of the Lakeside café six years ago. In 2022/23 TBTLS reviewed closely the operation of these services and considered a number of options, including bringing all these services in house. It was decided that the services should be re-tendered and after an extensive process supported by an experienced consultant, the contract was re-awarded to BaxterStorey for a five year period from the beginning of 2023/24. The contract for these services was signed in May 2023. TBTL Services Limited donates its profits to CTT through Gift Aid.

Our second subsidiary company, Theatre by the Lake Productions Limited, is a dormant company.

**CUMBRIA THEATRE TRUST
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For the year ended 31 March 2023

CTT's financial statements for the year ended 31 March 2023 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 £135,904, which was donated to the Charity (see also note 28). Theatre by the Lake Productions Limited made a loss of £Nil (see also note 29).

Reserves Policy

The unrestricted reserves of the Trust are £2,092,705. The Trust also has restricted reserves of £3,060,619 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 £835,857 at the year-end (2021: £926,913).

At 31 March 2023 cash reserves stood at £997,485 including cash representing restricted fund balances of £29,264 and deferred income and third party resources of £259,296.

The trustees have reviewed closely the level of reserves, taking into account the risks that the Trust faces (including, for example, the slow return of audiences, the prevailing economic situation, and the need to cope with unforeseen emergencies) while recognising the need to invest for the future (including, for example, the need to reach new audiences).

After this review, the Trustees have concluded that in the longer term a minimum level of free reserves of £500,000 would be satisfactory. Nevertheless, senior management and the Trustees continue to monitor the position regularly alongside the monitoring of risk and will take any necessary steps to maintain a satisfactory financial position. The Trustees will review the reserves position formally at the end of the financial year in the light of prevailing conditions and experience.

The Trustees have designated reserves of £27k for additional artist development and community engagement work to be completed in 2023/24.

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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 would be the 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.

PLANS FOR FUTURE PERIODS

Our plan for 2023-24 has been agreed by the Board and by ACE as our principal funder. It sets out the activities that we propose to undertake, and our adherence to a set of investment principles set out by ACE. These investment principles are intended to ensure we develop work of sufficient ambition and quality, that we are inclusive and relevant throughout our organisation, that we are dynamic and respond quickly to changes in our circumstances, and that we are environmentally responsible.

Overall, the plan is intended to move us further towards meeting our vision and mission as set out earlier. Our plan includes:

- Staging a minimum of 5 home produced or co-produced shows. Our programme already published for the balance of this calendar year has an interesting and exciting mix of productions that largely meet this aim
- Staging a multi-arts event
- Facilitating community shows on our stages
- A programme of theatre for children, young people and families
- Working with young people and emerging talent

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

For the year ended 31 March 2023

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 is a dormant subsidiary. It is a private company limited by shares and governed by its Articles of Association dated 13 October 2014.

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. Cumberland Council (formally Allerdale Borough Council) is also entitled to nominate one member to the Board. Neither organisation has nominated such a member for the last 4 years.

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.

The Board of Trustees regularly reviews its needs in terms of skills and recruits new Trustees in areas where it is considered necessary or helpful. Trustees are usually recruited through open advertisement,

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For the year ended 31 March 2023

with selection being made by existing Trustees against pre-agreed criteria. New Trustees are provided with extensive background material and are encouraged to gain a thorough knowledge of the organisation by meeting members of staff and other Trustees. Trustee training is organized in relevant areas as needed.

Volunteers

Recruitment, induction and training of volunteers represents a vital element of CTT's staffing strategy, with approximately 180 dedicated front of house staff 'on the books'. The theatre experience is hugely supported by our volunteers, who offer a unique welcome to theatre customers.

FUNDS 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 grant funding from Arts Council England (ACE), which supports the full range of artistic activity.

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 Tarnside, a consultancy firm, to establish research in future fundraising activities.

**CUMBRIA THEATRE TRUST
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For the year ended 31 March 2023

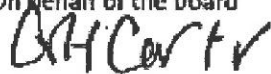
DISCLOSURE OF INFORMATION TO THE AUDITORS

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
- 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 2 September 2023

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

For the year ended 31 March 2023

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 2023 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 2023 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

Chartered Accountants
Statutory Auditor

11 Sept '23

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 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
INCOME					
Donations	2	972,297	29,511	1,001,808	1,064,866
Charitable activities	3	1,211,845	-	1,211,845	407,815
Other trading activities	4	234,227	-	234,227	156,705
Investment income	5	1,723	-	1,723	132
Other income		295,741	-	295,741	48,701
TOTAL INCOME		2,715,833	29,511	2,745,344	1,678,219
EXPENDITURE					
Costs of generating funds	6	101,495	-	101,495	98,877
Costs of charitable activities	7	2,724,709	215,064	2,939,773	1,731,529
TOTAL		2,826,204	215,064	3,041,268	1,830,406
Net (expenditure) / income before transfers / taxation		(110,371)	(185,553)	(295,924)	(152,187)
Transfers	19	-	-	-	-
Net movement in funds (net income after taxation)		(110,371)	(185,553)	(295,924)	(152,187)
Reconciliation of funds					
Total funds brought forward	19	2,203,076	3,246,172	5,449,248	5,601,435
Total funds carried forward	19	2,092,705	3,060,619	5,153,324	5,449,248

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

All income and expenditure derives from continuing activities.

The notes on pages 15 to 31 form an integral part of these financial statements.

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
BALANCE SHEET

As at 31 March 2023

	Notes	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
FIXED ASSETS					
Tangible assets	11	4,270,003	4,422,188	4,262,583	4,422,188
Intangible assets	12	18,200	26,520	18,200	26,520
Investments	13	-	-	200	200
Total Fixed Assets		4,288,203	4,448,708	4,280,983	4,448,908
CURRENT ASSETS					
Stocks	14	2,773	2,850	-	-
Debtors	15	442,216	177,475	600,105	261,135
Cash at bank and in hand		997,485	1,401,728	836,168	1,304,932
Total Current Assets		1,442,473	1,582,053	1,436,283	1,566,067
CREDITORS					
Amounts falling due within one year	16	(577,362)	(581,513)	(563,922)	(565,727)
NET CURRENT ASSETS		865,121	1,000,540	872,341	1,000,340
TOTAL ASSETS LESS CURRENT LIABILITIES		5,153,324	5,449,248	5,153,324	5,449,248
TOTAL NET ASSETS		5,153,324	5,449,248	5,153,324	5,449,248
FUNDS					
Unrestricted Funds	19	2,092,705	2,203,076	2,092,705	2,203,076
Restricted Funds	19	3,060,619	3,246,172	3,060,619	3,246,172
		5,153,324	5,449,248	5,153,324	5,449,248

The financial statements were approved by the Board of Trustees and authorised for issue on 2/9/2023 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 18 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 2023

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Cash flows from operating activities				
Net cash provided by (used in) operating activities	<u>(370,328)</u>	<u>159,841</u>	<u>(444,136)</u>	<u>86,127</u>
Cash flows from tax credits:				
Theatre tax credit received	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Cash flows from investing activities:				
Bank Interest	1,723	132	1,723	132
Purchase of property plant and equipment	(35,638)	(27,598)	(26,361)	(27,598)
Website	-	(7,800)	-	(7,800)
Net cash (used in) investing activities	<u>(33,915)</u>	<u>(35,266)</u>	<u>(24,638)</u>	<u>(35,266)</u>
Change in cash and cash equivalents in the year	(404,243)	124,575	(468,774)	50,861
Cash and cash equivalents at the start of the year	<u>1,401,728</u>	<u>1,277,153</u>	<u>1,304,932</u>	<u>1,254,071</u>
Cash and cash equivalents at the end of the year	<u>997,485</u>	<u>1,401,728</u>	<u>836,158</u>	<u>1,304,932</u>

Reconciliation of net income/(expenditure) to net cashflow from operating activities

Net (expenditure) per the SoFA	(295,924)	(152,187)	(295,924)	(152,187)
Adjustments for:				
Depreciation charges	187,823	185,418	185,966	185,418
Amortisation charges	8,320	8,320	8,320	8,320
Dividends and interest from investments	(1,723)	(132)	(1,723)	(131)
(Increase)/decrease in stocks	78	(462)	-	2,387
(Increase)/decrease in debtors	(264,741)	(23,934)	(338,971)	(91,878)
Increase/(decrease) in creditors	(4,161)	142,818	(1,805)	134,198
Net cash provided by (used in) operating activities	<u>(370,328)</u>	<u>159,841</u>	<u>(444,136)</u>	<u>86,127</u>

Analysis of cash and cash equivalents

Cash in hand	997,485	1,401,728	836,158	1,304,932
Total cash and cash equivalents	<u>997,485</u>	<u>1,401,728</u>	<u>836,158</u>	<u>1,304,932</u>

CUMBRIA THEATRE TRUST TRADING AS THEATRE BY THE LAKE

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2023

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 principal 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 2023

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
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THEATRE BY THE LAKE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 March 2023

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 2023

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 2023

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 2023

2 DONATIONS

	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Core grants						
Arts Council England - NPO	615,182	-	615,182	615,182	-	615,182
ACE - emergency funding	-	-	-	-	-	-
ACE - CRF1	-	-	-	-	-	-
ACE - CRF2	-	-	-	-	87,699	87,699
ACE - CRF3	-	-	-	-	135,000	135,000
Cumbria County Council	10,000	-	10,000	25,000	-	25,000
Allerdale BC - covid support grants	-	-	-	40,000	-	40,000
HMRC - CJRS (furlough)	-	-	-	-	-	-
Other grants	2,500	29,511	32,011	5,500	-	5,500
Donations						
Friends of Theatre by the Lake	5,500	-	5,500	29,432	12,000	41,432
Other donations (incl Gift Aid)	76,366	-	76,366	93,053	22,000	115,053
Legacies	262,749	-	262,749	-	-	-
	<u>972,297</u>	<u>29,511</u>	<u>1,001,808</u>	<u>808,167</u>	<u>256,699</u>	<u>1,064,866</u>

3 INCOME FROM CHARITABLE ACTIVITIES

Theatre Performances	1,199,756	-	1,199,756	395,966	-	395,966
Education & Participation	12,089	-	12,089	11,849	-	11,849
	<u>1,211,845</u>	<u>-</u>	<u>1,211,845</u>	<u>407,815</u>	<u>-</u>	<u>407,815</u>

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

4 INCOME FROM OTHER TRADING ACTIVITIES

	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Fundraising						
Business partnerships	-	-	-	-	-	-
Equipment & costume hire etc	-	-	-	-	-	-
Room hires	11,127	-	11,127	6,000	-	6,000
Total fundraising activities	<u>11,127</u>	<u>-</u>	<u>11,127</u>	<u>6,000</u>	<u>-</u>	<u>6,000</u>
Trading subsidiary						
Turnover & other income	223,100	-	223,100	150,705	-	150,705
Total subsidiary activities	<u>223,100</u>	<u>-</u>	<u>223,100</u>	<u>150,705</u>	<u>-</u>	<u>150,705</u>
Total income from other activities	<u>234,227</u>	<u>-</u>	<u>234,227</u>	<u>156,705</u>	<u>-</u>	<u>156,705</u>

5 INVESTMENT INCOME

	2023 £	2022 £
Bank interest received	1,723	132
	<u>1,723</u>	<u>132</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 2023

6 COSTS OF GENERATING FUNDS

	Unrestricted £	2023 Restricted £	Total £	Unrestricted £	2022 Restricted £	Total £
<i>Generating donations & grants</i>						
Direct costs	-	-	-	846	-	846
Support costs	6,688	-	6,688	5,313	-	5,313
Governance costs	332	-	332	302	-	302
Charged to restricted funds	-	-	-	-	-	-
	<u>7,020</u>	<u>-</u>	<u>7,020</u>	<u>6,461</u>	<u>-</u>	<u>6,461</u>
<i>Fundraising</i>						
Direct costs	259	-	259	6,204	-	6,204
Support costs	6,688	-	6,688	5,313	-	5,313
Governance costs	332	-	332	302	-	302
Charged to restricted funds	-	-	-	-	-	-
	<u>7,279</u>	<u>-</u>	<u>7,279</u>	<u>11,819</u>	<u>-</u>	<u>11,819</u>
<i>Trading subsidiary</i>						
Direct costs	22,341	-	22,341	2,823	-	2,823
Support costs	64,855	-	64,855	77,774	-	77,774
Total subsidiary activities	<u>87,196</u>	<u>-</u>	<u>87,196</u>	<u>80,597</u>	<u>-</u>	<u>80,597</u>
Total expenditure on other activities	<u>101,495</u>	<u>-</u>	<u>101,495</u>	<u>98,877</u>	<u>-</u>	<u>98,877</u>

7 COSTS OF CHARITABLE ACTIVITIES

<i>Costs of theatre operations and performances (including touring)</i>						
	Unrestricted £	2023 Restricted £	Total £	Unrestricted £	2022 Restricted £	Total £
In-house productions: actors	267,052	-	267,052	89,330	-	89,330
In-house productions: creative	445,255	-	445,255	252,529	-	252,529
Other direct costs	1,249,270	-	1,249,270	646,111	-	646,111
Incoming work: direct costs	-	-	-	-	-	-
Box office and house management	-	-	-	-	-	-
Marketing and publicity	140,488	-	140,488	55,148	-	55,148
Support costs	746,785	-	746,785	616,691	-	616,691
Governance costs	31,199	-	31,199	28,390	-	28,390
Charged to restricted funds	(215,064)	215,064	-	(740,986)	740,986	-
	<u>2,664,985</u>	<u>215,064</u>	<u>2,880,049</u>	<u>947,213</u>	<u>740,986</u>	<u>1,688,199</u>
<i>Education and participation</i>						
Direct costs	30,722	-	30,722	18,820	-	18,820
Support costs	27,674	-	27,674	23,302	-	23,302
Governance costs	1,328	-	1,328	1,208	-	1,208
Charged to restricted funds	-	-	-	(34,486)	34,486	-
	<u>59,724</u>	<u>-</u>	<u>59,724</u>	<u>8,844</u>	<u>34,486</u>	<u>43,330</u>
	<u>2,724,709</u>	<u>215,064</u>	<u>2,939,773</u>	<u>956,057</u>	<u>775,472</u>	<u>1,731,529</u>

CUMBRIA THEATRE TRUST
TRADING AS THEATRE BY THE LAKE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 March 2023

8 SUPPORT AND GOVERNANCE COSTS

	2023			2022		
	General Support	Governance	Total	General Support	Governance	Total
	£	£	£	£	£	£
Salaries and related costs	176,967	12,316	189,283	152,800	11,949	164,748
Direct governance costs	-	-	-	-	-	-
Premises	302,862	2,587	305,449	198,614	1,525	200,139
General office	129,828	1,145	130,973	140,471	1,142	141,613
Financial	21,110	16,172	37,282	15,965	14,617	30,582
Consultancy and development	28,609	-	28,609	27,773	-	27,773
Depreciation	193,314	971	194,285	192,771	969	193,740
	<u>852,690</u>	<u>33,191</u>	<u>885,881</u>	<u>728,394</u>	<u>30,201</u>	<u>758,595</u>
Apportioned as:						
Generating grants and donations	6,688	332	7,020	5,313	302	5,615
Theatre performances	746,785	31,199	777,984	616,691	28,390	645,081
Participation and outreach	27,674	1,328	29,002	23,302	1,208	24,510
Fundraising activities	6,688	332	7,020	5,313	302	5,615
Trading subsidiary	64,855	-	64,855	77,774	-	77,774
	<u>852,690</u>	<u>33,191</u>	<u>885,881</u>	<u>728,393</u>	<u>30,202</u>	<u>758,595</u>

Analysis of governance costs

	2023	2022
	£	£
External audit	15,975	14,484
Costs of Trustee meetings, travel, administration etc.	-	-
Apportionment of staff costs	10,527	10,405
Apportionment of support costs	<u>6,688</u>	<u>5,313</u>
	<u>33,191</u>	<u>30,201</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
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
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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 (2022: £nil); they were reimbursed expenses during the year of £599 (2022: £769). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil). Directors and Officers liability insurance costing £964 (2022 : £1,340) was taken out during the year.

b) Staff information

	2023	2022
	£	£
Actors and Freelance Stage Managers		
Fees	246,629	82,357
Pension contributions	5,946	3,985
Employer's NI contributions	-	-
	<u>252,575</u>	<u>86,342</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 5% of fees paid to actors or stage managers enrolled in the Equity Pension Scheme, provided that the members made a contribution of 3%.

The average monthly number of full-time equivalent artists engaged under Equity contracts during the year was 11 (2022 : 4).

	2023	2022
	£	£
Employees		
Wages and salaries	686,103	513,148
Employer's NI contributions	57,328	41,897
Employer's pension contributions	15,042	11,305
	<u>758,473</u>	<u>566,150</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 29 staff (2022: 22). The average number of full-time equivalent employees, actors and stage managers was 40 (2022: 24).

Key management

In addition to the Board of Trustees, the Charity considers its Executive Director, 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 £212,959 in the year (2022: £177,399).

10 Net movement in total funds for the year

	2023	2022
	£	£
This is stated after charging:		
Auditor's remuneration (for parent and subsidiary)	12,500	6,750
Remuneration to auditors for other services	5,750	4,250
Depreciation and amortisation	194,285	193,740
Payments under operating leases	9,000	9,000
Trustees' remuneration	-	-
Trustees' expenses	<u>599</u>	<u>769</u>

CUMBRIA THEATRE TRUST
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For the year ended 31 March 2023

11 TANGIBLE FIXED ASSETS

	Group	Long Leasehold Land & Buildings £	Fixtures & Fittings £	Theatre Equipment £	Office Equipment & Software £	Total £
Cost						
As at 1 April 2022		6,778,620	568,665	826,807	207,636	8,381,728
Additions		-	13,628	5,496	16,514	35,638
Disposals		-	(75,240)	(30,843)	(8,746)	(114,829)
As at 31 March 2023		6,778,620	507,053	801,460	215,404	8,302,537
Depreciation						
As at 1 April 2022		2,492,507	494,506	787,709	184,818	3,959,540
Provided		134,581	23,511	18,204	11,526	187,823
Disposals		-	(75,240)	(30,843)	(8,746)	(114,829)
As at 31 March 2023		2,627,088	442,777	775,070	187,598	4,032,534
Net Book Value						
As at 31 March 2023		4,151,532	64,276	26,390	27,806	4,270,003
As at 1 April 2022		4,286,113	74,159	39,098	22,819	4,422,188

	Charity	Long Leasehold Land & Buildings £	Fixtures & Fittings £	Theatre Equipment £	Office Equipment & Software £	Total £
Cost						
As at 1 April 2022		6,778,620	568,665	826,807	207,636	8,381,728
Additions		-	4,351	5,496	16,514	26,361
Disposals		-	(75,240)	(30,843)	(8,746)	(114,829)
As at 31 March 2023		6,778,620	497,776	801,460	215,404	8,293,260
Depreciation						
As at 1 April 2022		2,492,507	494,506	787,709	184,818	3,959,540
Provided		134,581	21,656	18,204	11,526	185,966
Disposals		-	(75,240)	(30,843)	(8,746)	(114,829)
As at 31 March 2023		2,627,088	440,922	775,070	187,598	4,030,677
Net Book Value						
As at 31 March 2023		4,151,532	56,854	26,390	27,806	4,262,583
As at 1 April 2022		4,286,113	74,159	39,098	22,819	4,422,188

CUMBRIA THEATRE TRUST
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12 INTANGIBLE FIXED ASSETS

Group & Charity	Website	Total
Cost	£	£
As at 1 April 2022	41,600	41,600
Additions	-	-
Disposals	-	-
As at 31 March 2023	<u>41,600</u>	<u>41,600</u>
Amortisation		
As at 1 April 2022	15,080	15,080
Provided	8,320	8,320
Disposals	-	-
As at 31 March 2023	<u>23,400</u>	<u>23,400</u>
Net Book Value		
As at 31 March 2023	<u>18,200</u>	<u>18,200</u>
As at 1 April 2022	<u>26,520</u>	<u>26,520</u>

13 FIXED ASSET INVESTMENTS

	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£	£	£	£
Shares in subsidiary undertakings	-	-	200	200
	<u>-</u>	<u>-</u>	<u>200</u>	<u>200</u>

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).

CUMBRIA THEATRE TRUST
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For the year ended 31 March 2023

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
14 STOCKS				
Consumable items	2,773	2,850	-	-
	<u>2,773</u>	<u>2,850</u>	<u>-</u>	<u>-</u>
15 DEBTORS				
Trade debtors	54,946	31,134	17,547	2,319
VAT refund due	-	17,666	2,411	17,534
Other debtors	8,112	50,519	8,047	50,519
Inter-company balances	-	-	194,963	112,607
Theatre tax credit recoverable	255,275	42,219	255,275	42,219
Prepayments	123,882	35,937	121,862	35,937
	<u>442,215</u>	<u>177,475</u>	<u>600,105</u>	<u>261,135</u>
16 CREDITORS: amounts falling due within one year				
Trade creditors	119,980	91,214	114,738	84,921
Taxation and social security	24,802	13,984	21,264	13,984
Deferred income - advance bookings	17 259,296	190,240	259,296	190,240
Customer credits	73,429	104,229	73,429	104,229
Third party resources	18 -	73,160	-	73,160
Other creditors	13,976	22,363	13,976	22,363
Accruals	85,869	86,323	81,219	76,830
	<u>577,352</u>	<u>581,513</u>	<u>563,922</u>	<u>565,727</u>
17 MOVEMENTS IN DEFERRED INCOME				
		2023 £	2022 £	
Deferred income brought forward		190,240	24,811	
Released in the year		(190,240)	(10,402)	
Deferred in the year		259,296	175,831	
Deferred income carried forward		<u>259,296</u>	<u>190,240</u>	
18 THIRD PARTY RESOURCES		2023 £	2022 £	
Balance brought forward		73,160	47,376	
Receipts in the year		11,012	71,434	
Withheld for theatre hire and other charges		-	-	
Forwarded to hiring organisations or refunded to their customers		(84,172)	(45,650)	
Balance carried forward		<u>-</u>	<u>73,160</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

	2021/2022			2022/2023			Balance
	Income	Expenditure	TTR	Transfer	Income	Expenditure	31 Mar 2023
	£	£	£	£	£	£	£
Unrestricted Funds:							
General fund	1,421,520	(1,054,934)	-	(300,051)	2,715,833	(2,826,204)	2,066,005
Designated fund	1,421,520	(1,054,934)	4,289	300,051	2,715,833	(2,826,204)	26,700
							2,092,705
Restricted Funds:							
Revenue:							
Cultural Recovery Fund	222,699	(588,770)	-	-	-	(1,263)	1,264
Changing Culture	-	(12,500)	-	-	-	-	-
Education and Participation	-	(19,986)	-	-	-	-	-
Legacy	-	-	-	-	-	(7,000)	-
Skills Development	-	(2,000)	-	-	-	(2,100)	-
2022/23 projects	22,000	-	-	-	-	(22,000)	-
Friends of Theatre by the Lake	12,000	-	-	-	-	(12,000)	-
Kickstarter	-	-	-	-	17,767	(17,767)	-
Youth Theatre	-	-	-	-	11,744	(11,744)	-
Capital:							
Capital grants & donations received	-	(15,000)	-	-	-	-	-
Capital grants & donations expended	-	(141,190)	-	-	-	(141,190)	3,031,355
	256,699	(779,446)	-	(127,017)	29,511	(215,064)	3,060,619
Total Funds	1,678,219	(1,834,380)	4,289	-	2,745,344	(3,041,268)	5,163,324

CUMBRIA THEATRE TRUST
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For the year ended 31 March 2023

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.

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 & 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 £141,190 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 Lakeside Café.

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

	Group Unrestricted Funds £	Group Restricted Funds £	Group Total £	Charity Unrestricted Funds £	Charity Restricted Funds £	Charity Total £
<i>As at March 31 2023</i>						
Fixed assets	1,256,848	3,031,355	4,288,203	1,249,628	3,031,355	4,280,983
Net Current assets	835,857	29,264	865,121	843,077	29,264	872,341
	<u>2,092,705</u>	<u>3,060,619</u>	<u>5,153,324</u>	<u>2,092,705</u>	<u>3,060,619</u>	<u>5,153,324</u>
<i>As at March 31 2022</i>						
Fixed assets	1,276,163	3,172,545	4,448,708	1,276,363	3,172,545	4,448,908
Net Current assets	926,913	73,627	1,000,540	926,713	73,627	1,000,340
	<u>2,203,076</u>	<u>3,246,172</u>	<u>5,449,248</u>	<u>2,203,076</u>	<u>3,246,172</u>	<u>5,449,248</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 2023 was 8 (2022: 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 2023 the charity had capital commitments which are contracted for but not provided for in the financial statements of £Nil (2022: £5,000).

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 was an independent charity (now dissolved), which had the right to nominate one member to the Board of Cumbria Theatre Trust as detailed in the Trustees' Report. Donations totalling £5,500 (2022 - £41,432) 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 (2022: £2,500) 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 £nil (2022: £40,000) in business support grants from Allerdale Borough Council during the year.

Donations totalling £48 were received in aggregate from trustees during the year (2022: £509).

There were no other outstanding balances with related parties at the end of the year (2022: Nil) and no other transactions with charity trustees during the year.

26 OPERATING LEASE COMMITMENTS

At 31 March 2023 the company had the following commitments under non-cancellable operating leases:

	2023	2023	2022	2022
	Property	Others	Property	Others
	£	£	£	£
Minimum amounts payable:				
within one year	9,250	-	9,250	-
within two to five years	2,313	-	11,563	-
Total	11,563	-	20,813	-

CUMBRIA THEATRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 March 2023

27 Parent charity - Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Total incoming resources	2,628,637	29,511	2,658,148	1,597,622
Total resources expended	2,739,008	215,064	2,954,072	1,749,809
Net (expenditure) / income for the year before transfers	(110,371)	(185,553)	(295,924)	(152,187)

28 Subsidiary undertaking - commercial and trading activities

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

	2023 £	2022 £
Turnover	223,100	150,705
Intercompany adjustments	-	-
Activities for generating funds: trading operations	223,100	150,705
Cost of sales	22,341	2,823
Administration & premises expenses	64,855	77,774
Management charge	-	-
Cost of trading operations	87,196	80,597
	135,904	70,107
Other income	-	16,523
Net profit reported in consolidated accounts	135,904	86,630
Add back intercompany adjustments	-	-
Net profit for the year reported by TBTL Services Ltd	135,904	86,630
Gift Aid	(135,904)	(86,630)
Retained in the subsidiary	-	-
As at the balance sheet date, the assets and liabilities of the subsidiary were:		
Non current assets	7,422	-
Current assets	203,581	128,593
Creditors: amounts due within one year	(210,903)	(128,493)
	100	100
Represented by:		
Aggregate share capital and reserves	100	100
Profit and Loss Account	-	-
	100	100

CUMBRIA THEATRE TRUST
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For the year ended 31 March 2023

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.

	2023	2022
	£	£
Turnover	-	-
Intercompany adjustments	-	-
Activities for generating funds: trading operations	-	-
Cost of sales	-	-
Intercompany adjustments	-	-
Administration & premises expenses	-	-
Cost of trading operations	-	-
Net loss reported in consolidated accounts	-	-
Add back intercompany adjustments	-	-
Net loss for the year reported by Theatre by the Lake Productions Ltd	-	-
Tax Claim	-	-
Retained in the subsidiary	-	-
As at the balance sheet date, the assets and liabilities of the subsidiary were:		
Current assets	100	100
Creditors: amounts due within one year	-	-
	100	100
Represented by:		
Aggregate share capital and reserves	100	100
Theatre tax credit:		
TTR claimable	-	-
Deferred tax asset movement	-	-
Credit in accounts	-	-

CUMBRIA THEATRE TRUST
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30 Designated Funds

	At 31 March 2022	Funds designated	At 31 March 2023
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)	-
Participation	-	26,700	26,700
	302,578	(275,878)	26,700

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

Work committed in 21/22 which due to staff capacity or logistical issues were 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 were not be completed until 22/23

Strategic initiatives and contingency

These funds were released back to the general fund in 22/23.

Participation

Planned works which due to staff capacity will not be completed until 23/24