

Charity no. 1177812

The Wardrobe Theatre
Report and Unaudited Financial
Statements
30 June 2020

The Wardrobe Theatre

Reference and administrative details

For the year ended 30 June 2020

Charity number	1177812														
Registered office and operational address	25 West Street St. Phillips Bristol BS2 0DF														
Trustees	<p>The trustees are who served during the year and up to the date of this report were as follows:</p> <table><tr><td>Phillipa Warin</td><td>Chair</td></tr><tr><td>Alastair Robertson</td><td></td></tr><tr><td>Christopher Askew</td><td></td></tr><tr><td>Kerry Francis</td><td>appointed 25 September 2019</td></tr><tr><td>Miriam Gosling Gage</td><td>appointed 25 September 2019</td></tr><tr><td>Naomi Miller</td><td></td></tr><tr><td>Graham Young</td><td>appointed 25 September 2019</td></tr></table>	Phillipa Warin	Chair	Alastair Robertson		Christopher Askew		Kerry Francis	appointed 25 September 2019	Miriam Gosling Gage	appointed 25 September 2019	Naomi Miller		Graham Young	appointed 25 September 2019
Phillipa Warin	Chair														
Alastair Robertson															
Christopher Askew															
Kerry Francis	appointed 25 September 2019														
Miriam Gosling Gage	appointed 25 September 2019														
Naomi Miller															
Graham Young	appointed 25 September 2019														
Independent examiners	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD														

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

The trustees present their report and financial statements for the year ended 30 June 2020.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

Governing document

The Wardrobe Theatre is a charitable incorporated organisation (charity number 1177812), registered with the Charity Commission on 4 April 2018. The charity's governing document is its constitution, dated 4 April 2018.

Objectives and activities

The charity's objects, as set out in its governing document, are the advancement of the arts and the education of the public in the appreciation and understanding of the arts in all their forms, through the operation, facilitation and management of The Wardrobe Theatre for the public benefit, taking place in particular, but not exclusively in, the City of Bristol and surrounding areas.

The CIO has continued the activities of The Wardrobe Theatre Community Interest Company. The activities of the CIC were transferred to the charity on 1 July 2018, with the CIC closed in early 2020.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives for the year.

The 4 core aims of The Wardrobe Theatre as laid out by the Board of Trustees this year are:

- **ARTISTS:** Supporting new work by emerging, grass-roots artists (especially those based in Bristol); and building on the relationships we have with existing artists encouraging them to share their latest work with our audiences;
- **AUDIENCES:** Standing by the affordability of our ticket prices keeping us financially accessible for all, and; inspiring excellent loyalty from our audiences through the high quality of our programme and the theatre and bar's welcoming and informal atmosphere;
- **THEATRE FOR FAMILIES:** Build on our excellent reputation as a brilliant venue for young audiences by programming high-quality family shows every school holiday and most weekends with very high attendance; and producing/co-producing fantastic original family shows in-house; and
- **ARTIST HUB:** Support the development of artists, companies and theatre-makers at every stage of their careers; actively ensuring the theatre and bar are enabling artists to create, meet and work together; and running an excellent programme of artist development opportunities under 'The Artists' Network'.

Achievements and performance

Artistic programme

This financial year a total of 25,805 audience members came to see a show at The Wardrobe Theatre, and a further 3,533 attended our events on tour. Therefore our total live audience this year was 29,338 people.

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

Within the venue we presented a total of 348 live performances during the 250 days the theatre was open (closed for a week in the summer, Christmas, New Years' Day and from 17 March until the end of the financial year due to the Covid-19 pandemic), hosting 82 visiting companies; a mix of Bristol-based artists and award-winning shows on national tours. Particular highlights this year included:

- *It's True, It's True, It's True* by Breach Theatre (November 2019) – We've supported this brilliant theatre company for many years and we were thrilled to present their hit Fringe First and Stage Award-winning show, a stunning restaging of a 17th-century rape trial that totally wowed audiences;
- *Kneehigh's The Dancing Frog* (August 2019) – It was a privilege to host one of the UK's absolute best theatre companies and further cement our position as an exciting venue programming high-quality work for family audiences;
- Daniel Kitson (July 2019) – A comedian and storyteller with a huge international profile who hand-picks small independent venues to bring work-in-progress previews to;
- *Vet Detective by Bad Vs Evil* (August 2019) – After having collaborated with them for years on our in-house productions, it has been wonderful to help support these two artists to create their own theatre company and to successfully make their own original work;
- *Sh!t Theatre Drinks Rum With Expats* (July 2019) – It was a thrill to once again host this brilliant company ahead of them going to Edinburgh Fringe 2019 where this bold new show won a Fringe First;
- *Papaya Fest* (October 2019) – It was great to help Popelei Theatre present this brand new Latin American/British cultural fusion festival in The Wardrobe Theatre and The Old Market Assembly in, hopefully, what will become an annual event; and
- *Closer Each Day: The Improvised Soap Opera* – Having run fortnightly with us for nearly 10 years and over 170 episodes, we're very proud that this year this production and company became the UK's longest-running show outside of London, with every performance improvised and completely unique.

Work shown at the venue chiefly included theatre (devised work, storytelling, dance, puppetry, improvisation and new writing), secondary to that stand-up comedy, live music, poetry/spoken word and cabaret/drag. Family theatre was also successfully hosted every school holiday and most weekends, as we presented a total of 74 family performances during the year to a total audience of 5,420 people. Also a breeding ground for new work, of all the theatre shows that were staged in The Wardrobe Theatre this year, 6 were world premieres.

The average ticket price at The Wardrobe Theatre is £10 (much lower than other performing arts venues in the area) and 9 performances presented this year were charged as Pay What You Decide. Financial accessibility remains a core ethos of the way we work and affordable ticket prices have helped us achieve very high audience attendance throughout the year and great success in attracting a young-adult audience.

From 17 March 2020 until the end of this financial year The Wardrobe Theatre had to shut due to the Covid-19 pandemic, severely restricting our ability to present performance. However, during lockdown, we were very active online sharing work by our partners and collaborators and we also directly supported the creation of 2 new projects, both exploring ways of bringing arts and culture to people while the theatre is closed. *Voices Of Lockdown Live & Unleashed* was created and performed by Bristol-based theatre company Beyond The Ridiculous over the video conference software Zoom and brought live theatre directly into the homes of 103 people. *The Seekers Podcast* is an audio-digital reimagining of the popular series of children's shows we have co-produced with The Wardrobe Ensemble over several years and this new series of podcasts has had close to 1,000 listens already.

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

In-House & Co- Productions

During this year, 1 new in-house production was created and 5 existing Wardrobe Theatre productions/co-productions toured:

- *Drac & Jill* was The Wardrobe Theatre's sole new production this financial year (made with support from Arts Council England), a bold new gothic horror-comedy that played at the venue for a sold out 9 weeks between November 2019 and January 2020 to a total of 5,136 people. We were delighted to welcome back Tom Brennan as director (The Wardrobe Ensemble: *Education Education Education*) and we were proud to have this fantastic young director supported by a 60% female, 20% LGBTQI and 95% Bristol-based creative team and cast. The show was a raucous, intelligent and ambitious reimagining of Bram Stoker's *Dracula*, featuring the first flying scenes ever at the theatre (the rig was installed especially for the show) and it was widely regarded as The Wardrobe Theatre's best show ever, receiving 4 star reviews in The Stage and The Observer;
- Two Wardrobe Theatre productions transferred to our Bristol cultural partner Tobacco Factory Theatres this year: *Oedipuss In Boots* in July 2019 and *Kirk Vs Ming* (co-produced with Bad Vs Evil) December 2019-January 2020. Both shows were great opportunities to further build on our relationship with Tobacco Factory Theatres and introduce new audiences to our work. The shows together played to a total of 1,035 people;
- *The Deep Sea Seekers* is the 3rd family show The Wardrobe Theatre has co-produced with The Wardrobe Ensemble. Created in early 2019 at National Theatre Studio and debuting at The Wardrobe Theatre in April 2019, this financial year the show toured extensively to The North Wall (Oxford), Bristol Old Vic (Bristol), Valley Arts Festival (Dundry) and Theatre Royal Plymouth (Plymouth), delighting families around the country. Further, during the UK lockdown *The Seekers Podcast* was launched, a new audio-digital project based on the characters and adventures from this show;
- During Autumn 2019, The Wardrobe Theatre worked with Closer Each Day Company to co-produce the Arts Council England funded UK tour of *Steamed: A Dickensian Improvised Christmas Tale*. This was Closer Each Day Company's first tour as a theatre company, something we were very pleased to support and mentor them in as co-producers. The show visited Rondo Theatre (Bath), Tolmen Centre (Cornwall), SS Great Britain (Bristol), Theatre Shop (Clevedon), Pound Arts (Corsham) and Salisbury Playhouse (Salisbury) between December 2019 and January 2020, watched live by a total of 1,111 people. Something we are particularly proud of as part of this project has been working with Closer Each Day Company to champion the artistic form of improvisation and being able to take an improvised show to theatres that are normally quite conservative in their programming. We have been able to demonstrate that "improv" is a wonderful form of theatre that can draw an audience and can be a brilliant, high-quality night out and is something that their audiences will respond to and will turn out for; and
- *Bristol Improv Marathon* is an annual event co-produced by Closer Each Day Company, The Bristol Improv Theatre and The Wardrobe Theatre. March 2020 saw the 6th *Bristol Improv Marathon* and during this long weekend 30 performers collaborated onstage together for 26 hours non-stop through the night, improvising stories, characters and adventures in this year's Roman setting.

Creative development

The Wardrobe Theatre's entire approach to artist development was redeveloped this year, rebranded and relaunched under the banner of The Artists' Network. We successfully facilitated 5 workshops led by fantastic local and visiting theatre-makers including Breach Theatre (*It's True, It's True, It's True*), Joe Sellman-Leava (*Labels*) and Toby Hulse with a total of 74 people attending. We had more workshops planned during 2020 however these were all cancelled due to the Covid-19 pandemic.

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

We also relaunched The Wardrobe Theatre's quarterly work-in-progress scratch nights called *Itch* offering a chance for theatre-makers to present a new idea to an audience for the first time to get feedback on. We held 2 *Itch* nights this year (the planned others were cancelled due to the Covid-19 pandemic) with 8 artists/companies able to present something brand new to a keen audience.

This year we continued to support local artists to make work and get it seen with in-kind rehearsal space, mentoring, dramaturgical input, storage space, technical equipment loans and financial guidance. Just some of the projects and companies The Wardrobe Theatre supported included:

- *Vet Detective by Bad Vs Evil*;
- *Wild Swimming* by Full Rogue Theatre;
- *Undercover Christmas Club* by Riddlestick Theatre;
- *The Sorcerer's Apprentice* by Open Attic Company;
- *Polly* by Sharp Teeth Theatre;
- *Fanboy* by Worklight Theatre;
- *Kiota*;
- *The Paper Cinema Club* by Paper Cinema; and
- *The Shade Pullers & Lash Stackers Social Club*.

During the UK lockdown and the Covid-19 pandemic, The Wardrobe Theatre and our staff were on hand to offer extensive in-kind support, advice, guidance and mentoring to many within the arts sector. We worked alongside many cultural leaders to navigate together a way out of the awful situation we had been presented with and also reached out to a large number of emerging theatre-makers, companies and arts freelancers to offer support. Help included mentoring meetings, advice and reading drafts of funding applications to help those applying for grants to achieve them. We also took part in New Diorama Theatre's North Star Project which was a nation-wide programme of application reading for individuals applying for an Arts Council England grant for the first time. Just one of the arts organisations we supported was The Bristol Improv Theatre: "The Wardrobe Theatre offered us a huge amount of advice and support both in the run up to and during lockdown. Not only did they help us secure funding for our space, but they also offered guidance on organisational and financial strategy which has ultimately enabled us to survive this rocky period. The Bristol Improv Theatre would not have got through the last 6 months without their guidance. Their commitment to Bristol's arts scene is inspiring." Caitlin Campbell, Artistic Director of The Bristol Improv Theatre.

Between 17 March and the end of this financial year, The Wardrobe Theatre was forced to cancel 144 performances. Aware of the incredible financial hardship faced by many of the artists, companies and freelancers who bring work to us, we offered each visiting company a one-off gift of £50 for every day of performances that were due to be in our space that were cancelled, with a total of £5,550 being given directly in gifts to companies and individuals. Further, when every ticket holder was contacted by the box office and offered a refund for a cancelled performance here, they were given the option to change their purchased ticket into a donation. The Wardrobe Theatre received £1,882 in donations this way, 100% of which were passed on directly to the visiting companies and artists.

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

Participation, audience development

During this year our entire approach to participation was redeveloped, led by The Wardrobe Theatre's co-founder and ex-director, Jesse Meadows. As part of this relaunch, a series of opportunities were carried out including 5 post-show Q&A events with visiting theatre companies and 5 workshops led by leading Bristol creatives. We also successfully trialled a new approach to attracting young adults to the theatre and in January 2020 we ran a Young Persons' Night for our in-house production of *Drac & Jill* where 50 £3 tickets were provided to local people aged 16-20, the majority of whom had never visited the theatre before. They were welcomed on the night by *Drac & Jill*'s Assistant Director, Julia Head, watched the show and were encouraged to meet and participate in a Q&A after the show with the show's cast and creative team.

Audience development

The Wardrobe Theatre is located within 1 mile of some of the greatest deprivation in the country including the wards of Lawrence Hill and Stapleton Road and as a result we are uniquely placed to inspire, enrich and effect change in these communities. During our in-house production of *Drac & Jill* we worked hard to reach audiences in these neighbouring council wards with strategies including taking out adverts in community magazines like Up Our Street, targeted flyerling and offering 30 £1 tickets to locals, an initiative we ran in collaboration with Trinity Centre after it had been successfully pioneered by this community arts hub. The strategies and collaborations we developed were incredibly useful and, in forming new relationships, it has paved the way for us to be able to approach these communities more effectively in the future.

Diversity & inclusion

As laid out by our Board of Trustees, a key goal of The Wardrobe Theatre is to broaden the diversity of the people we work with and those that come through our building. Led by the Board and, in light of the Black Lives Matter movement, at the end of this financial year our theatre staff began meeting fortnightly to participate in seminars and discussion groups focused on diversity and inclusivity in the arts. Facilitated by our Theatre Manager, Aisha Ali, each session welcomed a guest speaker and focused on topics including privilege, racism, disability/ableism and class. These sessions have helped change the way we think about our audience, workforce, governance and participants and it's widened our knowledge and understanding about the types of barriers some communities face in accessing culture.

Development & marketing

This year, 3 grants were successfully awarded to The Wardrobe Theatre:

- a Small Project Grant for the new in-house production *Drac & Jill* (Arts Council England): £14,907;
- Creative Scale Up for targeted mentoring support (West of England Combined Authority): £6,000 (received after year end); and
- Emergency Relief Fund to help us respond to the immediate impact of the coronavirus pandemic (Arts Council England & DCMS): £28,800.

Fundraising

This financial year, public donations to The Wardrobe Theatre totalled £3,267.

At the end of this financial year, The Wardrobe Theatre had 117 members in The Wardrobe Theatre Fan Club (our friends' loyalty scheme) each donating £30/year.

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

Marketing

The Wardrobe Theatre maintained strong marketing strategies this financial year, supported by a solid foundation of social media followers (Twitter: 9,100+ | Facebook: 8,700+ | Instagram: 2,500+) and just under 4,000 email addresses on our weekly What's On newsletter mailing list.

Staffing, structure, governance & management

The Wardrobe Theatre runs effectively with a skeleton team of 5, sharing the equivalent of 3 full time roles:

- Matthew Whittle, Co-Director (full-time): artistic director, head of programming, head of development, head of marketing;
- Chris Collier, Co-Director (full-time): technical director, head of operations, in-house production manager;
- Bebhinn Cronin, Executive Producer (part-time);
- Aisha Ali, Theatre Manager (part-time); and
- Jesse Meadows, Artist Development (part-time).

This winter Jesse Meadows stepped down as a co-Director of The Wardrobe Theatre. Jesse has been with us since the very beginning, helping pull resources and pour boundless enthusiasm into a project that had no real right to succeed as she co-founded The Wardrobe Theatre in 2011 in a small room above The White Bear pub. She's been with us every step of the way since, growing and learning as we do and nothing The Wardrobe Theatre has achieved in our near 10 year history would have been possible without Jesse's constant dedication and passion; not our move to Old Market, our development into a charity or a million other stepping stones that have taken us from a pop-up venue to what is now a fully established and thriving arts hub and regional leader of talent. Since leaving, Jesse has returned in a much reduced capacity as the spearhead for our new artist development programme, The Artists' Network, and she has also worked as an advisor during all of The Wardrobe Theatre's response to and survival during the Covid-19 pandemic.

This year we were delighted that Bebhinn Cronin was promoted to Executive Producer of The Wardrobe Theatre. Bebhinn joined the team in October 2017 and through her dedication, passion, experience and meticulous planning she has driven the theatre to grow and professionalise, overseeing our transition into a charity, the development of our Board of Trustees and systems of governance, contracting, successful campaigns of development and fundraising, and is always adeptly planning and strategising for the theatre's future. She's also produced each of our in-house productions including this year's *Drac & Jill*, ensuring our work is as strong as it can be artistically and financially. Her dedication and cool head has been particularly invaluable during the uncertain time of the Covid-19 pandemic and without her, The Wardrobe Theatre would have unravelled and ran out of steam and money a long time ago.

This year we were also thrilled that Aisha Ali was promoted from Volunteer Coordinator to Theatre Manager of The Wardrobe Theatre. Aisha started working with The Wardrobe Theatre in 2013 as a front of house volunteer herself and in 2016 was offered the new role of Volunteer Coordinator. Earlier this year we were delighted that she accepted to become the venue's Theatre Manager, a role that encompasses her brilliant work managing the hundreds of volunteers that usher and run the box office for all performances in the theatre along with further administration and producing duties. We are also indebted to Aisha for leading all the staff and a select group of associate artists at the end of this financial year through several group seminars of self-reflection, asking what could The Wardrobe Theatre do to be more inclusive, and running sessions on racism, disability and class. Aisha is an invaluable member of The Wardrobe Theatre team having been close to all operations for over 7 years. Her fantastic work ethic, commitment and constant enthusiasm continues to inspire.

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

Governance

The Wardrobe Theatre's Board of Trustees are:

Chris Askew, Kerry Francis, Miriam Gosling-Gage, Naomi Miller, Ali Robertson (Treasurer), Pippa Warin (Chair) and Graham Young.

In March 2020 Pippa Warin stepped down as chair temporarily, and Naomi Miller became Acting Chair.

In March 2020, in response to the coronavirus pandemic, a fortnightly Risk Subcommittee was established by the board, chaired by Graham Young, helping guide the charity through the rapidly changing challenges presented by the coronavirus pandemic.

Board appointments are made either through the reappointment of existing Trustees at the end of their term or by recommendation by the Trustees, which are then voted on by Trustees and Members. If running an open call for Trustees, vacancies are widely published with a CV and covering letter being the process of application. Candidates will be interviewed by a team which should include the Chair and a member of the Executive. Candidates may be invited to a meeting of the Trustees as an observer before being formally appointed. A Trustee who has served for two consecutive terms of office must take a break from office.

Management

The Wardrobe Theatre Company is a Charitable Incorporated Organisation (CIO). The objects of the CIO are:

The advancement of the arts and the education of the public in the appreciation and understanding of performing arts in all their forms, through the operation, facilitation and management of The Wardrobe Theatre for the public benefit, taking place in particular but not exclusively in, the city of Bristol and surrounding areas. The full powers of the CIO are listed in our 2017 Constitution.

A copy of The Wardrobe Theatre's Governing Document (Constitution, 1 November 2017) is available on request.

Financial review

For the year ended 31 July 2020, income was £333,527 (2019: £264,081) and expenditure was £274,159 (2019: £222,852), resulting in a surplus for the year of £59,368 (2019: £41,229). Total funds at 31 July 2020 were £100,597 (2019: £41,229). There were no restricted funds at the year end.

The charity aims to hold sufficient reserves to cover three months' normal operating costs. Based on the results from the previous financial year and forecasts for 20/21, the trustees estimate this to be £53,000. At 31 July 2020, unrestricted reserves stood at £100,597, which meets this target.

The trustees have considered the impact of the Covid-19 pandemic on the charity's current and future financial position. The implications include an anticipated loss of theatre ticket income between Mar 2020 - Mar 2021 of £126,195. The charity is taking the following steps to mitigate the threats that Covid-19 may pose to the organisation:

- The charity has made use of the government's furlough scheme;
- The charity has successfully applied for emergency funding from Arts Council England, Bristol City Council, West of England Central Authority and the Department of Culture, Media & Sport; and

The Wardrobe Theatre

Report of the trustees

For the year ended 30 June 2020

- A rental holiday has been received from our building landlord and other overheads including utility bills have been reduced.

The trustees consider that the charity will continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved for the following reasons:

- The charity holds reserves that exceed £100,000, nearly double the reserves target; and
- The charity's key funders have confirmed future support and a determination to ensure The Wardrobe Theatre will outlive the Covid-19 pandemic.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those 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 accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. The trustees 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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The Wardrobe Theatre


Report of the trustees

For the year ended 30 June 2020

Independent examiners

Godfrey Wilson Limited were re-appointed as independent examiners to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 2 March 2021 and signed on their behalf by



Phillipa Warin - Chair

Independent examiner's report

To the trustees of

The Wardrobe Theatre

I report to the trustees on my examination of the accounts of The Wardrobe Theatre (the CIO) for the year ended 30 June 2020, which are set out on pages 12 to 23.

Responsibilities and basis of report

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

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

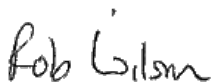
Independent examiner's statement

Since the CIO's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

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

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

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



Date: 4 March 2021

Rob Wilson FCA

Member of the ICAEW

For and on behalf of:

Godfrey Wilson Limited

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol

BS1 4QD

The Wardrobe Theatre

Statement of financial activities

For the year ended 30 June 2020

		Restricted	Unrestricted	2020 Total	Restated 15 months ended 30 June 2019 Total
	Note	£	£	£	£
Income from:					
Donations and legacies	2	14,907	61,980	76,887	19,037
Charitable activities	3	-	245,502	245,502	233,053
Other trading activities	4	-	11,138	11,138	11,991
Total income		<u>14,907</u>	<u>318,620</u>	<u>333,527</u>	<u>264,081</u>
Expenditure on:					
Raising funds		-	10,673	10,673	8,696
Charitable activities		<u>14,907</u>	<u>248,579</u>	<u>263,486</u>	<u>214,156</u>
Total expenditure	6	<u>14,907</u>	<u>259,252</u>	<u>274,159</u>	<u>222,852</u>
Net income and net movement in funds	7	-	59,368	59,368	41,229
Reconciliation of funds:					
Total funds brought forward		<u>-</u>	<u>41,229</u>	<u>41,229</u>	<u>-</u>
Total funds carried forward		<u><u>-</u></u>	<u><u>100,597</u></u>	<u><u>100,597</u></u>	<u><u>41,229</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

Although the comparative period is stated for a 15 month period, the charity was only operational for 12 of these 15 months. The 2019 comparatives have been restated for income that had been incorrectly classified as expenditure, as detailed in notes 3 and 6 to the accounts. There was no overall change to the 2019 surplus reported.

The Wardrobe Theatre

Balance sheet

As at 30 June 2020

	Note	£	2020 £	2019 £
Fixed assets				
Tangible assets	10		<u>2,232</u>	<u>2,812</u>
			2,232	2,812
Current assets				
Debtors	11	17,518		21,283
Cash at bank and in hand		<u>96,479</u>		<u>27,378</u>
		113,997		48,661
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>15,632</u>		<u>10,244</u>
Net current assets			<u>98,365</u>	<u>38,417</u>
Net assets	13		<u><u>100,597</u></u>	<u><u>41,229</u></u>
Funds	14			
Restricted funds			-	-
Unrestricted funds				
General funds			<u>100,597</u>	<u>41,229</u>
Total charity funds			<u><u>100,597</u></u>	<u><u>41,229</u></u>

Approved by the trustees on 2 March 2021 and signed on their behalf by

Phillipa A Warin

Phillipa Warin - Chair

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

1. Accounting policies

a) Basis of preparation

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

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

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern. However, the COVID-19 pandemic has had a profound impact upon the arts sector. The trustees have considered the impact of this issue on the charity's current and future financial position. The charity held unrestricted, general reserves of £100,597 at 30 June 2020, and a cash balance of £96,479. The trustees have taken steps to reduce costs for 2020-21 and have made use of support provided by the government through the Job Retention Scheme, as well as receiving other emergency funding and a rental holiday, as detailed in the trustees' annual report. In light of this, the trustees consider that the charity has sufficient unrestricted reserves and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. For this reason, the accounts have been prepared on the going concern basis.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income received in advance of provision of theatrical performances is deferred until criteria for income recognition are met.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or 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 measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the basis of the direct costs incurred, as follows:

	2020	2019
Raising funds	4%	4%
Charitable activities	96%	96%

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Fixtures, fittings and equipment	3 years
----------------------------------	---------

i) Debtors

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

j) Cash at bank and in hand

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

k) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

l) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

m) Pension costs

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

n) Accounting estimates and key judgements

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

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

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation

As described in note 1(h) to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

2. Income from donations and legacies

	Restricted £	Unrestricted £	2020 Total £	15 months ended 30 June 2019 Total £
Grants				
Arts Council England	14,907	25,920	40,827	-
Bristol City Council	-	10,000	10,000	-
Job Retention Scheme	-	7,489	7,489	-
Donations	-	15,459	15,459	16,580
Fan club subscriptions	-	3,112	3,112	2,457
Total income from donations	14,907	61,980	76,887	19,037

All income from donations in the prior period was unrestricted.

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

3. Income from charitable activities

	Restricted £	Unrestricted £	2020 Total £	Restated 15 months ended 30 June 2019 Total £
Ticket sales	-	233,977	233,977	233,053
Theatre tax relief	-	11,525	11,525	-
Total income from charitable activities	-	245,502	245,502	233,053

All income from charitable activities in the prior period was unrestricted. The prior period comparative has been restated to include an additional £6,140 of income, credited to expenses in the prior year.

4. Income from other trading activities

	Restricted £	Unrestricted £	2020 Total £	15 months ended 30 June 2019 Total £
Space hire	-	10,470	10,470	-
Concessions sales	-	518	518	1,241
Advertising revenue	-	150	150	750
Other revenue	-	-	-	10,000
Total income from other trading activities	-	11,138	11,138	11,991

All income from other trading activities in the prior period was unrestricted.

5. Government grants

The charity received government grants, defined as funding from Bristol City Council, Arts Council England and the Job Retention Scheme to fund charitable activities. The total value of such grants in the year ending 30 June 2020 was £58,316. There are no unfulfilled conditions or contingencies attaching to these grants in the year. There were no government grants in the prior year.

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

6. Total expenditure

	Raising funds	Charitable activities	Support and governance costs	2020 Total	Raising funds	Charitable activities	Support and governance costs	Restated 15 months ended 30 June 2019 Total
	£	£	£	£	£	£	£	£
Production fees	-	151,973	-	151,973	-	125,215	-	125,215
Staff costs	9,426	36,139	20,917	66,482	6,211	16,505	12,146	34,862
Box office service charges	-	17,926	-	17,926	-	15,270	-	15,270
Rent and service charges	-	18,222	-	18,222	-	21,130	-	21,130
Advertising and marketing	-	5,342	-	5,342	-	6,858	-	6,858
Premises costs	-	4,294	-	4,294	-	5,342	-	5,342
Legal costs	-	-	-	-	-	-	4,900	4,900
Repairs and maintenance	-	1,589	-	1,589	-	2,808	-	2,808
Insurance	-	-	1,673	1,673	-	-	1,596	1,596
Audit and accountancy	-	-	1,656	1,656	-	-	1,428	1,428
Depreciation	-	-	1,821	1,821	-	-	1,407	1,407
Miscellaneous costs	113	-	1,860	1,973	-	-	1,286	1,286
Subscriptions	-	-	1,056	1,056	-	-	604	604
Travel and subsistence	-	-	152	152	-	-	146	146
Sub-total	9,539	235,485	29,135	274,159	6,211	193,128	23,513	222,852
Allocation of support and governance costs	<u>1,134</u>	<u>28,001</u>	<u>(29,135)</u>	<u>-</u>	<u>2,485</u>	<u>21,028</u>	<u>(23,513)</u>	<u>-</u>
Total expenditure	<u>10,673</u>	<u>263,486</u>	<u>-</u>	<u>274,159</u>	<u>8,696</u>	<u>214,156</u>	<u>-</u>	<u>222,852</u>

Total governance costs were £1,656 (2019: £6,220). Prior year expenditure has been restated to include additional box office service charges of £6,140, netted off in the prior year.

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

7. Net movement in funds

This is stated after charging:

	2020 £	15 months ended 30 June 2019 £
Depreciation	1,821	1,407
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	Nil	Nil
Independent examiners' remuneration:		
▪ Independent examination (including VAT)	1,356	1,320
▪ Other services	300	108
	<u>1,356</u>	<u>1,320</u>

8. Staff costs and numbers

Staff costs were as follows:

	2020 £	15 months ended 30 June 2019 £
Salaries and wages	64,775	26,250
Social security costs	550	-
Pension costs	1,157	379
Freelance staff	-	8,233
	<u>66,482</u>	<u>34,862</u>

No employee earned more than £60,000 during the year.

The key management personnel of the charity comprise the trustees and the co-directors. The total employee benefits of the key management personnel were £45,754 (2019: £15,960).

	2020 No.	2019 No.
Average head count	<u>5.00</u>	<u>2.50</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

10. Tangible fixed assets

	Fixtures, fittings and equipment £	Total £
Cost		
At 1 July 2019	4,219	4,219
Additions in year	<u>1,241</u>	<u>1,241</u>
At 30 June 2020	<u>5,460</u>	<u>5,460</u>
Depreciation		
At 1 July 2019	1,407	1,407
Charge for the year	<u>1,821</u>	<u>1,821</u>
At 30 June 2020	<u>3,228</u>	<u>3,228</u>
Net book value At 30 June 2020	<u><u>2,232</u></u>	<u><u>2,232</u></u>
At 30 June 2019	<u><u>2,812</u></u>	<u><u>2,812</u></u>

11. Debtors

	2020 £	2019 £
Trade debtors	1,493	10,263
The Wardrobe Theatre CIC	-	6,023
Prepayments	2,000	1,884
Accrued income	<u>14,025</u>	<u>3,113</u>
	<u><u>17,518</u></u>	<u><u>21,283</u></u>

12. Creditors : amounts due within 1 year

	2020 £	2019 £
Trade creditors	11,333	7,999
Accruals	1,656	1,320
Other taxation and social security	2,409	748
Other creditors	<u>234</u>	<u>177</u>
	<u><u>15,632</u></u>	<u><u>10,244</u></u>

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

13. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	2,232	2,232
Current assets	-	113,997	113,997
Current liabilities	-	(15,632)	(15,632)
Net assets at 30 June 2020	-	100,597	100,597

	Restricted funds £	Unrestricted funds £	Total funds £
Prior year comparative			
Tangible fixed assets	-	2,812	2,812
Current assets	-	48,661	48,661
Current liabilities	-	(10,244)	(10,244)
Net assets at 30 June 2019	-	41,229	41,229

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

14. Movements in funds

	At 1 July 2019 £	Income £	Expenditure £	At 30 June 2020 £
Restricted funds				
Arts Council England	-	14,907	(14,907)	-
Total restricted funds	-	14,907	(14,907)	-
Unrestricted funds				
General funds	41,229	318,620	(259,252)	100,597
Total unrestricted funds	41,229	318,620	(259,252)	100,597
Total funds	41,229	333,527	(274,159)	100,597

Purposes of restricted funds

Arts Council England

A grant given towards the production costs of Drac and Jill.

Prior period comparative

	At 4 April 2018 £	Income £	Expenditure £	At 30 June 2019 £
Unrestricted funds				
General funds	-	264,081	(222,852)	41,229
Total unrestricted funds	-	264,081	(222,852)	41,229
Total funds	-	264,081	(222,852)	41,229

The Wardrobe Theatre

Notes to the financial statements

For the year ended 30 June 2020

15. Related party transactions

The Wardrobe Theatre has continued the activities previously carried out by The Wardrobe Theatre Community Interest Company (company no. 09626487). Jesse Meadows and Matthew Whittle, co-directors of The Wardrobe Theatre, were the sole directors of The Wardrobe Theatre Community Interest Company. The CIC was wound up during the year.

During the year, The Wardrobe Theatre Community Interest Company made a donation to The Wardrobe Theatre of £7,607 on ceasing to trade.

During the prior period, The Wardrobe Theatre charged The Wardrobe Theatre Community Interest Company a management fee of £Nil (2019: £10,000) for services rendered. Legal costs totalling £4,900 were recharged to The Wardrobe Theatre by The Wardrobe Theatre Community Interest Company.

As at 30 June 2020, there was no outstanding balance between the two entities (2019: The Wardrobe Theatre was owed £6,023 by The Wardrobe Theatre Community Interest Company).

Name of Organisation The Wardrobe Theatre

Accounting Period Start 1 July 2019

Accounting Period End 30 June 2020

Governing Body trustees

3

Current year 2020

Prior year 2019

4

Company No xxxxxxxx

Incorporated on xxxxxxxx

Charity No 1177812

registered on xxxxxxxx

Date Accounts will be signed 2 March 2021

Responsibilities of the trustees are on page 3

Financial Statements are on pages 6 to 16

Accounting policies are on pages 8 & 9

Movements in funds note number 15

No company guarantors at 1 July 2019 xx

No company guarantors at 30 June 2020 xx

Guarantee Amount £10

Financial Statements Description statement of financial activities, balance sh

Accounting Legislation the Charities Act 2011

Organisation Type Unincorporated Charity

OC internal controls statement? (enter TRUE or FALSE) FALSE

Prior year is restated? (enter TRUE or FALSE) FALSE

Prior period year

Current period year

Normal Font

Bold Font

Italic Font

Bold Italic Font

10

10

heet, statement of cash flows