

**THE YOUNG VIC COMPANY**  
**(A registered charity and company limited by guarantee)**  
**REPORT OF THE TRUSTEES AND CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Charity Number: 268876**  
**Company Registration Number: 01188209 (England and Wales)**



**THE YOUNG VIC COMPANY**  
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**FOR THE YEAR ENDED 31 MARCH 2022**

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THE YOUNG VIC COMPANY

CHARITY REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2022

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**Trustees and directors**

Glenn Earle - Chair  
Varun Chandra  
Nicola Dunn OBE  
Dr. Robert Easton  
Kobna Holdbrook-Smith  
Dr. Ali Hossaini Jr.  
Kwame Kwei-Armah OBE  
Ebelechukwu Okobi  
Farah Ramzan Golant  
Abigail Sewell  
Fiona Shaw  
Dr.Sita Thomas  
Steven Tompkins  
Anna Williams

**Artistic Director**

Kwame Kwei-Armah OBE

**Executive Director**

Lucy Davies (from May 2022)

**Executive Committee**

Nicola Dunn OBE  
Glenn Earle  
Dr.Robert Easton  
Kwame Kwei-Armah OBE  
Anna Williams

**Registered Office**

66 The Cut  
London  
SE1 8LZ

**Company Registration Number**

01188209 (England and Wales)

**Charity Registration Number**

268876

**Bankers**

Barclays Bank PLC  
1 Churchill Place  
Canary Wharf  
London  
E14 5HP

**Auditors**

Azets Audit Services  
2<sup>nd</sup> Floor, Regis House  
45 King William Street  
London  
EC4R 9AN

**THE YOUNG VIC COMPANY**

**REPORT OF THE CHAIR**

**FOR THE YEAR ENDED 31 MARCH 2022**

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*"London's most essential theatre" – The Guardian*

I am delighted to present the annual report and financial statements for the Young Vic for the year ended 31 March 2022.

This was a year of both significant challenges and significant progress. We reconstituted and reinforced our organisation and developed a powerful and vibrant artistic programme which inspired returning audiences. We made strides towards transforming our internal culture and deepened our support for freelance theatre-makers. All this, against the background of waves of the virus which meant that we were constantly assessing its impact on our audiences and our cultural workforce.

Without the Cultural Recovery Funding from government, and the unstinting support of our donors, any form of meaningful recovery would have been impossible. We will forever be deeply grateful for this.

With typical Young Vic flair and audacity, our programme was bold and innovation was rapid. Our work with commercial and not-for-profit partners led to extraordinary highlights including the world premieres of *The Collaboration* and *Best of Enemies* which were huge critical successes. Our new digital platform *Best Seat In Your House* reached 8,000 new digital audiences in 69 countries. *Taking Part* and the *Creators Programme*, which did not pause for breath throughout the pandemic, continued to deliver, support and inspire our network of collaborators, artists and friends locally and nationally.

This was a year of change in our leadership team, as we said goodbye to Despina Tsatsas after three tremendous years as Executive Director, and appointed Lucy Davies as her successor. I would like to record my personal thanks to Despina for her great contributions to the life and work of the Young Vic during her tenure and say how thrilled I am to have Lucy on board. We look ahead to a dynamic future, with a stable and experienced team led by the incomparable Kwame Kwei-Armah, in a context that will demand great vision and resourcefulness.

The Young Vic is an institution filled with inspired and inspirational people. As ever, we acknowledge and celebrate our staff, trustees, collaborators, artists, supporters, friends and audiences without whom our journey through the 2021-22 year would not have been possible.



Glenn Earle  
Chair

## THE YOUNG VIC COMPANY

### TRUSTEES' ANNUAL REPORT

#### FOR THE YEAR ENDED 31 MARCH 2022

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The Trustees present their report and the audited financial statements of the charity and its subsidiary company, Young Vic Productions Limited, for the year ended 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity. The Trustees' Annual Report incorporates the group Directors' Report and Strategic Report.

The financial statements have been prepared in accordance with accounting policies set out in notes to the accounts and comply with the charity's governing document, the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

#### Public Benefit Statement

The Trustees have paid due regard to the Charity Commission guidance on public benefit when reviewing the charity's objectives and activities.

#### Objectives and Activities for the Public Benefit

The objects of the charity are to create high quality, innovative and imaginative theatre for a wide and, in particular, contemporary audience in unique adaptable auditoria with far-reaching education activities and access policies. We continue to develop an international reach through collaboration and co-production with theatre makers from across the world, and through digital distribution of our productions. We work with outstanding international directors and the best of the new generation of British directors. We continue with our extensive professional development programme for young directors and theatre-makers, and we uphold an ongoing programme of creative engagement with our local boroughs and civic partners.

#### Relationships with Affiliated Organisations

We maintain close relationships with major funders for revenue activity, notably Arts Council England, Genesis Foundation, Esmée Fairbairn Foundation, Bloomberg, Bank of America, IHS Markit and Jerwood Arts. We also received significant Covid reopening and continuity support into this financial year from the DCMS's Culture Recovery Fund, Garfield Weston Foundation's Weston Culture Fund and Lambeth Council.

#### Achievements and Performance for the Public Benefit

##### 2021-22: Recovery, Reset and Rise

##### Purpose

Founded in 1970 as a space for world-premiere productions as well as innovative and unexpected takes on classic plays, boldly conceived, that speak urgently to our present, the Young Vic Theatre has been one of London's leading theatres for more than fifty years. Looking to the future, the Young Vic is carrying out ambitious artistic expansion and strategic cultural and economic stabilisation under the leadership of Artistic Director Kwame Kwei-Armah and Executive Director Lucy Davies.

We redefine excellence by challenging conventions of whose stories are worth telling, whose voices are celebrated, whose stories are told. We know there is alchemy in producing today's most celebrated theatremakers side-by-side with the yet unsung artists of tomorrow – and presenting classics, boldly conceived, together with ambitious new work that speak urgently to our present.

Under the artistic leadership of Kwame Kwei-Armah, we continue to embody our founding spirit: iconoclastic, democratic, and pushing at the forefront of possibility. Each year over 100,000 visitors from across the UK and around the world engage with our work. As we look to the future, we are embracing emerging technology to tell new stories and reach a growing, global audience. Our historic building in South London houses three fully-flexible performance spaces, which our artists transform for each production. We create radical welcome with our café space, where everyone can gather, any time of day. We are at once a home for artists, civic hub, community gathering space, watering hole: a hive of creative energy that extends well beyond the boundaries of our walls.

The Young Vic has always been more than a theatre - bigger than a building; it's a set of values that uphold the conviction that theatre is an indispensable part of civic life. Whether on our stages at our home on The Cut, touring to schools and community centres across South London, premiering a play in the West End or on Broadway, streaming our work across the country and around the world – we are actively working to be a theatre for everyone.

## THE YOUNG VIC COMPANY

### TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2022

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#### Artistic Highlights

*"What a career the Young Vic has had. It warms my heart to see that ground-breaking theatre space (kept intact with the butchers' shop entry on rebuilding), being still the most exciting and inspiring theatre in Britain. May it soon recover from the lockdown, and continue its joyful and creative work full of diversity and availability to both audience and workers."*

Frank Dunlop, Young Vic Founder

The Young Vic produced four projects in the main house during the financial year:

**Changing Destiny** by Ben Okri directed by Kwame Kwei-Armah and designed by acclaimed architect Sir David Adjaye

**Hamlet** by William Shakespeare directed by Greg Hersov with Cush Jumbo as "a new kind of Hamlet"

**Best of Enemies** by James Graham directed by Jeremy Herrin with David Harewood and Charles Edwards

**The Collaboration** by Anthony McCarten directed by Kwame Kwei-Armah with Paul Bettany and Jeremy Pope

Changing Destiny was the first Young Vic production to be broadcast live on the Best Seat In Your House platform, followed by Hamlet and Best of Enemies. Combined, these productions reached 8,000 people in 69 countries.

Alongside the main house work, in the summer of 2021 we opened **Klippies**, by Jessica Sian, directed by Diyan Zora (Genesis Future Director Award winner), and two Taking Part productions: a Young Vic *Unpacked* production **Love Reign** by Shereen Jasmin Phillips which toured community venues before it's run at the Young Vic, and **Sundown Kiki**, creative direction by Jay Jay Revlon, directed by Tristan Fynn-Aiduenu.

**Conundrum**, a new work from our associate company Crying in the Wilderness, returned after its pandemic hiatus, as did **Five Plays** in December 2021 with a new set of directors and writers: **James Barnes**, **David Furlong**, **David Gilbert**, **Abigail Sewell** and **Khadifa Wong** directed works by **babirye bukilwa**, **Gael Le Cornec**, **Martin Crimp**, **Erinn Dhesi** and **Mufaro Makubika**. Five Plays was designed by **Shankho Chaudhuri**, with casting by **Annelie Powell**.

Five Plays was launched in 2013, and to date has worked with 100 writers and directors. Each iteration sees five writers writing a five-minute play, rehearsed and staged over five days with five different casts. Five Plays is just one of the ways the Young Vic works with early-career directors and theatre-makers to develop their craft.

#### Young Vic Productions on the National Theatre's Digital platform: NT at Home

Alongside the live stream interactive distribution of our new work through Best Seat In Your House, classic Young Vic productions continued to inspire audiences in their homes in collaboration with the National Theatre. Young Vic productions of *A Streetcar Named Desire*, *Yerma* and *Cat on a Hot Tin Roof* were added to the NT At Home subscription service and have entertained thousands.

#### Environmental Strategy

This year, the Young Vic continued with our mission to become a more environmentally responsible and sustainable theatre. We are proud to have been awarded 5\*'s from Julie's Bicycle for our continued commitment to reducing our carbon footprint. Sustainability is a core part of our business plan, and our improvements and changes are evident from across our theatre; from using more ethical supplies and reducing our waste through to conducting regular energy audits and engaging staff in sustainable initiatives.

Looking ahead, the arrival of Lucy Davies as the Young Vic new Executive Director will ramp up our climate action. Lucy is a celebrated climate leader, having won a Creative Green Award in 2020 for her net zero work in previous roles. A particular ambition is to align this work with the Young Vic anti-racism practice to embed holistic climate justice values.

#### Anti-Racism at the Young Vic

During 2021-22 the Young Vic continued its two-year collaboration with Sour Lemons / What If Experiment to anchor an anti-racist practice and culture at the Young Vic. During this year the work has evolved from listening into acknowledgment and action, with the articulation of Values, how these values manifest in practice and systems of accountability across the organisation. All new staff receive induction and training into this culture, and ongoing groups of staff ensure action and accountability.

Looking ahead, incoming Executive Director Lucy Davies (who has led a similar journey with What If in her previous role at the Royal Court Theatre) will continue to drive this work alongside key colleagues. This will include the recruitment of a new role, Head of People, with particular responsibility for embedding a people-centred systemic culture.

**Fundraising**

Despite a tentative return to production, Young Vic raised £1,465,379 this year from individuals, local authorities, corporations, trusts and foundations (2021: £1,201,017). Legacy gifts raised a further £48,249 (2021: £1,100,000).

Ongoing support from Arts Council England, along with the Covid-19 Job Retention Scheme and other emergency relief, brought in £2,751,374 (2021: £3,871,760).

**Artistic Plans for Financial Year 2022/23**

2022/23 continues a hugely ambitious and bold programme of expansive output across Young Vic strands, with many partners across the sector and the globe. This year truly sees the Young Vic radiate and lead the sector with its commercial success and artistic innovation. During the financial year, two Young Vic productions will run in the West End and two on Broadway. One (The Collaboration) will be turned into a feature film with the original cast, directed by Kwame Kwesi-Armah. At home, the year begins with the award-winning, genre-defying Oklahoma! Directed by Daniel Fish and Jordan Fein, this NY smash hit which soared from the experimental NY scene onto Broadway chose the Young Vic as its London home, en route to the West End. It is followed by the Theatre Uncut award-winning Chasing Hares by Sonali Bhattacharya directed by Milli Bhatta. Sustaining the Young Vic's relationship with Ivo Van Hove, his chamber production of Who Killed My Father with the astonishing Hans Kesting will run through September, followed by the most ambitious musical in Young Vic history: Mandela, by Greg & Shaun Borowsky directed by Schele Williams. The financial year closes with the signature production by Genesis Fellow Jen Tang of Zinnie Harris's award-winning modern classic Further Than the Furthest Thing in its first London production for twenty years.

Taking Part has its most dynamic body of work over the summer and Autumn of 2022, celebrating 25 years of leading, remarkable, transformative creative engagement practice. An exhibition to archive and celebrate this work will take over the Maria. Of The Cut spills onto our street with a week of promenade performances with a community cast. Unpacked returns with I Wonder If... directed by Daniel Bailey which tours local spaces before a run in the Maria. Four Young Associates, multiple school and learning collaborations, two Neighbourhood Play productions and a ground-breaking partnership with the Hetrick-Martin Institute in NY (the US's largest LGBTQ+ youth services agency) building on the impact and success of Sundown Kiki to create a transatlantic community of resistance centred on the phenomena of ballroom.

The Directors Programme became the Creators Programme to acknowledge the multi- and anti-disciplinary way future theatre-makers are thinking and creating. Of the many workshops, resources and assistantships provided by the Creators Program, one initiative IdeMystry aims to create serious reflection and discussion on theatre's purpose as a source of defiance, resistance and hope. The Genesis Directors Award, won by Deirdre McLaughlin, whose production of The Secretaries by The Five Lesbian Brothers will play for a week in the Clare, centred on artists with disabilities.

**Management and Staff**

Kwame Kwesi-Armah continued as Artistic Director & Chief Executive following his appointment in February 2018. Despina Tsatsas stood down as Executive Director in November 2021 and Sarah Nicholson acted as Interim Executive Director between November 2021 and April 2022, before Lucy Davies took up the role in May 2022. Our Chair, Glenn Earle continued in post following his appointment in October 2019.

Sue Emma remains in post as Associate Artistic Director, and Jennifer Tang continues as Genesis Fellow & Associate Director.

**Reserves Policy**

The Charity aims to maintain a surplus on all funds and in particular to maintain sufficient unrestricted operating reserves to cover two months of overheads and salaries (currently around £700,000). This also provides financial cover for contingent situations, especially shortfalls in box office and fundraising achievement.

The long-term aim of the Charity is to build overall operating reserves of £1m, which would include a designated artistic fund of £250,000, the purpose of which would be to invest in new work.

At 31 March 2022 the unrestricted operating funds were £2,432,655 of which £582,175 were designated by the Board to the special situations fund, £9,406 were designated to the new commissions fund and £1,145,713 were designated for activities funded from a legacy gifted from the estate of Ian Burford. This level of unrestricted operating funds is expected to decrease in the year ahead as funds will be applied as intended to support Young Vic's recovery to full artistic production after three years strongly affected by the COVID-19 pandemic.

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**FOR THE YEAR ENDED 31 MARCH 2022**

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The Charity also holds designated fixed asset funds of £8,676,059 which can only be realised by disposing of tangible fixed assets, including the theatre building.

There is charge over the building referenced in the below notes to the financial statements under Contingent Liabilities (note 16b).

**Going Concern**

The Trustees have considered the potential impacts of the COVID-19 virus, Brexit and the highly uncertain economic context on the future viability of the Young Vic.

We no longer have the government support schemes to offset income losses or shore up reserves, and so we are returning to our pre-pandemic economic model while the external context continues to be extremely fragile and volatile.

Key to the Young Vic's financial security are robust and experienced leadership and strong financial planning. The Trustees strive to support the Young Vic's excellent and proven leaders to monitor, control and maintain financial resilience and to develop mid-term plans to mitigate risk.

Recent confirmation of ongoing annual unrestricted funding of £1.79m as part of Arts Council England's National Portfolio, secured through to March 2026, provides a solid foundation for the years ahead.

The Trustees continue to take all available steps to maintain sufficient resources in order that the Theatre can continue and, based on projections and available information, have a reasonable expectation that the Theatre will have sufficient funds to continue to meet its liabilities as they fall due for the foreseeable future and therefore have prepared the financial statements on a going concern basis.

**Key Risks and Uncertainties**

The trustees have examined the major risks that the Charity faces and confirm that systems are in place to manage these risks.

The impact of the pandemic combined with cost inflation, Brexit, workforce loss, audience suppression and impending UK recession do threaten the stability of the entire culture sector. The most significant contextual risk is the growing gulf in the Young Vic's economic model between cost inflation and standstill funding.

**Major Economic Risks**

**Fundraising Income:** a high proportion of income is from fundraising. The trustees monitor the progress through the year and ensure targets are ambitious but achievable. We are seeing shifts in philanthropy trends and motivations after Covid-19, but we remain confident that the Young Vic mission and programme continues to align in an attractive way for donors.

**Grant Income:** the theatre is reliant on public funding from Arts Council England and at the time of writing has just been offered ongoing funding at the same level as part of the National Portfolio for the three years 2023-26. This baseline core funding amounts to 22% of turnover.

**Box Office Income:** The Young Vic programme has enabled an aggressive uplift in top ticket prices, while continuing to offer free and reduced price tickets as before. Box office has performed strongly during 2021/22 and advance figures for 22/23 suggest the programme is finding an audience eager and able to meet those rising prices. Nonetheless where the programme does not have recognition, pull, or critical success, habitual audiences continue to be sluggish and the overall picture continues to be unpredictable.

**Cost Inflation:** Brexit, the conflict in Ukraine, and a workforce exodus have all combined to make the cost of energy, materials and workers significantly inflate.

We maintain a comprehensive risk management strategy which is reviewed by the Executive Board annually. This strategy comprises assessment of all the major risks which the company faces, an outline of the systems that are in place which mitigate these risks and details of the procedures to be undertaken.

**Financial Review**

At 31 March 2022, the Young Vic's funds excluding those tied up in Fixed Assets were £2,724,020, of which £1,737,294 are designated by the Trustees towards Special Situations (£582,175), activities funded by a significant legacy donation from the estate of Ian Burford (£1,145,713), and towards commissioning new theatrical works (£9,406). The Special



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**TRUSTEES' ANNUAL REPORT**  
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Situations Fund exists to underpin the financial security of the Young Vic, to provide working capital and to fund exceptional projects designed to increase the reach of the theatre.

£291,365 of these funds are restricted in accordance with funder's wishes towards commercial transfers (£107,560), artistic recovery post pandemic (£99,069), and other specific productions and activities (£84,736). The majority of these restrictions are expected to be fulfilled with the funds spent in 2022-23.

The following year-on-year comparison outlines the consolidated financial performance of The Young Vic Company and its subsidiary Young Vic Productions Limited. Designated Fixed Asset/Capital Funds are excluded. The three years summarised here were all affected by the COVID-19 pandemic; emergency relief and other funding raised in response to the pandemic in the last two years will continue to provide critical support and underpin costs during 2022-23.

	2021-22 £	2020-21 £	2019-20 £
<b>Income</b>			
Box Office Income	1,521,148	-	2,318,718
Covid-19 Job Retention Scheme and Emergency Relief	102,557	1,929,230	-
Other Production Income	333,423	151,656	235,944
Funding – Arts Council England	2,648,816	1,942,530	1,960,138
Funding - Fundraising	1,513,629	2,301,017	1,345,648
Theatre Tax Relief	151,152	5,047	338,173
Other Income	445,605	36,483	266,131
	<u>6,716,330</u>	<u>6,365,963</u>	<u>6,464,752</u>
West End	6,015	116,880	309,381
<b>Total Income</b>	<b>6,722,345</b>	<b>6,482,843</b>	<b>6,774,133</b>
<b>Expenditure</b>			
Production and Programme Costs	3,334,734	697,040	3,829,902
Staff Costs	2,256,710	2,468,814	2,349,706
Overheads	1,095,923	431,458	694,972
Depreciation	414,071	343,393	362,424
	<u>7,101,438</u>	<u>3,940,705</u>	<u>7,237,004</u>
West End	6,072	128,335	60,813
<b>Total Expenditure</b>	<b>7,107,510</b>	<b>4,069,040</b>	<b>7,297,817</b>
<b>Surplus / (Deficit)</b>	<b>(385,165)</b>	<b>2,413,803</b>	<b>(523,684)</b>
Brought forward funds	3,412,017	654,821	816,081
Transfers (from) / to Fixed Asset / Capital Funds	(302,832)	343,393	362,424
<b>Carried forward funds</b>	<b>£2,724,020</b>	<b>£3,412,017</b>	<b>£654,821</b>

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Constitution

The Young Vic Company is a registered charity in England (number 268876) and company limited by guarantee (number 01188209). The Young Vic Company's governing document is its Memorandum and Articles of Association.

### Organisational Structure

The directors of the charitable company ("the Charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. The Charity is managed by the trustees on the Board of Management, currently with fourteen members, which meets four times a year. An Executive Committee of trustees reports to this board.

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An Artistic Director (Chief Executive) and Executive Director are appointed by the trustees to manage the day-to-day operations of the Charity.

The trustees serving during the year and since the year end were as follows:

**Board of Management**

Glenn Earle (Chairman)  
Varun Chandra (appointed 28 May 2021)  
Nicola Dunn OBE  
Dr. Robert Easton  
Kobna Holdbrook-Smith  
Dr. Ali Hossaini Jr.  
Kwame Kwei-Armah OBE  
Ebelechukwu Okobi  
Farah Ramzan Golant (appointed 28 May 2021)  
Abigail Sewell  
Fiona Shaw  
Dr Sita Thomas  
Steven Tompkins  
Anna Williams

Kwame Kwei-Armah is Artistic Director and Chief Executive of the Charity.

**Recruitment and Appointment of Trustees**

Trustees have the power to appoint or to co-opt new members onto the Board and appointments are ratified in accordance with the rules at the next AGM. New trustees are selected on the basis of skills they can offer to complement the abilities of the Board as a whole. New Trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association and the workings of the Board of Management and the decision-making process.

**STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES**

The Trustees (who are also the directors of The Young Vic Company for the purposes of company law) are responsible for preparing the Annual 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. Under that law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the charity and of the incoming resources and application of resources, including the income and expenditure, of the group and the charity for that period. In preparing these financial statements, the directors are required to:

- select the most suitable accounting policies and then to 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 UK Accounting Standards 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 assume that the charity will continue in operation.

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

**THE YOUNG VIC COMPANY**

**TRUSTEES' ANNUAL REPORT**

**FOR THE YEAR ENDED 31 MARCH 2022**

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**Relevant Audit Information**

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

- there is no relevant audit information of which the company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

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

On behalf of the Board:



.....  
**Glenn Earle**  
**Chair**

**Date: 12 December 2022**

### Opinion

We have audited the financial statements of The Young Vic Company (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated statement of cash flows and the notes to the consolidated 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 Financial Reporting Standard 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 of the charitable parent company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' 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 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 directors with respect to going concern are described in the relevant sections of this report.

### Other information

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

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

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent 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.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE YOUNG VIC COMPANY

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### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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's and the charitable parent 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 group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

### Use of our report

This report is made solely to the charitable parent 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 parent 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 parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### John Howard (Senior Statutory Auditor)

For and on behalf of Azets Audit Services  
Chartered Accountants  
Statutory Auditor  
2<sup>nd</sup> Floor, Regis House  
45 King William Street  
London EC4R 9AN

*Azets Audit Services*

Date: 13 December 2022

THE YOUNG VIC COMPANY

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2022

Incorporating income and expenditure account		Unrestricted Funds	Unrestricted Designated Funds		Restricted Funds	Total	Total
	Notes	Operating	Operating	Fixed Assets		2022	2021 (Note 9)
		£	£	£	£	£	£
<b>Income from:</b>							
Grants and donations		3,598,969	45,713	-	620,320	4,265,002	6,172,777
Charitable activities		2,005,723	-	-	-	2,005,723	156,703
Other income		451,620	-	-	-	451,620	153,363
<b>Total income</b>	<b>3</b>	<b>6,056,312</b>	<b>45,713</b>	<b>-</b>	<b>620,320</b>	<b>6,722,345</b>	<b>6,482,843</b>
<b>Expenditure on:</b>							
Raising funds		345,466	-	-	-	345,466	268,851
Charitable activities:							
Productions and co-productions		5,053,767	4,273	-	288,516	5,346,556	2,649,812
Directors Program		141,521	-	-	151,315	292,836	219,007
Taking Part		646,444	-	-	56,065	702,509	459,642
Depreciation		414,071	-	-	-	414,071	343,393
Other expenditure		6,072	-	-	-	6,072	128,335
<b>Total expenditure</b>	<b>4</b>	<b>6,607,341</b>	<b>4,273</b>	<b>-</b>	<b>495,896</b>	<b>7,107,510</b>	<b>4,069,040</b>
<b>Net (expenditure)/income</b>		<b>(551,029)</b>	<b>41,440</b>	<b>-</b>	<b>124,424</b>	<b>(385,165)</b>	<b>2,413,803</b>
Transfers between funds		(154,560)	-	302,832	(148,272)	-	-
<b>Net movement in funds</b>		<b>(705,589)</b>	<b>41,440</b>	<b>302,832</b>	<b>(23,848)</b>	<b>(385,165)</b>	<b>2,413,803</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		1,400,950	1,695,854	8,373,227	315,213	11,785,244	9,371,441
<b>Total funds carried forward</b>		<b>£695,361</b>	<b>£1,737,294</b>	<b>£8,676,059</b>	<b>£291,365</b>	<b>£11,400,079</b>	<b>£11,785,244</b>

The detailed breakdown of the 2021 comparatives is given in note 9. The statement of financial activities includes all gains and losses recognised in the year. None of the charity's activities were acquired or discontinued during the above two financial years.

The notes on pages 16 to 24 form part of these financial statements.

THE YOUNG VIC COMPANY

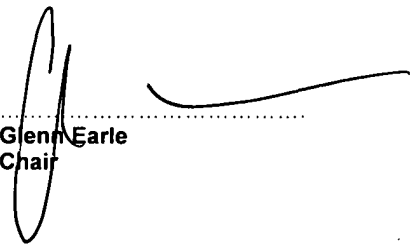
CONSOLIDATED AND CHARITY BALANCE SHEETS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 Group £	2021 Group £	2022 Charity £	2021 Charity £
<b>Fixed Assets</b>					
Tangible assets	10	8,676,059	8,698,934	8,676,059	8,698,934
Investments	11	-	-	1	1
		<u>8,676,059</u>	<u>8,698,934</u>	<u>8,676,060</u>	<u>8,698,935</u>
<b>Current assets</b>					
Debtors	12	1,199,132	909,941	1,199,132	922,705
Cash at bank and in hand		2,894,106	3,625,026	2,885,829	3,581,809
		<u>4,093,238</u>	<u>4,534,967</u>	<u>4,084,961</u>	<u>4,504,514</u>
<b>Creditors:</b> Amounts falling due within one year	13	(1,369,218)	(1,448,657)	(1,360,709)	(1,418,030)
Net current assets		<u>2,724,020</u>	<u>3,086,310</u>	<u>2,724,252</u>	<u>3,086,484</u>
<b>Net assets</b>		<u><b>£11,400,079</b></u>	<u><b>£11,785,244</b></u>	<u><b>£11,400,312</b></u>	<u><b>£11,785,419</b></u>
<b>Charity Funds</b>					
Unrestricted funds	14	695,361	1,400,950	695,594	1,401,125
Designated funds – Operating	14	1,737,294	1,695,854	1,737,294	1,695,854
Designated funds – Fixed Assets	14	8,676,059	8,373,227	8,676,059	8,373,227
Restricted funds	14	291,365	315,213	291,365	315,213
		<u><b>£11,400,079</b></u>	<u><b>£11,785,244</b></u>	<u><b>£11,400,312</b></u>	<u><b>£11,785,419</b></u>

The financial statements were approved and authorised for issue by the Board on 12 December 2022

Signed on behalf of the board of trustees:

  
 .....  
**Glenn Earle**  
 Chair

The notes on pages 16 to 24 form part of these financial statements.

Registered Number: 01188209

THE YOUNG VIC COMPANY

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

<b>Reconciliation of net income to net cash flows from operating activities</b>	<b>2022 £</b>	<b>2021 £</b>
Net (expenditure)/income for year	(385,165)	2,413,803
Depreciation of tangible fixed assets	414,071	343,393
(Increase)/decrease in debtors	(289,191)	139,075
Decrease in creditors	(79,439)	(153,624)
<b>Net cash flow from operating activities</b>	<b>(339,724)</b>	<b>£2,742,647</b>
<b>Statement of Cash Flows</b>	<b>£</b>	<b>£</b>
<b>Net cash flow from operating activities</b>	<b>(339,724)</b>	<b>2,742,647</b>
<b>Cash flow from investing activities</b>		
Payments to acquire tangible fixed assets	(391,196)	(51,392)
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(730,920)</b>	<b>2,691,255</b>
Cash and cash equivalents at 31 March 2021	3,625,026	933,771
<b>Cash and cash equivalents at 31 March 2022</b>	<b>£2,894,106</b>	<b>£3,625,026</b>
<b>Cash and cash equivalents consists of:</b>		
Cash at bank and in hand	2,894,106	3,625,026
<b>Cash and cash equivalents at 31 March 2022</b>	<b>£2,894,106</b>	<b>£3,625,026</b>

The notes on pages 16 to 24 form part of these financial statements.



**1. Summary of Significant Accounting Policies**

**(a) General information and basis of accounting**

The Young Vic Company is a company limited by guarantee in the United Kingdom and registered in England. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are to create high quality, innovative and imaginative theatre for a wide and, in particular, young audience, high quality performances in unique adaptable auditoria and far-reaching education activities and access policies.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been 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), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The group's financial statements consolidate those of the company and its subsidiary undertaking Young Vic Productions Limited.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**(b) Fund accounting**

Unrestricted general funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds are income funds that must be spent on restricted purposes and details of the funds held and restrictions provided are shown in the notes to the accounts.

**(c) Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. The following specific policies are applied to particular categories of income:

- Voluntary income including core grants, sponsorship, donations and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Incoming resources from charitable activities includes box office income from productions, co-productions and tours. Grant income included in this category provides funding to support performance activities, touring or workshop projects and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Grant income is recognised in accordance with the terms of the grant and when the conditions of receipt have been complied with. Income is deferred when performance fees or grants are received in advance of the performance or event to which they relate.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

**1. Summary of Significant Accounting Policies (continued)**

**(d) Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised when there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds are those costs incurred in attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the staging of its projects and performances. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

**(e) Support costs allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, charity administration and salary core costs. They are included directly in support of expenditure on the objects of the charity. Support costs are allocated between the expenditure categories on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned to reflect the ratio of the different areas of charitable activities excluding depreciation.

**(f) Tangible fixed assets and depreciation**

Tangible fixed assets for use by the charity are stated at cost less accumulated depreciation.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Theatre rebuild	2% straight line basis
Equipment	25% reducing balance

**(g) Fixed asset investments**

Investments in subsidiary companies are stated at cost.

**(h) Debtors and creditors receivable / payable within one year**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised as expenditure.

**(i) Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

**(j) Provisions**

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

**(k) Leases**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

**(l) Employee benefits**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity contributes to defined contribution personal pension schemes for certain employees. The assets of the schemes are held separately from those of the undertaking in independently administered funds. The pension cost charge represents contributions payable by the charity to the schemes.

**1. Summary of Significant Accounting Policies (continued)**

**(m) Judgements and key sources of estimation uncertainty**

Accounting 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. 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.

*Useful economic lives of tangible assets*

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of the property and equipment, and note 1(f) for the useful economic lives for each class of assets.

*Bad debt provision*

The value of trade debtors is sensitive to the recoverability in full of any invoices issued to each customer. Once the debt becomes overdue it is chased and periodically reviewed to ensure it is recoverable in full. If a provision is deemed necessary this is included on an annual basis. No provision for bad and doubtful debts is currently included in the financial statements.

**(n) Going concern**

The Trustees have considered the potential impacts of the COVID-19 virus, Brexit and the highly uncertain economic context on the future viability of the Young Vic.

Key to the Young Vic's financial security are robust and experienced leadership and strong financial planning. The Trustees strive to support the Young Vic's excellent and proven leaders to monitor, control and maintain financial resilience and to develop mid-term plans to mitigate risk.

Recent confirmation of ongoing annual unrestricted funding of £1.79m as part of Arts Council England's National Portfolio, secured through to March 2026, provides a solid foundation for the years ahead.

The Trustees continue to take all available steps to maintain sufficient resources in order that the Theatre can continue and, based on projections and available information, have a reasonable expectation that the Theatre will have sufficient funds to continue to meet its liabilities as they fall due for the foreseeable future and therefore have prepared the financial statements on a going concern basis.

**(o) Foreign currencies**

Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

**2. Taxation**

The company is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

THE YOUNG VIC COMPANY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

3.	Income			2022 £	2021 £	
3.1	Income from grants and donations					
	Core funding: Arts Council England revenue grant			1,792,530	1,792,530	
	Other Arts Council England funding			856,286	150,000	
	Individual, corporate and trust donations			1,465,379	1,201,017	
	Legacies			48,249	1,100,000	
	Covid-19 Job Retention Scheme and Emergency Relief			102,558	1,929,230	
				<u>£4,265,002</u>	<u>£6,172,777</u>	
3.2	Income from charitable activities					
	Production income: Box office			1,521,148	-	
	Production income: Co-productions and tours			333,423	151,656	
	Theatre tax relief			151,152	5,047	
				<u>£2,005,723</u>	<u>£156,703</u>	
3.3	Other income					
	Trading activities			340,943	36,483	
	Partnerships			104,662	-	
	Young Vic Productions Ltd: Income from shows			6,015	116,880	
				<u>£451,620</u>	<u>£153,363</u>	
	Total income			<u>£6,722,345</u>	<u>£6,482,843</u>	
4.	Expenditure	Direct costs £	Staff costs £	Support costs £	Total 2022 £	Total 2021 £
4.1	Expenditure on raising funds:					
	Revenue fundraising expenses	31,204	182,751	131,511	345,466	268,851
4.2	Charitable activities:					
	Productions and co-productions	2,941,115	1,616,377	789,064	5,346,556	2,649,812
	Directors Programme	122,980	136,978	32,878	292,836	219,007
	Taking Part	239,435	320,604	142,470	702,509	459,642
	Depreciation	-	-	414,071	414,071	343,393
		<u>3,303,530</u>	<u>2,073,959</u>	<u>1,378,483</u>	<u>6,755,972</u>	<u>3,671,854</u>
4.3	Other expenditure:					
	Young Vic Productions Ltd: Costs	6,072	-	-	6,072	128,335
	Total expenditure	<u>£3,340,806</u>	<u>£2,256,710</u>	<u>£1,509,994</u>	<u>£7,107,510</u>	<u>£4,069,040</u>

All costs are allocated between the expenditure categories noted above on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Staff costs are allocated with reference to the average time that core staff spend working in each area. Support costs, excluding depreciation, are apportioned with reference to headcount in each area.

THE YOUNG VIC COMPANY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

5.	Governance costs	Direct costs £	Staff costs £	Support costs £	Total 2022 £	Total 2021 £
	Professional fees	-	-	58,543	58,543	22,250
	Audit and accountancy	-	-	25,675	25,675	15,125
		<u>£-</u>	<u>£-</u>	<u>£84,218</u>	<u>£84,218</u>	<u>£37,375</u>

6.	Net expenditure / (income) for the year	2022 £	2021 £
	Net expenditure is stated after charging / (crediting):		
	Depreciation of tangible fixed assets	414,071	343,393
	Auditors' remuneration		
	- Audit services	13,750	12,500
	- Other services	11,925	6,950
	Directors' remuneration	103,530	102,000
	Operating lease rental costs		
	- Premises	19,674	19,674
	- Equipment	44,916	43,148
	Operating lease rental income		
	- Premises	(28,391)	19,571

7. Trustees' remuneration

The Artistic Director Kwame Kwei-Armah received remuneration under a contract of employment of £103,530 during the year (2021: £102,000). No other trustee received or waived any remuneration during the year, and no trustee received reimbursement for expenses during the year (2021: none).

8.	Staff costs	2022 £	2021 £
	Salary costs: core staff	2,015,825	2,232,449
	Social security costs	195,584	186,078
	Pension costs	45,301	50,287
		<u>£2,256,710</u>	<u>£2,468,814</u>

The average monthly number of full time and part time employees employed by the charity during the year amounted to 56 (2021: 61). 3 of the employees received annual remuneration of more than £60,000 during the year ended 31 March 2022 (2021: 2) and within the following bands:

	2022	2021
£100,001-£110,000	1	1
£80,001-£90,000	-	-
£70,001-£80,000	-	1
£60,001-£70,000	2	-

The charity considers its key management personnel to be the Artistic Director and the Executive Director.

The aggregate benefits of key management personnel amounted to £227,098 (2021: £212,004).

THE YOUNG VIC COMPANY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

9.	Comparatives for the statement of financial activities	2021 Unrestricted Funds Operating £	2021 Designated Funds Operating £	2021 Designated Funds Fixed Assets £	2021 Restricted Funds £	2021 Total £
	<b>Income from:</b>					
	Grants and donations	4,787,959	1,108,500	-	276,318	6,172,777
	Charitable activities	156,703	-	-	-	156,703
	Other income	153,363	-	-	-	153,363
	<b>Total income</b>	<b>5,098,025</b>	<b>1,108,500</b>	<b>-</b>	<b>276,318</b>	<b>6,482,843</b>
	<b>Expenditure on:</b>					
	<b>Raising funds</b>	268,851	-	-	-	268,851
	<b>Charitable activities:</b>					
	Productions and co-productions	2,621,870	4,227	-	23,715	2,649,812
	Directors Program	219,007	-	-	-	219,007
	Taking Part	459,642	-	-	-	459,642
	Depreciation	343,393	-	-	-	343,393
	<b>Other expenditure</b>	128,335	-	-	-	128,335
	<b>Total expenditure</b>	<b>4,041,098</b>	<b>4,227</b>	<b>-</b>	<b>23,715</b>	<b>4,069,040</b>
	<b>Net income</b>	1,056,927	1,104,273	-	252,603	2,413,803
	Transfers between funds	343,393	-	(343,393)	-	-
	<b>Net movement in funds</b>	1,400,320	1,104,273	(343,393)	252,603	2,413,803
	<b>Reconciliation of funds:</b>					
	Total funds brought forward	630	591,581	8,716,620	62,610	9,371,441
	<b>Total funds carried forward</b>	<b>£1,400,950</b>	<b>£1,695,854</b>	<b>£8,373,227</b>	<b>£315,213</b>	<b>£11,785,244</b>
10.	<b>Tangible fixed assets Group and Charity</b>		<b>Equipment £</b>	<b>Theatre Rebuild £</b>	<b>Total £</b>	
	<b>Cost</b>					
	At 1 April 2021		2,730,789	11,745,381	14,476,170	
	Additions		391,196	-	391,196	
	At 31 March 2022		3,121,985	11,745,381	14,867,366	
	<b>Depreciation</b>					
	At 1 April 2021		2,405,332	3,371,904	5,777,236	
	Charge for the year		179,163	234,908	414,071	
	At 31 March 2022		2,584,495	3,606,812	6,191,307	
	<b>Net Book Value At 31 March 2022</b>		<b>£537,490</b>	<b>£8,138,569</b>	<b>£8,676,059</b>	
	At 31 March 2021		£325,457	£8,373,477	£8,698,934	

THE YOUNG VIC COMPANY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

11. Fixed asset investments

	Shares in group undertakings
<b>Cost</b>	
At 1 April 2021 and at 31 March 2022	£1
<b>Net Book Value</b>	
At 1 April 2021 and 31 March 2022	£1

This investment comprises a 100% owned subsidiary undertaking, Young Vic Productions Limited which is registered in England, registered number 06238751. The principal activity of the company is theatre production. During the year, income in this subsidiary undertaking amounted to £10,642 (2021: £8,264) and expenditure amounted to £10,699 (2021: £19,797). At 31 March 2022 its net liabilities stood at £231 (2021: £174). The results of the subsidiary undertaking are included in these consolidated financial statements.

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
12. Debtors: Amounts falling due within one year				
Trade debtors	124,207	82,779	124,207	82,779
Other debtors	50,565	27,840	50,565	27,839
Prepayments and accrued income	1,024,360	799,322	1,024,360	799,322
Amount owed by subsidiary undertaking	-	-	-	12,765
	<b>£1,199,132</b>	<b>£909,941</b>	<b>£1,199,132</b>	<b>£922,705</b>
13. Creditors: Amounts falling due within one year				
Trade creditors	435,378	155,472	435,378	155,472
Accruals	164,158	100,662	164,158	78,022
Advance box office receipts	385,647	196,398	385,647	196,398
Other creditors	360,606	396,468	352,097	388,481
Deferred income	23,429	599,657	23,429	599,657
	<b>£1,369,218</b>	<b>£1,448,657</b>	<b>£1,360,709</b>	<b>£1,418,030</b>
<b>Deferred income</b>			<b>£</b>	<b>£</b>
Balance as at 1 April			599,657	486,247
Amount released to incoming resources			(599,657)	(486,247)
Amount deferred in year			23,429	599,657
<b>Balance as at 31 March</b>			<b>£23,429</b>	<b>£599,657</b>

THE YOUNG VIC COMPANY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

14. Fund reconciliation	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
<b>Group</b>					
<b>Unrestricted</b>					
Operating	1,400,950	6,056,312	(6,607,341)	(154,560)	695,361
Designated:					
Fixed Assets	8,373,227	-	-	302,832	8,676,059
Operating: Burford Legacy	1,100,000	45,713	-	-	1,145,713
Operating: Special Situations	582,175	-	-	-	582,175
Operating: New Commissions	13,679	-	(4,273)	-	9,406
<b>Restricted</b>					
Commercial Transfers	56,109	1,416	-	50,035	107,560
Staff Support	50,035	-	-	(50,035)	-
Artistic Fund	99,069	-	-	-	99,069
Sustainability	110,000	-	-	(110,000)	-
Other	-	618,904	(495,896)	(38,272)	84,736
<b>Total funds</b>	<b>£11,785,244</b>	<b>£6,722,345</b>	<b>£(7,107,510)</b>	<b>£-</b>	<b>£11,400,079</b>

The Designated Fixed Asset Fund (formerly Designated Capital Fund) covers the net book value of all fixed assets, to ensure that this value tied up in the building and its equipment is clearly distinguishable from funds available to spend.

The Designated Operating Funds are funds established by the Board to underpin the financial security of the Young Vic, to provide working capital, to fund exceptional projects designed to increase the reach of the theatre and for commissioning new theatrical works.

The Restricted Commercial Transfers Fund is in respect of donations which may only be applied to future transfers of theatrical productions to the West End or Broadway. The Restricted Staff Support Fund was established during summer 2020 to provide financial support to staff who were furloughed on less than their full pay; post furlough, the remaining unused funds have been transferred to the Restricted Commercial Transfers Fund as agreed with the funders. The Artistic Fund was established at the start of the pandemic to assist with our recovery post reopening over the subsequent new seasons. The Sustainability Fund was established through a grant from IHS Markit to upgrade to LED lighting and other "green" projects.

The Restricted Other fund represents grants and donations given in support of specific productions, projects or activities where the funder has restricted the use of the funds. The majority of Restricted Other funds are received and spent within one year.

Transfers between funds represent the cost of depreciation transferred from unrestricted funds to designated fixed asset funds, and the cost of fixed assets purchased from restricted and unrestricted funds transferred to designated fixed asset funds. In this year the brought forward net book value of fixed asset equipment has also been transferred from unrestricted funds to designated fixed asset funds.

15. Analysis of net assets between funds

	Fixed Assets £	Net Current Assets £	Total £
<b>Group</b>			
<b>Unrestricted Funds</b>			
Operating	-	695,361	695,361
Designated Funds:			
Operating: Burford Legacy	-	1,145,713	1,145,713
Operating: Special Situations	-	582,175	582,175
Operating: New Commissions	-	9,406	9,406
Fixed Assets	8,676,059	-	8,676,059
<b>Restricted Funds</b>			
Commercial Transfers	-	107,560	107,560
Artistic Fund	-	99,069	99,069
Other	-	84,736	84,736
<b>Total</b>	<b>£8,676,059</b>	<b>£2,724,020</b>	<b>£11,400,079</b>



**THE YOUNG VIC COMPANY**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

**16. Financial commitments**

**(a) Operating leases**

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are:

	Office Equipment 2022 £	Office Equipment 2021 £
Within one year	44,672	41,329
Within two to five years	39,557	72,794

The charity has a contract for the grant of a 99 year lease with Lambeth Borough Council, which commenced on 29 September 2006 for an annual rental of £15,000 and increases in line with Retail Price Index inflation on each 10 year anniversary. The current annual rental is £19,674.

**(b) Contingent liabilities**

At 31 March 2022 a contingent liability existed in the form of a charge relating to the building agreement in respect of the new theatre, whereby the company has agreed to repay a grant funding advance from Arts Council England of £6,250,000 should the terms of the grant agreement not be met.

At 31 March 2022 a contingent liability existed in the form of a debenture, whereby the company has charged to Arts Council England a fixed charge over all debts due or owing to the company and a floating charge over all the company's present and future undertakings and assets, in respect of a grant funding advance of £6,250,000.

**17. Pensions and other post-retirement benefits**

The charity contributes to defined contribution personal pension schemes for certain employees. The amount recognised as an expense in the period was £45,301 (2021: £50,287).

**18. Amount receivable under non-cancellable operating lease**

The minimum amount owed to the company by a tenant under a non-cancellable operating lease is as follows:

	< 1 year	Within 2-5 years	Total
	£	£	£
Rent and service charge	82,063	287,221	369,284

The operating lease relates to the café/restaurant at The Young Vic Theatre with a lease term of 10 years, subject to a break clause after 5 years.

The lease agreement also includes annual turnover rent, calculated at 3%, 5% and 12% of gross turnover in accordance with lessee turnover thresholds which are reviewed on an annual basis.

The lessee does not have an option to purchase the property at the expiry of the lease period.

**19. Related party transactions**

From time to time donations are given by trustees; there are no benefits given in return for these donations. With the exception of the Chief Executive Kwame Kwei-Armah in the ordinary business of his paid role as Artistic Director, Trustees received no reimbursement of their expenses in either year.

**20. Surplus of parent charity**

As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent charity is not presented separately as part of these financial statements. The parent charity's net outgoing resources were £385,109, after depreciation of £414,071 (2021: net incoming resources £2,425,337, after depreciation of £343,393).