

CHICKENSHED

THEATRE CHANGING LIVES



THE CHICKEN SHED THEATRE TRUST

ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31st March 2023

Company Registration Number: 02705172

Charity Number: 1012369

The Chicken Shed Theatre Trust

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The Chicken Shed Theatre Trust

Reference and Administrative Details

Directors:	Simon Allford Pete Constanti Richard Croft Chris De Pury Martin Gafsen Anthony Gibbon (Chairman) Kathleen Hall Brendan Kerr The Hon. Natasha Rayne Lady Rayne Lacey Aref Lahham James Lock Dr Lesley Main (resigned 12 th November 2022) Nick Millican Ashley Muldoon Matthew Rose (Treasurer) Theodor Sergiou Prof. Jonathan Shalit OBE Phoebe Vela-Hitchcox
Non-Executive Directors:	Dame Judi Dench CH DBE
Executive Officers:	Louise Perry (Managing Director) Paul Morrall (Director of Education & Training)
Honorary Presidents:	The Hon. Natasha Rayne (President) The Lady Rayne Lacey (President Emeritus)
Ambassadors & Guardians:	Jo Collins MBE (Founder) Mary Ward MBE (Founder)
Company Secretary:	Daniel Beacock
Registered Office:	Chicken Shed Theatre 290 Chase Side, Southgate, London, N14 4PE
Company Registration:	Number 02705172 (England and Wales)
Registered Charity:	Number 1012369
Bankers:	Barclays Bank plc Media Bank Centre 1st Floor, Soho Square London W1D 3QR
Auditors:	Alliotts LLP Manfield House 1 Southampton Street, London WC2R 0LR

The Chicken Shed Theatre Trust

The Chairman's Summary

For the year ended 31 March 2023

This time last year I talked about Chickenshed's recovery, financially and from the point of view of performance and education, post the pandemic period. This momentum has continued and we have continued to strengthen our reserves despite the economic challenges which could not have been fully anticipated. We are continuing to adopt a cautious stance from a management of cash perspective as well as giving additional consideration to our approach to future fundraising.

In late 2022 Chickenshed was awarded additional Office for Students funding for five years. This will support specialist performing arts providers. It recognises the valuable work undertaken by our organisation and the funds will underpin core education activities going forward as well as assisting sustaining our cashflow.

Another positive note was the confirmation of support received in March 2023 from the National Lottery Heritage Fund to mark Chickenshed's fiftieth anniversary in 2024. As well as providing an opportunity to re-engage with past participants it will add another dimension to the partnership activity which has continued to build throughout this financial year.

My sincere appreciation to Louise Perry and the Executive team for their efforts and to the Trustee Board for their application of knowledge and understanding of what Chickenshed aims to achieve.

Tony Gibbon

Chairman, The Chicken Shed Theatre Trust

The Chicken Shed Theatre Trust

The Organisation

Chickenshed is an inclusive theatre company whose vision is the creation of a society which enables everyone (regardless of background, ability or affluence) to flourish – with the contributions to their communities actively welcomed. Our part in realising that vision, our mission, is to create entertaining and outstanding theatre, which celebrates diversity and inspires positive change.

Structure, Governance & Management

Legal Structure & Objects

The Chicken Shed Theatre Trust is a registered charity and a company incorporated by guarantee with no share capital, exempted under Section 5 of the Companies Act 2006 from the requirement to use "Limited" as part of its name. Members of the Board act as Trustees and Directors of the charity and company respectively. The overall objects and powers of the Trust are set out in the Memorandum and Articles of Association. The object for which the company is established is the advancement of education in the fields of the arts, principally for the benefit of young people including those who may require help with mobility, communication, behaviour or self-help skills and social development with a view to educating them in these areas and integrating them into the community by assisting them in their development as members of society.

Governance

The Board of Directors has full legal responsibility for the corporate governance of the Chicken Shed Theatre Trust. Directors/Trustees are required to act in accordance with the company's Memorandum and Articles of Association and as required by Statute. From the twenty Directors who served on the Board at the year beginning, one retired prior to year end.

Directors are appointed on the basis of specific skills and knowledge to enable them to make a contribution to the management of the company. In order to understand their role and current issues facing the organisation, each new Director is provided with specific tailored information, including; copies of Governing Documents, Board Minutes, Annual Accounts and the Charity Commission's booklet *"The Essential Trustee: What you need to know"*. Opportunities are provided for new Directors to engage with the Chairman and Managing Director, as well as meeting with staff working within their own area of specialism.

In accordance with the Articles of Association the following Directors retired by rotation at the Annual General Meeting (21st June 2023) and, being eligible, sought re-appointment: Matthew Rose, Aref Lahham, Simon Allford, James Lock and Nicholas Millican were re-appointed.

The Board meet quarterly and review cross-organisation performance and development. Finance is the responsibility of the Finance Committee, which in the year to 31 March 2023, consisted of the Treasurer of the Trust, Head of Finance (who is the Company Secretary) the Managing Director and two Board trustees. This Committee convenes every two months. It oversees the development of business plans and recommends the Annual Budget to the Board. It reviews progress through the management account and re-forecasting process, tightly monitors overheads and exerts rigorous control over all outlays. Being responsible for monitoring income delivery is an essential part of the monthly discussions of the Finance Committee.

Management

The operational running of the theatre company is delegated to the Managing Director, supported by the Executive Team and Management Board. All groups meet regularly to discuss the operations of the company, assessing progress against artistic, education and business plans. Communication within the company, and to the wider Chickenshed community, is facilitated through face-to-face briefings (including departmental, staff and volunteer meetings), complemented by communications via the Sharepoint intranet and bespoke bulletins.

Key areas discussed by the Management Board include Health and Safety and Human

The Chicken Shed Theatre Trust

The Organisation (continued)

Resources. It is important to note that alongside paid staff, Chickenshed welcomes the contribution of over 300 volunteers, who continue to play a vital role in supporting our work.

Risk Assessment

Systems of internal control within the Trust are designed to provide reasonable reassurance against material mis-statement or loss. These include:

- Strategic and operational plans and an annual budget
- Consideration of financial and non-financial results on a regular basis
- Identification and management of risks

The Board has overall responsibility for ensuring that risk is managed in a constructive and considered manner and judge that the systems currently established mitigate the major risks identified and are appropriate for the present size of the charity.

The most significant risks affecting the Charity are liquidity and cash flow risk. The Finance Committee continues to monitor this aspect of the company's operations on behalf of the Directors, through review of management accounts and re-forecasting, particularly in relation to income.

Reserves Policy

The Charity continues its commitment to build meaningful reserves, and this year marked further progress in our steps to achieving this. At the year end the charity had free reserves of £1,551,703 (2022: £1,110,626). The Board of Trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the Charity should be between 3 and 6 months of operational expenditure. At 31 March 2023 the Charity's reserves are within this range. The Trustees review the level of Reserves regularly and the Reserves Policy annually to take account of changing circumstances.

Statement of Public Benefit

The Directors confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Commission in determining the activities undertaken by the charity.

Format of Accounts

The accounts attached on pages 16 to 34 have been drawn up in compliance with 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 1st January 2015), (Charities SORP FRS 102) and the Companies Act 2006.

The Chicken Shed Theatre Trust

Report of the Directors – Year ended 31st March 2023

Overview

Chickenshed is an inclusive theatre and education provider with a vision to support a society that enables everyone (regardless of background, ability or affluence) to flourish. Our mission is to develop a unique environment that empowers children, young people and adults to define and seek solutions to their individual, community and social challenges. Through programmes and activities facilitating education, theatre, participation, and professional training, Chickenshed breaks down barriers to inclusion and transforms wellbeing.

Chickenshed works with children and young people aged 0 - 21+ and adults of all ages. Our inclusive ethos means we welcome people from diverse backgrounds, and our community is made up of people from across all of society, including those experiencing social exclusion in mainstream environments for whom we provide additional support, to dismantle the barriers to their inclusion.

We empower individuals, building transferable skills and providing platforms to reflect these back to their communities:

- We support the presence, participation and achievement of all citizens.
- We provide access to adaptable creative environments, which are defined by the positive contribution of every participant.
- We support individuals to recognise their existing skills, build new capacities and understand the relevance and transferability of these to other environments.

We change hearts and minds—introducing new audiences to the positive impact of inclusion:

- We provide effective platforms for the lived experience to become a tool for social change.
- We challenge reductionism and silo thinking when designing interventions and programmes.
- Through relocation of resources and leadership responsibility, we reposition power for change back within the community.

We transform institutions—generating evidence-based approaches that can lead to societal change:

- Through our projects and programmes, we establish an approach to inclusive practice and policy which can be relevant to other areas of arts and education sectors.
- We seek active partnerships with organisations that challenge the limitations of existing inclusion practice and policy, in order to establish the foundation that sustainable diversity requires.

We recognise that a strategy for inclusion should consider the three indicators; access, participation and achievement. Our Theatre, Education and Participation programme is designed to provide regular, meaningful and high-quality access to inclusive performing arts participation and education for a wide range of ages and backgrounds.

On a weekly basis, Chickenshed is home to 700 members of the Children's and Youth Theatre, 170 Further and Higher Education students, 150 adult participants, and 300+ volunteers from the wider community who play an active role in supporting the development of children, young people and the arts. Our Early Years programme prompts early engagement with 150+ performances per year at our own theatre venue, as well as tours to other theatres, nurseries and schools.

The Chicken Shed Theatre Trust

Report of the Directors – Year ended 31st March 2023 (Continued)

All of this adds up to provide a continuum of engagement for over 1,000 individuals and their families each week. Across these groups approximately 60% would identify as having an additional requirement for support, which creates challenges for them when accessing other community activities. All of these individuals are given regular access to high-quality creative arts participation, teaching and production resources. The demand for these activities is evidenced through the retention and continuation rates of our projects, audience numbers and waiting lists for our programmes.

Strategies employed to achieve the Charity's Aims and Objectives

In pursuit of our charitable aim of the advancement of education in the fields of the arts, principally for the benefit of young people, we have continued to reach our beneficiaries through focusing our work in the key strategic areas of Performance, Education & Outreach and Participation. Key activities and achievements are detailed below.

Performance

Chickenshed offers, through its professional performance programme, opportunities for students and Young Company members to be mentored alongside our professional artistic staff, thus developing essential transferable skills for the future. The creative process includes systematic mixed stakeholder feedback sessions, youth-guided devising workshops and young creator roles embedded within all creative teams of public performances.

Our main house theatre space, The Rayne Theatre, has presented 265 performances to audience members, across 24 different productions over the 12 months. Currently the artistic strategy and programme is informed and guided by a set of creative leaders who have emerged from our education and participation programmes. They are supported in realising this vision by Chickenshed's Senior Creative Producers. We are delighted with the response to this approach, both internally and from a range of external assessors reviewing the quality of the productions. This year we have received four star reviews in The Guardian, The Times and The Stage, and our Christmas production of 'Jack!' won an Off West End award in the 'Theatre for Young Audiences' Performance category.

The strategy to engage external artists to advise and support our creatives is facilitated by a new programme, launched in January 2023. 'RISE' Professional Development Programme and Festival is a year-long inclusive professional development programme for under-represented artists to emerge into the performing arts industry. The programme's mission is to establish new creative companies that challenge artistic and social conventions of the creative industry. As an access programme, RISE aims to train, mentor and signpost opportunities for emerging artists wanting to attain a professional career in creative industry while advocating social change, inclusivity, and more accessible and representative creative platforms. The first year culminates in RISE festival in 2023, where the development is showcased through the creative work of the newly established companies. We are delighted that the pilot year of this programme has been funded by Foyle Foundation and Cockayne – Grants for the Arts.

Young Company – Children's and Youth Theatre

Chickenshed's Young Company is built upon participatory, inclusive theatre techniques with youth-guided and youth-led best practice informing all strategic planning and activity. The Young Company has a commitment to empower young people to lead exploration of collective peer perspectives on social challenges and particularly issues relevant to inclusion. In devising theatre that reflects this focus; they share this exploration in a way that can effect change within the communities they define as relevant to their access and achievement.

The Chicken Shed Theatre Trust

Report of the Directors – Year ended 31st March 2023 (Continued)

"Our methodology eradicates individual ownership and generates collective responsibility for the theatre we create. The trust, relationship and experience between staff and young people lends itself to collaboration, which is key to the inclusive creative process". Chickenshed Young Producer.

Among the notable activities this year was the Amplify Festival in July 2022. This was a child-led initiative focusing on a desire to establish real connections with each other and their wider community. In their words 'the Amplify Festival is a celebration of coming together to share the connection of our hopes and loves and of our unending imaginations'.

Education

Chickenshed delivers a **BTEC Level 3 National Extended Diploma in Performing Arts, alongside** a Foundation Degree in Inclusive Performance with the opportunity of a BA (Hons) top-up. Across the 3 education programmes, 170 students attend per year. Chickenshed's recruitment process, involves extensive community outreach work in secondary schools. This approach ensures access to further, and subsequently higher education is open to individuals previously excluded from full education participation.

Chickenshed's inclusive model for education continuously seeks out new ways to support individuals in closing the achievement gaps that occur between different equality groups. The mentor and peer support model provides an additional resource for every student. A significant proportion of these mentors have been through the FE & HE courses and have lived-experience of the challenges many students face. This wrap-around care complements the teaching team and ensures, no matter how severe or complex, the additional need of each individual can be met, ensuring they succeed in their education journey.

Students steer the development of modules in outreach and professional employability & placement empowering the students to address their communities' challenges. The Inclusive Professional Partnership Network (IPPN) established in 2021, incorporating education, community and social inclusion organisations, is thriving, achieving more work placements for students and training delivered by Chickenshed's lived experience experts. Members of this IPPN recognise Chickenshed's students' ability to work with them to improve the lives of the groups they support.

Chickenshed's access targets are routinely set between 20% and 45% higher than national averages for higher education organisations, and so are deliberately challenging. These targets included aims for black and global majority, externally identified and self-identified disabilities, areas identified by Index of Multiple Deprivation (IMD) and students with multiple areas of underrepresentation/ intersections of disadvantage. Chickenshed exceeded underrepresentation access targets for the higher education course, and level with or above these targets for further education intake. The black and global majority figure for the further education intake, exceeded national targets by 20%.

In terms of the Success/Achievement Outcomes for the academic year, pass rates are well above national averages at between 86% and 96% for higher education courses. For High Grade (First or 2.1 Upper Second for Higher Education), the foundation degree course students met national averages for all underrepresented groups apart from for students with disabilities where the outcomes were 3% less than national averages. FD Students with multiple areas of need and students from Index of Multiple Deprivation backgrounds continued to show well above or above average levels of achievement. BA students are at national average levels, with students with disabilities slightly lower by 3%, and students with multiple areas of need well above the National Average for this criteria.

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Report of the Directors – Year ended 31st March 2023 (Continued)

For further education students, performing arts grades are above national averages for all areas of underrepresentation and above national averages for High Grade Outcomes. Figures for progression continue to be well above national averages.

An important statistic is the 'distance travelled' story. 97% of students who did not have the GCSE level of grading to enter a BTEC Level 3 course, achieved a 'pass', with 57% of those individuals achieving high grade achievement (merit or distinction) in their final grade. In terms of progression, 90-93% progressed to higher education, which is well above the national averages for further education colleges and well above national averages for 6th Form Colleges exceeding national averages by between 20% and 25% in terms of entry to higher education.

Regarding Covid-19, the current feeling among the student group reflects that of the wider society in that the cost of living crisis and 'Covid Scarring' (long term pandemic impact) are most affecting progress and aspiration. Part of Chickenshed's response to this has been to maintain the counselling and peer mentoring provision. We consider this to be an important intervention that we need to prioritise, together with other aspects of increased support for day to day living expenses (food and travel), enabling young people who have been particularly affected to remain present, active and purposeful during this time.

In December 2022 we received confirmation that Chickenshed would be receiving £300,000 per annum, for five years, as part of an initiative to support specialist performing arts providers. It is stated by the Office for Students that 'the purpose of this funding is to enhance the provision of, and access to, performing arts education and training at specialist providers not in receipt of recurrent specialist provider funding, with a particular focus on contemporary music, drama and dance'. In the first year, Chickenshed is using this funding to provide professional production resources for education projects, increased performance specialism resources and training, wider experiences linked to performance for all students. The combination of initiatives will be targeted at reducing and removing barriers to learning and development in the areas of access, participation and progression. As an example, Chickenshed has initiated the 'Bridge Programme' as a response to 'Covid Scarring' and increased barriers to employment experienced by newly graduated students. The programme guarantees graduating students £500 of paid contracted employment either external or internal to boost graduates with their first paid occupation in employment related to their degree in inclusive performance.

COMMUNITY PARTNERSHIPS AND OUTREACH WORKSHOPS

As part of the continued ambition and commitment to provide access to inclusive theatre to all those who wish to take part, we have an extensive Outreach programme, delivered at a local, national and international level. In addition to participation opportunities, the programme also establishes spaces for partners to share practice and learning, in ways that supports continued access to inclusive programmes for communities.

Although Chickenshed's participants and audiences travel from across North London and beyond (e.g. Haringey and Waltham Forest), geographically we straddle two large London boroughs: Enfield and Barnet. Both boroughs have areas of very high deprivation, with Enfield assessed as the 41st most deprived of the 326 local authority areas, and Barnet in the lowest 50%. Outreach projects in early years, primary and secondary settings have deliberately challenging targets set to deliver 80%+ of participant and audience work in areas of equality group underrepresentation and multiple disadvantage. Focusing our outreach programme delivery in underserved areas such as Lower Edmonton, Enfield Lock, Freezywater, Dollis Hill Estate, Graham Park and Colindale has resulted in strong levels of involvement in our participatory and education programmes from these areas; reinforced through targeted recruitment, social support agency referrals and funded subsidies.

The Chicken Shed Theatre Trust

Report of the Directors – Year ended 31st March 2023 (Continued)

We maintained our focus during the year on maintaining routes into our activities and projects for children and young people who are in immediate need of inclusive experiences. We have a designated post responsible for making links with referral agencies within all our neighbouring boroughs, and funding received from The Thompson Family Charitable Trust enabled us to provide 500 free access and participation places across the 12 months. Over 70% of these participants transitioned into other longer term activities following this initial engagement.

TRAINING AND PARTNERSHIPS

Chickenshed has developed inclusive arts methodology and practice for the past 49 years. During this time, we have supported the inception, development and growth of 16 national, and 4 international, inclusive arts organisations. We continue to be the link between these 'Sheds', forming a network of inclusive theatres.

Over the past three years we have worked with over 210 partners, spanning the arts, education, youth participation, public service, charity and corporate sectors. These partnerships play a key role in both increasing the impact of our activities and raising awareness of our model of good practice for inclusion locally, nationally and internationally.

In October 2022, Chickenshed hosted the 'Raising the Voice of Community National Conference' where invited arts practitioners, educationalists, health professionals and others from the community sector came together to explore how to collectively raise the voice of the communities we work with, and why. There were over 130 attendees through the day. Partners included The Change Collective, Slung Low Theatre Company, SPID Theatre, Barbican Centre, and Compass Collective.

Chickenshed's Diversity and Inclusion training, provided to education, arts and youth sector partners, has continued to grow a client-base across a variety of sectors.

Rebranded as 'PEFORMANCE', this suite of training explores issues related to improving diversity and inclusion strategies, and dismantling systems and practice which exclude individuals from community and social development. Lived Experience Experts from the participant community are at the centre of the training delivery.

"Your interpretations of our sector were refreshing and so reflective of what our children face in today's world but also gave an important perspective on how children view their support. Whilst as professionals we are acutely aware of the core issues it certainly hits harder when presented in such a way as you did today" The National Children's Bureau conference in Manchester

50TH ANNIVERSARY HERITAGE PROJECT

We are delighted that our application to the National Lottery Heritage fund to deliver a project that records the oral history of Chickenshed's last 50 years was successful. Focused around the production of a new documentary, five 'Decade Community Projects' will feed into this, ensuring that we are able to extend the reach to past, present and future stakeholders. As well as providing a foundation of activity which other 50th celebration events can be built upon, the project will embed archiving skills across a range of areas of work, which can continue to be of benefit beyond the lifetime of this project. We will partner five organisations to enhance the project delivery and share the benefits of the training.

Volunteers

As Chickenshed returned to an almost full programme of activities, we were delighted to welcome back the existing community of 300 Volunteers, who fulfilled over 45 essential roles across all areas of the organisation.

The Chicken Shed Theatre Trust

Report of the Directors – Year ended 31st March 2023 (Continued)

The contribution of our Trustees & support of senior advisors/professionals, (who bring specialist support), was a gift of over 10,200 hours to the organisation.

As ever, the contribution of our volunteers is immeasurable —beyond the hours they give, their energy, enthusiasm, dedication and goodwill are vital to Chickenshed. Our volunteers are a precious resource and enable us to deliver the programmes and activities for young people. We are truly indebted to them.

Financial Results and Commentary

In September 2019 the trust set up a new, wholly owned, trading subsidiary named Chickenshed Trading Limited, as a result of which the financial statements now show the trust and the trading subsidiary as a group. The intent is that all profits from the trading subsidiary will be donated to the trust through the Gift Aid scheme. The financial performance of the trust alone can be found in Note 4 to the accounts: **Financial Performance of the charity** on page 24 of the accounts. The financial performance of the trading subsidiary can be found in Note 6: **Income earned from other activities** on page 25 of the accounts.

The surplus on unrestricted funds for the group for the year ended 31st March 2023 amounted to £441,077 (2022: £718,945). With the building now being almost fully open, total income was 2% higher at £3.93m, but overall costs also increased by 7.9% generating a net surplus (including depreciation) of £490,194 (2022: £663,384). Depreciation charged in the year through the restricted and unrestricted funds amounted to £164,699 (2022: £157,579).

Management continued with the underlying principles of the business plan, approved by the Trustees, in growing income and tightly controlling costs, although the primary focus has been, of course, bringing income levels back up to "normal" pre-pandemic levels of around £3.9m. On the whole this has been successful, although, as with 2021-22, the expectations of some commercial aspects of the plan have been slower to achieve than anticipated.

Cost control remains the main objective ensuring that the Trust only delivers projects that are fully funded so enabling the Trust to improve its reserves position and ensure sustainability going forwards.

Staff numbers remained largely unchanged compared to 2021-22 The Trust received £nil (2022: £222,697) support from HMRC in the form of the Coronavirus Job Retention Scheme.

Directors

The directors who held office during the period and up to the date of signature of the financial statements were as follows:

Simon Allford
Pete Constanti
Richard Croft
Chris De Pury
Martin Gafsen
Anthony Gibbon
Kathleen Hall
Brendan Kerr
The Hon. Natasha Rayne
Lady Rayne Lacey
Aref Lahham
James Lock
Lesley Main (resigned 12th November 2022)

The Chicken Shed Theatre Trust**Report of the Directors – Year ended 31st March 2023 (Continued)**

Nick Millican
Ashley Muldoon
Matthew Rose
Theodor Sergiou
Prof. Jonathan Shalit OBE
Phoebe Vela-Hitchcox

Auditors

The auditors, Alliotts LLP, are willing to continue in office. A resolution for their reappointment and authorising the directors to fix their remuneration will be submitted to the Annual General Meeting.

Disclosure of information to auditors

Each of the persons who are directors at the time when this report is approved confirms that:

(a) so far as each director is aware, there is no relevant audit information of which the charitable company's auditors are unaware; and

(b) each director has taken all the steps that ought to have been taken as a director, including making appropriate enquiries of fellow directors and of the company's auditors for that purpose, in order to be aware of any information needed by the company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

13/09/2023

The Report of the Directors was approved and signed on behalf of the trustees on

By Order of the Board


Tony Gibbon (Sep 13, 2023 15:36 GMT+1)

TONY GIBBON

The Chicken Shed Theatre Trust

Statement of Directors' Responsibilities – Year ended 31st March 2023

The Directors of the Company are responsible for preparing the Directors' 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 directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group. Directors must also be satisfied with the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any differences disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business.

The directors are responsible for keeping proper and adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and the group. The financial statements should comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Chicken Shed Theatre Trust**Independent Auditor's Report to the Members of The Chicken Shed Theatre Trust****Year ended 31st March 2023**

Opinion

We have audited the financial statements of The Chicken Shed Theatre Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and parent charitable company's affairs as at 31 March 2023 and of group's and the parent charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. 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 group and parent charitable company 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 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 audit opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 or conclusion thereon.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material

The Chicken Shed Theatre Trust

Independent Auditor's Report to the Members of The Chicken Shed Theatre Trust (continued)

Year ended 31st March 2023

misstatement of the other information. 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 the audit:

- the information given in the Directors' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Annual Report has been prepared in accordance with applicable legal requirements.

Opinion on other matters prescribed by the Office for Students' Accounts Direction

In our opinion, in all material respects:

- funds from whatever source administered by the group and charitable company for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of the Office for Students' accounts direction for the relevant year's financial statements have been met.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Annual report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

We have nothing to report in respect of the following matters where the Office for Students' accounts direction requires us to report to you if:

- the group and parent charitable company's grant and fee income, as disclosed in the note to the accounts, has been materially misstated.

The Chicken Shed Theatre Trust

Independent Auditor's Report to the Members of The Chicken Shed Theatre Trust (continued)

Year ended 31st March 2023

Responsibilities of trustees

As explained more fully in the trustees' responsibilities Statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the charity sector ;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the safeguarding, prevent/protect, Ofsted, health and safety legislation, taxation legislation, data protection, anti-bribery, employment, environmental and charity and company legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal and regulatory correspondence ; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- understanding the design of the company's remuneration policies.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

The Chicken Shed Theatre Trust**Independent Auditor's Report to the Members of The Chicken Shed Theatre Trust (continued)****Year ended 31st March 2023**

- tested journal entries to identify unusual transactions;
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims .

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

Christopher Mantel

Christopher Mantel | Sep 13, 2023 15:47 GMT+1

Christopher Mantel (senior statutory auditor)

For and on behalf of Alliotts LLP, Statutory Auditor

Alliotts LLP
Manfield House
1 Southampton Street
London
WC2R 0LR

Date: 13/09/2023

Alliotts LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

The Chicken Shed Theatre Trust

Consolidated Statement of Financial Activities – (incorporating consolidated income and expenditure account)

For the year ended 31st March 2023

	Note	Unrestricted Fund	Restricted Fund	2023 Total	Unrestricted Fund	Restricted Fund	2022 Total
Income from:							
Donations and legacies		267,503	26,393	293,896	621,207	34,248	655,455
Charitable activities:							
Grants	3	144,353	848,222	992,575	140,499	619,656	760,155
Productions		529,140	-	529,140	363,235	582	363,817
Subscriptions		234,736	2,459	237,195	200,099	9,441	209,540
Education		1,264,360	2,160	1,266,520	1,153,546	1,560	1,155,106
Agency, royalties and other income		39,104	-	39,104	22,158	-	22,158
Merchandising		396	-	396	203	-	203
Bar and catering		-	-	-	284	-	284
Other trading activities:							
Fundraising events and activities		315,844	-	315,844	174,090	-	174,090
Commercial trading	6	225,557	-	225,557	107,466	-	107,466
Investments		3,744	-	3,744	109	-	109
Other Operating income:							
Government Grants		35,763	-	35,763	412,229	-	412,229
Total Income		3,060,500	879,234	3,939,734	3,195,125	665,487	3,860,612
Expenditure on:							
Raising funds:							
Fundraising, marketing and promotional	5	545,358	11,698	557,056	512,345	16,146	528,491
Commercial trading	6	185,674	-	185,674	83,090	-	83,090
Charitable activities	7	1,812,505	818,310	2,630,815	1,809,045	703,843	2,512,888
Other	8	75,886	109	75,995	71,700	1,059	72,759
Total Resources Expended	10	2,619,423	830,117	3,449,540	2,476,180	721,048	3,197,228
Net Income/(expenditure)		441,077	49,117	490,194	718,945	(55,561)	663,384
Fund balance brought forward at 1 st April 2022		1,110,626	2,569,068	3,679,694	391,681	2,624,629	3,016,310
Fund balance carried forward at 31 st March 2023		£ 1,551,703	£ 2,618,185	£ 4,169,888	£ 1,110,626	£ 2,569,068	£ 3,679,694

All sources of income are from continuing operations. The financial performance of the trust on its own can be found on note 4.

The Chicken Shed Theatre Trust

Consolidated Balance Sheet

As at 31 March 2023

	Note	Group 2023	Group 2022	Trust 2023	Trust 2022
Fixed assets					
Tangible assets	12	2,246,151	2,203,078	2,239,679	2,197,199
Investment	13	-	-	1	1
		<u>2,246,151</u>	<u>2,203,078</u>	<u>2,239,680</u>	<u>2,197,200</u>
Current Assets					
Stocks – goods for resale		5,089	8,893	-	-
Debtors	14	800,485	407,772	798,469	407,818
Bank and cash balances		1,465,056	1,496,312	1,394,437	1,433,638
		<u>2,270,630</u>	<u>1,912,977</u>	<u>2,192,906</u>	<u>1,841,456</u>
Creditors, amounts falling due within one year	15a	(346,893)	(414,163)	(302,536)	(336,720)
Net Current assets		<u>1,923,737</u>	<u>1,498,814</u>	<u>1,890,370</u>	<u>1,504,736</u>
Total Assets less Current Liabilities		<u>4,169,888</u>	<u>3,701,892</u>	<u>4,130,050</u>	<u>3,701,936</u>
Creditors, amounts falling due after more than one year	15b	-	(22,198)	-	(22,198)
Net Assets		<u>£ 4,169,888</u>	<u>£ 3,679,694</u>	<u>£ 4,130,050</u>	<u>£ 3,679,738</u>
Funds					
Restricted	16	2,618,185	2,569,068	2,618,185	2,569,068
Unrestricted	16	1,551,703	1,110,626	1,511,865	1,110,670
		<u>£ 4,169,888</u>	<u>£ 3,679,694</u>	<u>£ 4,130,050</u>	<u>£ 3,679,738</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

These financial statements were approved by the Board of Directors and authorised for issue on 13/09/2023 and are signed on their behalf by:

MATTHEW ROSE
Director

Matthew S Rose
Matthew S Rose (Sep 13, 2023 16:17 GMT+1)

Company Registration number: 02705172

The Chicken Shed Theatre Trust
Consolidated Cash Flow Statement
For the year ended 31st March 2023

	<u>Note</u>	Group 2023	Group 2022	Trust 2023	Trust 2022
Net Cash Inflow/(Outflow) From Operating Activities		157,773	626,709	148,302	564,707
Returns on Investment and Servicing of Finance					
Interest Received		3,744	109	3,744	109
Capital Expenditure					
Purchase of tangible fixed assets		(192,777)	(67,797)	(191,249)	(65,580)
Investments		-	-	-	-
(Decrease)/Increase in cash		(£ 31,260)	£ 559,021	(£ 39,203)	£ 499,236

**Reconciliation of Net Outgoing Resources to
Net Cash (Outflow)/Inflow from Operating Activities**

	Group 2023	Group 2022	Trust 2023	Trust 2022
Net Incoming/(Outgoing) Resources	490,194	663,384	450,311	639,007
Interest Received	(3,744)	(109)	(3,744)	(109)
Depreciation	164,699	157,578	163,767	156,869
Donated Assets	(15,000)	-	(15,000)	-
Decrease/(Increase) in stock	3,804	(8,893)	-	-
(Increase)/Decrease in debtors	(392,714)	(58,000)	(390,650)	(43,300)
(Decrease)/Increase in creditors	(89,468)	(127,250)	(56,382)	(187,760)
Net cash Inflow/(Outflow) from Operating activities	£ 157,773	£ 626,709	£ 148,302	£ 564,707

Analysis of Net Cash

	Group	Trust
Cash at bank and in hand – at 1 st April 2022	£ 1,496,312	£ 1,433,638
(Decrease)/Increase in cash during the year	(£ 31,260)	(£ 39,203)
Cash at bank and in hand – at 31 st March 2023	£ 1,465,052	£ 1,394,435

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023

1. Background

The Chicken Shed Theatre Trust (also referred to as Chickenshed) is a registered charity and a company incorporated by guarantee with no share capital, exempted under Section 5 of the Companies Act 2006 from the requirement to use "Limited" as part of its name. It is incorporated in England and Wales under registration number 02705172 and its registered office is Chicken Shed Theatre, 290 Chase Side, Southgate, London N14 4PE.

2. Principal Accounting Policies

(a) Basis of preparation

The financial statements are prepared in accordance with 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 1st January 2015), (Charities SORP FRS 102) and the Companies Act 2006.

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

The financial statements have been prepared under the historical cost convention. The principal activities are set out below.

The Chicken Shed Theatre Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or estimated fair value in respect of gifted assets.

(b) Going concern

The ability of the company to undertake its activities is largely dependent upon the receipt of donations, gifts and grants, and revenue from fund raising events and activities. Those revenues cannot be guaranteed and are heavily dependent upon the efforts and contributions of volunteers, staff, the Executive and the Trustees.

The Trust continues to commit to the delivery of only fully funded projects with processes in place to explore opportunities for new projects which could evidence viability.

The approach we take to maintaining stability needs to embrace the uncertainty of the time and the changing priorities of our stakeholders (both the community and funders). Fortunately cash levels remained buoyant during the year and the latest cash flow projections considered by the trustees indicate the group has sufficient resources available to meet its liabilities as they fall due for at least 12 months from the date of signing the financial statement and hence they continue to prepare the accounts on a going concern basis.

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

2. Principal Accounting Policies (Continued)

(c) Tangible fixed assets

Fixed assets are stated at cost, or at estimated value in the case of assets donated. Depreciation is calculated with the intention to write off the cost or valuation of fixed assets on a straight line basis over their expected useful lives at the following rates per annum:

Leasehold property	2 per cent
Theatre equipment	10 - 20 per cent
Fixtures, fittings and other equipment	10 - 20 per cent

(d) Income

Subscriptions, grants, donations, legacies and gifts are recognised in the period in which the charity is entitled to the funds, any performance conditions attached to an award have been met, it is probable that income will be received and the amount can be measured reliably. Income is deferred if received in advance of entitlement. Entitlement to income is deemed to be the date when the service is provided or an event takes place. All income is stated net of VAT. Donated services and goods are recognised as income when the economic benefit can be measured reliably. General volunteer time is not recognised as income.

(e) Allocation of expenditure

Expenditure on raising funds includes all costs incurred in respect of activities to raise voluntary income.

Expenditure on Charitable activities includes all costs incurred to enable the charity to meet its charitable objectives.

Other costs represent those costs incurred relating to strategy, compliance, constitutional and regulatory matters.

General overheads, which includes management and administration costs are allocated in proportion to salary cost and direct costs.

(f) Restricted/Unrestricted Funds

Income recorded within restricted funds represents funds that can only be utilised for a project specified by the donor/grantor. Income received for a designated purpose that is part of the integrated service provided by the Charity is considered to be an unrestricted fund. Costs allocated against restricted funds include direct costs and an allocation of overheads.

The Chicken Shed Theatre Trust**Notes to the Financial Statements****For the year ended 31st March 2023 (continued)**

2. Principal Accounting Policies (Continued)

Unrestricted funds represent funds received which are expendable at the discretion of the trustees in furtherance of the charity's objectives.

(g) Pension costs

Contributions to a defined contribution scheme are charged as incurred.

(h) Operating leases

The costs of operating leases are charged to the profit and loss account as incurred.

(i) 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.

(j) Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

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

Income is accrued and deferred based upon estimates of future income entitlement and the timing of when activities will take place.

Fixed assets are depreciated over their expected lives.

(k) Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary Chickenshed Trading Limited on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the Trust has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

3. Grant Analysis

Grants received during the year include the following:

	<u>2023</u>	<u>2022</u>
	£	£
For COVID support:		
Arts Council England	-	10,630
For Children's and Youth Theatre:		
BBC Children in Need	49,328	-
Boris Karloff Charitable Foundation	1,000	-
The Childhood Trust	10,500	10,500
London Borough of Enfield	-	20,000
The Foyle Foundation	17,000	-
The Greenoaks Charitable Trust	-	7,500
The Mercers' Company	-	79,653
The Vandervell Foundation	-	3,000
Young Barnet Foundation	-	4,374
Young Creators scheme:		
EBM Charitable Trust	15,000	15,000
For Education:		
Goldman Sachs Gives	-	5,000
The Greater London Authority – Young Londoners Fund	31,578	54,354
Killick & Co Charitable Trust	-	2,500
Office for Students	351,351	72,395
The Redhill Trust	3,500	-
Heritage Project:		
The National Lottery	245,000	-
For building, facilities & equipment:		
London Borough of Enfield	-	60,000
Ernest Hecht Charitable Foundation	-	37,203
The Greenoaks Charitable Trust	5,000	-
For Outreach projects:		
COGS Enfield – Borough Link Manager	-	66,000
John Lyon's Charity	33,000	29,000
London Borough of Enfield	5,000	-
London Community Response Fund	26,255	42,836
The National Lottery	49,711	49,711
MK Rose Charitable Trust	5,000	-
The Thomson Family Charitable Trust	-	50,000

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

3. Grant Analysis (continued)

General:

American Friends of Chickenshed	17,853	-
The Andor Charitable Trust	5,000	5,000
The Basil Samuel Charitable Trust	10,000	-
Capital Group	29,500	-
Chapman Charitable Trust	2,000	-
International Music and Art Foundation	36,000	18,000
The JFR Charitable Trust	-	7,000
The London Borough of Enfield	-	70,000
The Madison Foundation	10,000	3,000
Mazars Charitable Trust	1,000	-
The Mishcon Family Charitable Trust	-	1,000
MK Rose Charitable Trust	15,000	-
The National Philanthropic Trust	-	25,000
Peter Deer Associates	5,000	-
The Sheldonia Charitable Trust	3,000	3,000
The Worshipful Company of Builders' Merchants	-	3,500
Anonymous	10,000	5,000
Total Grants	£ 992,575	£ 760,155

All grants have been recorded within unrestricted funds in accordance with note 2(f) of principal accounting policies, with the exception of grants received for projects that are not part of the integrated service provided by the Charity, totalling £848,222 (2022: £619,656), which have been recorded within restricted funds.

3a. Total Grant and Fee income

Grant and Fee income achieved by the Trust during the year breaks down as follows:

	<u>2023</u>	<u>2022</u>
Grant income from the Office for Students	351,351	72,395
Grant income from other bodies	641,224	687,760
Total Grant income	£ 992,575	£ 760,155
Fee income for taught awards (excl of VAT)	450,500	512,320
Fee income for research awards (excl of VAT)	-	-
Fee income from non-qualifying courses (excl of VAT)	443,636	338,943
Total Fee income	£ 894,136	£ 851,263
Total Grant and Fee income	£ 1,886,711	£ 1,611,418

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

4. Financial Performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, Chickenshed Trading Ltd, which operates the trading arm of the trust and the in-house catering facilities.

The summary financial performance of the charitable company alone is:

	<u>2023</u>	<u>2022</u>
Income	3,714,177	3,753,146
Total Income	3,714,177	3,753,146
Expenditure on:		
Raising Funds	557,056	528,492
Charitable Activities	2,630,815	2,512,888
Other	75,995	72,759
Total Resources Expended	3,263,866	3,114,138
Net income	450,311	639,007
Total funds brought forward	3,679,738	3,040,731
Total funds carried forward	4,130,049	3,679,738
Represented by:		
Restricted funds	2,618,185	2,569,068
Unrestricted funds	1,511,865	1,110,670
	4,130,050	3,679,738

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

5. Expenditure on raising funds

	<u>2023</u>	<u>2022</u>
Wages		
- Promotion and public relations	213,458	204,950
Other expenses		
- Event Costs	48,316	57,841
- Promotional costs	29,779	31,384
- Depreciation (Restricted Fund)	10,117	10,621
	<u>88,212</u>	<u>99,846</u>
Allocation of support costs	255,386	223,696
	<u>£ 557,056</u>	<u>£ 528,492</u>

6. Income earned from other activities

The wholly owned trading subsidiary, Chickenshed Trading Ltd, was incorporated in the UK (company number 12173455) in 2019 and intends to donate all of its profits earned to the charity under the gift aid scheme. Since becoming active Chickenshed Trading Ltd has operated the in-house catering facilities and all commercial trading operations carried on at the Chicken Shed Theatre Trust, as well as some major events held at external locations.

The summary of the financial performance of the subsidiary alone is:

	<u>2023</u>	<u>2022</u>
Turnover	225,557	107,466
Total Income	<u>225,557</u>	<u>107,466</u>
Cost of sales and administration costs	185,674	83,090
Net (loss)/profit	<u>39,883</u>	<u>24,376</u>
Amount gift aided to the trust	-	-
Retained in subsidiary	<u>39,883</u>	<u>24,376</u>

The assets and liabilities of the subsidiary were:

Current assets	116,023	155,057
Current liabilities	(76,184)	(155,102)
Total net assets	<u>39,839</u>	<u>(44)</u>
Share capital and reserves	<u>£ 39,839</u>	<u>£ (44)</u>

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

7. Expenditure on Charitable Activities

	<u>2023</u>	<u>2022</u>
Wages		
- National Development and Training Programme	304,869	343,922
- Production and Artistic Direction	434,068	412,870
- Front of House and Box Office	130,545	138,357
- Education	717,690	668,089
	<u>1,587,172</u>	<u>1,563,238</u>
Other direct expenses		
- Production and Workshops	153,023	131,308
- Education	141,437	143,810
- Merchandise	-	3,193
- Bar and Catering	-	-
- Depreciation (Restricted Fund)	75,228	81,015
	<u>369,688</u>	<u>359,326</u>
Allocation of support costs	673,955	590,325
	<u>£ 2,630,815</u>	<u>£ 2,512,888</u>

The costs of employing staff are allocated between the headings set out above on the basis of estimated time allocation but also recognise that many employees are multifunctional. Costs allocated to the restricted fund include depreciation of £75,228 (2022: £81,015), and wages & direct expenses of £743,082 (2022: £623,069).

8. Other costs

	<u>2023</u>	<u>2022</u>
Wages	40,171	39,023
Audit	19,000	19,000
Allocation of support costs	16,824	14,736
	<u>£ 75,995</u>	<u>£ 72,759</u>

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

9. Support costs

	<u>2023</u>	<u>2022</u>
Wages	406,845	387,417
Depreciation	78,423	65,234
Rent	17,500	10,000
Light and heat	71,365	51,082
Cleaning	41,740	39,891
Maintenance	92,720	76,321
Insurance	53,886	39,038
Legal fees	2,500	-
Consultancy Fees	2,050	1,625
Telephone	13,434	15,797
Postage	478	762
Printing, stationery and computer costs	30,215	18,511
Travel and Motor	6,695	4,065
Miscellaneous	45,390	36,780
Loan interest	-	2,000
Irrecoverable VAT	80,359	75,428
Bad Debt Expense	-	(2,970)
Training and recruitment	5,110	7,775
Currency Variance	(2,545)	-
	<u>£ 946,165</u>	<u>£ 828,756</u>

Support costs allocated to the restricted fund are in respect of Kensington & Chelsea and amount to £245 (2022: £17,408).

Allocations are based upon the proportion of direct expenses with weighting given to direct payroll charge to:

	<u>2023</u>	<u>2022</u>
Charitable expenditure	673,955	590,325
Raising funds	255,386	223,695
Other costs	16,824	14,736
	<u>£ 946,165</u>	<u>£ 828,756</u>

10. Net income/(expenditure)

(a) Net income/(expenditure) is stated after charging:

	<u>2023</u>	<u>2022</u>
	£	£
Depreciation - restricted fund	85,345	91,636
- unrestricted fund	79,353	65,943
Audit fees	25,400	26,375
Operating leases - land and buildings	17,500	10,000

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

11. Staff Costs

Staff costs during the year were as follows:

	Group <u>2023</u>	Group <u>2022</u>	Trust <u>2023</u>	Trust <u>2022</u>
Wages and salaries	2,044,802	1,987,756	1,986,796	1,963,000
Social security costs	176,983	154,380	175,617	153,654
Other pension costs	52,480	51,434	52,294	51,324
Contract staff	32,940	26,651	32,940	26,651
	<u>£ 2,307,205</u>	<u>£ 2,220,221</u>	<u>£ 2,247,647</u>	<u>£ 2,194,629</u>

The average monthly number of persons, full and part time, employed by the charity during the year was:

	Group <u>2023</u>	Group <u>2022</u>	Trust <u>2023</u>	Trust <u>2022</u>
Administration and finance	9	10	9	10
Artistic and education	58	58	58	58
Fund raising and publicity	7	7	7	7
Production	7	7	7	7
General management:				
Front of house	2	2	2	2
Box office	4	6	4	6
Building maintenance	8	8	8	8
Catering	7	6	-	-
	<u>102</u>	<u>104</u>	<u>95</u>	<u>98</u>

The staff numbers above include 42 full time staff (2022: 45) and 60 part time (2022: 59), but exclude a pool of over 200 regular volunteers.

None of the directors received any remuneration in respect of services provided, neither were they reimbursed expenses incurred on behalf of the charity. Remuneration to key management personnel, who are considered to be the executive officers amounted to £110,308 (2022: £127,447).

No employee (2022 – nil) earned more than £60,000 in the band £60,000 - £70,000.

Managing Director's Remuneration was as follows:

	<u>2023</u>	<u>2022</u>
Salary	£ 53,562	£ 52,031
Pension Costs	£ 1,592	£ 1,561

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

The Managing Director's basic salary is 2.21 times the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the Trust to its staff.

The justification for the remuneration package for the Managing Director is set by the Board of Trustees and is benchmarked across similar sized organisations within the charity sector. In future the Trust will be passing this responsibility to a new Remuneration Committee within the Board that will be tasked with the development of a robust remuneration management framework for the Trust, with the aim of ensuring that the Trust is well staffed with suitable qualified and experienced staff within an agreed budget.

Performance of the Managing Director role will be carried out through an annual appraisal by a member of the Trustee Board.

Pension costs:

The charity contributes to a defined contribution scheme. The charge to the profit and loss account was £52,480 (2022: £51,434) and at the year-end there were outstanding contributions of £11,157 (2022: £11,740).

12. Tangible Fixed Assets – for the Group

	Leasehold Property	Theatre Equipment	Fixtures, Fittings and other Equipment	Total
Cost or valuation				
At 1 st April 2022	3,458,160	938,475	978,237	5,374,872
Additions	-	52,375	155,402	207,777
Disposals	-	-	-	-
At 31 st March 2023	£ 3,458,160	£ 990,851	£ 1,133,638	£ 5,582,649
Depreciation				
At 1 st April 2022	1,596,646	817,501	757,647	3,171,794
Charge for the year	69,166	34,123	61,411	164,699
Disposals	-	-	-	-
At 31 st March 2023	£ 1,665,812	£ 851,624	£ 819,058	£ 3,336,494
Net book value				
At 31 st March 2023	£ 1,792,348	£ 139,277	£ 314,580	£ 2,246,155
At 31 st March 2022	£ 1,861,514	£ 120,974	£ 220,590	£ 2,203,078

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

12. Tangible Fixed Assets (continued)

For the Charitable company

	Leasehold Property	Theatre Equipment	Fixtures, Fittings and other Equipment	Total
Cost or valuation				
At 1 st April 2022	3,458,160	938,476	971,024	5,367,659
Additions	-	52,375	153,874	206,249
Disposals	-	-	-	-
At 31 st March 2023	£ 3,458,160	£ 990,851	£ 1,124,895	£ 5,573,906
Depreciation				
At 1 st April 2022	1,596,646	817,501	756,311	3,170,459
Charge for the year	69,165	34,123	60,479	163,767
Disposals	-	-	-	-
At 31 st March 2023	£ 1,665,812	£ 851,624	£ 816,791	£ 3,334,227
Net book value				
At 31 st March 2023	£ 1,792,348	£ 139,227	£ 308,104	£ 2,239,679
At 31 st March 2022	£ 1,861,514	£ 120,974	£ 214,712	£ 2,197,199

The net carrying value of tangible fixed assets for the group and charity company includes the following in respect of assets held under finance leases or hire purchase contracts. £15,314 (2022: £22,971). Depreciation charge for the year in respect of leased items was £7,657 (2022: £7,657).

13. Investments

In 2019 Chicken Shed Theatre Trust purchased 1 ordinary share of £1 in its wholly owned trading subsidiary Chickenshed Trading Limited (company number 12173455), which is incorporated in England and Wales with registered address 290 Chase Side, Southgate, London, N14 4PE. These are the only shares allotted, called up and fully paid. The activities and results of the subsidiary are summarised in note 6.

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

14. Debtors

	Group <u>2023</u>	Group <u>2022</u>	Trust <u>2023</u>	Trust <u>2022</u>
Trade debtors	87,758	46,666	85,742	45,640
Accrued income	602,088	273,785	602,088	273,785
Prepayments	86,207	74,327	86,207	74,327
Amount due from subsidiary	-	-	-	1,072
Other debtors	24,432	12,994	24,432	12,994
	<u>£ 800,485</u>	<u>£ 407,772</u>	<u>£ 798,469</u>	<u>£ 407,818</u>

15a. Creditors, amounts falling due within one year

	Group <u>2023</u>	Group <u>2022</u>	Trust <u>2023</u>	Trust <u>2022</u>
VAT, payroll taxes and social security payable	49,250	61,069	(2,777)	34,334
Deferred income	54,322	91,990	54,322	91,990
Accruals	115,267	106,185	109,518	100,435
Amount due to subsidiary	-	-	31,826	-
Other creditors	128,054	154,919	109,647	109,961
	<u>£ 346,893</u>	<u>£ 414,163</u>	<u>£ 302,536</u>	<u>£ 336,720</u>

Income has been deferred where it is considered that conditions relating to the recognition of income have not been met or where income specifically relates to an activity that will take place subsequent to the year end. All income deferred in the prior year was recognised in the current period.

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

15b. Creditors, amounts falling due after more than one year

	<u>Group</u> <u>2023</u>	<u>Group</u> <u>2022</u>	<u>Trust</u> <u>2023</u>	<u>Trust</u> <u>2022</u>
Loans	-	-	-	-
Hire purchase agreement	-	22,198	-	22,198
	<u>£ -</u>	<u>£ 22,198</u>	<u>£ -</u>	<u>£ 22,198</u>

Assets purchased under HP are secured against the liability due.

16. Analysis of Net Assets Between Funds

2022: Group	<u>Restricted</u> <u>Funds</u>	<u>Unrestricted</u> <u>Funds</u>	<u>Total</u>
Fixed assets	1,950,036	253,042	2,203,078
Net current assets	619,032	857,584	1,476,616
	<u>£ 2,569,068</u>	<u>£ 1,110,626</u>	<u>£ 3,679,694</u>
2022: Charitable Company	<u>Restricted</u> <u>Funds</u>	<u>Unrestricted</u> <u>Funds</u>	<u>Total</u>
Fixed assets	1,950,036	247,163	2,197,199
Net current assets	619,032	863,507	1,482,539
	<u>£ 2,569,068</u>	<u>£ 1,110,670</u>	<u>£ 3,679,738</u>
2023: Group	<u>Restricted</u> <u>Funds</u>	<u>Unrestricted</u> <u>Funds</u>	<u>Total</u>
Fixed assets	1,864,691	381,460	2,246,151
Net current assets	753,494	1,170,243	1,923,737
	<u>£ 2,618,185</u>	<u>£ 1,551,703</u>	<u>£ 4,169,888</u>
2023: Charitable company	<u>Restricted</u> <u>Funds</u>	<u>Unrestricted</u> <u>Funds</u>	<u>Total</u>
Fixed assets	1,864,691	374,988	2,239,679
Net current assets	753,494	1,136,877	1,890,371
	<u>£ 2,618,185</u>	<u>£ 1,511,865</u>	<u>£ 4,130,050</u>

The Chicken Shed Theatre Trust

Notes to the Financial Statements

For the year ended 31st March 2023 (continued)

Group and charitable company Restricted funds (continued)

	Brought Forward	Incoming Resources	Outgoing Resources	Carried Forward
National lottery	1,829,361	-	(69,165)	1,760,196
Minibus	409	-	(409)	-
New classroom	634	-	(634)	-
Building Management System	1,388	-	(1,388)	-
Building & Facilities	60,000	2,500	(2,500)	60,000
Artistic programme	121,990	74,711	(145,385)	51,316
Chickenshed Kensington & Chelsea	15,317	4,619	(11,922)	8,014
Children & Youth theatre Programme	35,769	50,328	(40,669)	45,428
Education programme	92,398	386,429	(335,587)	143,240
Education programme – Equipment	33,560	-	(2,731)	30,829
YC Support Initiative	-	-	-	-
Outreach programme	208,612	56,255	(159,398)	105,469
National Lottery Heritage Project	-	245,000	-	245,000
AV/IT & theatre equipment	40,103	2,500	(1,762)	40,841
Studio theatre development	28,770	-	(902)	27,868
Young Creators programme	8,736	15,000	(16,711)	7,025
Kitchen Refurbishment	35,634	-	(3,762)	31,872
Rayne Theatre Flooring	7,740	-	(2,580)	5,160
Office Refurbishment	5,729	-	(5,729)	-
The Wendy House Project	20,000	10,000	(963)	29,037
Children Connecting Communities	22,918	31,893	(27,918)	26,893
	<u>£2,569,068</u>	<u>£ 879,234</u>	<u>£ (830,114)</u>	<u>£ 2,618,188</u>

National Lottery funding is restricted to the costs of the construction and furnishing of the theatre building, and depreciation of those costs, over the period of the lease.

17. Taxation

The charitable parent company is exempt from taxation of income and gains falling within Section 478 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent they are applied to its charitable objects. During the year to 31 March 2023 the trading subsidiary's surplus will have exceeded its prior year cumulative deficit and intends to make a gift aid donation to The Chicken Shed Theatre Trust within 9 months of 31 March 2023.

18. Lease and capital Commitments

Total lease commitments in respect of operating lease rentals which expire:

	<u>Land and Buildings</u>			
		<u>2023</u>		<u>2022</u>
Due within 1 year	£	20,000	£	17,500
Within 2-5 years	£	80,000	£	80,000
5 years +	£	200,000	£	200,000

All lease rental costs exclude VAT, the cost of which is mostly irrecoverable.

During the year the lease that The Chicken Shed Theatre Trust has with The Chicken Shed Property Company was revised, along with the changes to the head lease that The Chicken Shed Property Company has with the London Borough of Enfield.

The Chicken Shed Theatre Trust**Notes to the Financial Statements****For the year ended 31st March 2023 (continued)**

19. Related Party Transactions

The Chicken Shed Theatre Trust rents a property from The Chicken Shed Property Company on which an annual rent of £20,000 (2022: £10,000) is payable. There are other transactions between the two companies and amounts disbursed by The Chicken Shed Theatre Trust on behalf of The Chicken Shed Property Company and overall at 31st March 2023 The Chicken Shed Property Company owed The Chicken Shed Theatre Trust £24,405 (2022: £11,820).

