

**Sadler's Wells Trust Limited
(known as Sadler's Wells Trust)**

(Limited by Guarantee)

Company Number 1488786

Registered Charity Number 279884

**ANNUAL REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2017**

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Sadler's Wells Trust

(Limited by Guarantee)

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Sadler's Wells Trust
(Limited by Guarantee)
Trustees, Officers and Administrative Information

Trustees

Nigel Higgins (Chairman)
Jules Burns
Sue Butcher
Kathleen Crook
Robert Glick
Carol Lake
Tim Marlow
David Ripert
Robin Saunders
Sanoke Viswanathan

Secretary

Alistair Spalding CBE

Registered Office

Sadler's Wells Theatre
Rosebery Avenue
London
EC1R 4TN

Bankers

Coutts & Co.
440 Strand
London
WC2R 0QS

Auditors

Kingston Smith LLP
Chartered Accountants
60 Goswell Road
London
EC1M 7AD

Solicitors

Clifford Chance LLP
10 Upper Bank Street
London
E14 5JJ

Sadler's Wells Trust (Limited by Guarantee) Trustees' Report

The Trustees, who are also the Directors of the company under the Companies Act 2006, submit their report and the consolidated financial statements of Sadler's Wells Trust for the year ended 31 March 2017 which have been prepared in compliance with current statutory requirements, The Charities SORP (FRS 102) and with the charity's governing document, its Memorandum and Articles of Association.

Objectives

The object for which the charity is established is to advance education particularly by encouraging the understanding and appreciation of the dramatic arts.

Strategic Review

Achievements and Performance

Sadler's Wells is a world-leading creative organisation dedicated to dance in all its forms. With over three centuries of theatrical heritage and a year-round programme of performances and learning activities, its goal is to motivate everyone to experience dance – to take part, learn, experiment and be inspired. Audiences of over half a million come to Sadler's Wells' three London theatres each year, with over 130,000 enjoying its touring productions at arts venues across the UK and around the world, or accessing its content through digital channels.

Sadler's Wells commissions and presents more new dance work than any other theatre in the world, embracing the popular and the unknown. Since 2005, it has helped to bring over 130 new dance works to the stage, many of them involving its 16 Associate Artists, three Resident Companies and four Associate Companies – the most exciting talents working in dance today. It also nurtures the next generation of talent through research and development, running the National Youth Dance Company and a range of programmes including Wild Card, New Wave Associates, Open Art Surgery and Summer University.

Sadler's Wells' West End venue, The Peacock, is the home of entertainment in the heart of London. Every few weeks, The Peacock presents a new live show featuring world-class dancers, daredevil circus acts and breath-taking physical theatre performers.

In 2016-17, Sadler's Wells co-commissioned and co-produced 16 new dance works. These included: double bill *Life* by BalletBoyz, featuring choreography by Javier de Frutos and Pontus Lidberg; Sidi Larbi Cherkaoui's *Fractus V*, a collaboration with four contemporary male dancers of different styles inspired by American philosopher Noam Chomsky's writings; a new version of *Giselle* by Akram Khan, created for English National Ballet; *Tree of Codes*, created by Wayne McGregor with producer Jamie xx and artist Olafur Eliasson, and performed by dancers from Company Wayne McGregor and Paris Opera Ballet; and *Swan Lake/ Loch na hEala* by Michael Keegan-Dolan, a dance theatre piece transferring the classical ballet story to the Irish Midlands and blending it with Irish legend the Children of Lir.

Sadler's Wells' two in-house productions for 2016-17 were immersive experience *No Body* and a contemporary programme commissioned for ballet dancer Natalia Osipova. *No Body* presented a series of multi-media installations by composer, musician and producer Nitin Sawhney and lighting designers Michael Hulls and Lucy Carter, as well as work by choreographers Russell Maliphant and Siobhan Davies. Dotted throughout the building, including in behind-the-scenes spaces not normally open to the public, the installations featured the elements of a successful dance performance – lighting, sound and video – without the physical presence of dancers. The new Osipova programme included a trio for her and two male dancers by Sidi Larbi Cherkaoui and two duets, which she performed with Sergei Polunin – a modern interpretation of the classical pas de deux by Russell Maliphant; and a dark, comedic piece tracing a love story, choreographed by Arthur Pita.

International artists and companies presented on the Sadler's Wells stage in 2016-17 included Cloud Gate Dance Theatre of Taiwan, Nederlands Dans Theater 2, Alain Platel, Marie Chouinard, LA Dance Project, Alvin Ailey American Dance Theater, Jérôme Bel, Yang Liping Contemporary Dance, National Ballet of China and Tanztheater Wuppertal Pina Bausch.

Sadler's Wells Trust (Limited by Guarantee) Trustees' Report

During the year the company staged 624 performances of work and sold 496,076 tickets to its shows. This was against a budget at the beginning of the year of 579 performances, and a projected paid audience of 506,469. The principal reasons for the variances were a higher number of shows in the Lilian Baylis Studio, and slightly lower than expected audiences in Sadler's Wells in the summer and the Peacock Theatre in the autumn.

Strategic partnerships

With Birmingham Hippodrome and The Lowry, Salford, Sadler's Wells established The Movement, a producing partnership aimed at creating new dance work for large-scale stages, supporting emerging talent across the UK and increasing audiences and their engagement in dance. The programme includes the presentation of international work; joint audience development projects; commissioning and performance opportunities for regional and emerging artists; and research, development and co-producing of new dance works. The Movement presented *Dance: Sampled* in Salford (February 2017) and Birmingham (March 2017), with The Lowry and Birmingham Hippodrome taking ownership of the *Sadler's Wells Sampled* concept in their own unique versions. The Movement commissioned three emerging artists to create work for the programme: Aakash Odedra (Leicester based) with Turkish dancers; dotdotdot dance (flamenco trio); and Carlos Pons with Northern Ballet (Leeds based). The evenings attracted many new audiences to dance, and both partner venues engaged a number of community groups and local artists for the interactive front-of-house activities.

Diversity

As part of its ongoing commitment to diversity, Sadler's Wells took part in Tonic Theatre's six-month Advance programme, together with eight other performing arts organisations from across the UK. Through this gender equality programme, Sadler's Wells aimed to identify the challenges that women encounter in building and sustaining a career in choreography, and how it might tailor its working processes to support the development of women's careers better. In response to a wide-ranging investigation on these issues, Sadler's Wells developed, and is currently implementing, an Action Plan, which contains first steps towards its ambition of achieving greater gender equality on all its stages. The implementation of the plan is understood as a phased and open-ended process, which Sadler's Wells will review and refine regularly as it moves forward.

In March 2017, Sadler's Wells also took part in London's first HeForShe Arts Week on 8-15 March, in support of the UN Women solidarity movement for gender equality. As part of the initiative, the theatre hosted a free panel debate on the role of the arts in promoting greater gender equality and how this benefits all of society.

Learning and Engagement at Sadler's Wells

Sadler's Wells' learning and engagement activities reach over 25,000 annually through programmes that take dance out into the community and invite communities into the theatre. Projects include community productions and the renowned Company of Elders, Sadler's Wells' resident over-60s performance group, while events range from pre and post-show talks with dance artists to classes, workshops and assisted performances.

In 2016-17, Sadler's Wells continued to run National Youth Dance Company (NYDC). The 2015-16 cohort premiered Michael Keegan Dolan's *In-Nocentes* at Sadler's Wells in April 2016, ahead of an eight-venue national tour. In summer 2016, NYDC delivered 18 experience workshops around England, involving 409 young dancers. The 40 dancers selected as 2016-17 company members worked with choreographer Damien Jalet and his creative team throughout the year to create new work *Tarantiseismic* (premiered in April 2017).

A group of 93 professional and non-professional dancers of all backgrounds aged 6 to 88 were given the opportunity to take over Sadler's Wells' main stage with large-scale community production *Home Turf*. In collaboration with West Ham United Foundation, Sadler's Wells reached out to groups and communities in east London, who came together with participants from some of the theatre's local partner organisations, such as the Islington Centre for Refugees, as well as its Company of Elders and alumni of NYDC. They worked with a professional team of artists and five leading choreographers to create and perform in the show, which examined the relationship between football and dance and represented the culmination of a six-month project that started with introductory workshops in the community, followed by the creation and rehearsals of the piece.

Sadler's Wells Trust (Limited by Guarantee) Trustees' Report

A new Director of Learning & Engagement was appointed in October 2016. Among the key priorities of his first six months in the role was taking stock of the Learning and Engagement projects delivered at Sadler's Wells in recent years, in order to develop the department's future strategy and bring its activities closer to the artistic programme.

Plans for Future Periods

In 2017, Sadler's Wells hosts the world premiere of *8 Minutes*, the latest work by New Wave Associate Alexander Whitley. Commissioned by Sadler's Wells and inspired by solar science research, it is the fruit of an innovative partnership with video artist Tal Rosner, composer Daniel Wohl and space scientists from the Rutherford Appleton Laboratory.

The Autumn/ Winter 2017 season features a host of new and returning shows by associate artists and companies, produced or co-produced by Sadler's Wells. They include new work by Associate Artists Wayne McGregor, Hofesh Shechter and BalletBoyz; and the much-anticipated UK premiere of International Associate Company Acosta Danza.

Akram Khan is curating the dance programme of the Darbar Festival of Indian classical music and dance, which Sadler's Wells is hosting for the first time in 2017.

Renowned British choreographer Shobana Jeyasingh's company presents work on the main stage for the first time. Among the international artists making their debut at Sadler's Wells are acclaimed choreographer Meg Stuart and emerging dance maker Kyle Abraham.

Sadler's Wells' productions touring internationally include Russell Maliphant and Michael Hulls' *Conceal / Reveal*, Sidi Larbi Cherkaoui's *milonga* and the new Acosta Danza programme. International festival of hip hop dance theatre Breakin' Convention tours across the UK in May 2017 (thanks to funding by ACE's Strategic Touring Programme), as well as to Luxembourg and Toronto in June and to Charlotte, Miami, New York and Denver in October and November.

Ahead of the opening of its new mid-scale venue in Queen Elizabeth Olympic Park, Sadler's Wells continues to work with its cultural and education district partners (the V&A, University of the Arts London's London College of Fashion and University College London) as well as community, education and arts organisations in east London on collaborative projects.

Sadler's Wells is partnering East London Dance in a new project with mental health charity HeadStart Newham, supporting the mental health resilience of young people through dance participation and performance. The 18-month project started in February 2017 and benefits 10 to 16-year-old Newham residents with, or at risk of, mental health difficulties.

With London College of Fashion, Sadler's Wells is planning the Material Movement Gala, to be held in November 2017. The event aims to raise funds to support the next generation of dance makers and fashion leaders, to enable them to produce boundary-breaking work. The evening will include specially made performances by established and emerging talent in dance and fashion.

The budget for 2017-18 is for a projected paid audience of 499,711 across 553 performances.

The company intends to continue its policy of commissioning new artistic work for performance at Sadler's Wells and has set aside a budget of £400,000 for this purpose.

Financial Review

The Trustees report a surplus on unrestricted funds of £426,000 for the year (2016: £423,000). There was a cumulative net surplus on restricted funds of £1,100,000 (2016: £1,183,000). A transfer of £426,000 was made to designated funds (2016: £423,000).

Overall the net increase in funds for the Trust was £151,000 (2016 increase: £58,000).

Sadler's Wells Trust
(Limited by Guarantee)
Trustees' Report

Where designated funds relate to future depreciation on assets, we expect the fund to be expended over the life of the asset. We expect funds designated for artistic purposes to be expended with one to two years. Further details are at note 16.

The principal source of funding for the charity is the income generated from ticket sales and other show related income, such as Front of House drinks and merchandise. This is underpinned by annual funding from Arts Council England ("ACE"). The other major sources of income are voluntary donations from individuals, Trusts & Foundations, and Corporate bodies together with trading income derived from hiring out the spaces in the theatre complex.

The fundraising objective for the period was to sustain the income stream in a challenging fundraising environment. An unrestricted target of £1,585,000 was set at the start of the year. This target was not fully achieved, the overall out-turn of being £1,357,000. The shortfall was mainly a result of lower Trust and Foundation income. The result did not materially disadvantage the charity. The aim is for unrestricted income to be increased steadily, with emphasis on broadening the support base from individuals, together with multi-year commitments from Trusts & Foundations. The unrestricted target for the year 2017/18 is £1,660,000. Fundraising costs represent 31% of fundraising income, and it is intended that this will reduce in future years. Overall, for the period under review, of the total unrestricted income of the charity 90% was earned by its own activities, the remaining 10% a grant from ACE.

Expenditure in the period was mostly on the charity's main charitable objective, with 90% of unrestricted expenditure on productions and the running of the theatre. The remaining 10% was spent on fundraising activities and the costs of generating trading income.

These results incorporate the trading of the subsidiary, Sadler's Wells Limited. This company operates the catering at the theatre and promotes commercial events hire, and produces commissions from Sadler's Wells Trust Ltd. The company had a successful period with a profit of £1,302,132 (2016: £1,118,204) gifted to Sadler's Wells Trust. The profit was higher than the prior year due to strong catering and event sales, together with an increased theatre tax relief claim.

Principal Risks and Uncertainties

The company trades in the high-risk environment of theatre management and in order to pursue its objectives continually enters into relatively high-risk theatre presentations.

The company's risk assessment strategy is to review and update systems and controls as necessary. A Risk Register is in place and is approved and monitored by the Trustees. The Trustees have identified failure to reach ticket sales and fundraising targets, together with the costs of producing our own shows as the company's major risks. The Trustees believe all the major risks to which the company is exposed have been identified, in particular those relating to the operations and finances of the company, and that systems are in place to mitigate exposure to the major risks.

Investment Powers and Policy

Under the Memorandum and Articles of Association, the charity has the power to invest funds not immediately required for its purposes in such investments as may be considered appropriate by the Trustees. Monies are only invested in funds that are regulated by the FCA.

The Trustees reviewed and agreed an investment policy in line with the Charities Commission Guidance CC14. The key objective is to achieve a total return of 3% p.a. above the RPI over a rolling 3 year time horizon by investing in a diversified portfolio of low to medium risk assets. The charity holds funds with Ruffer LLP in the Ruffer Absolute Return Fund. The Fund achieved a net gain of 12.4% in the year to 31st March 2017, since inception on 22nd April 2014 the Fund achieved a net gain of 21.6%, or 6.9% annualized.

**Sadler's Wells Trust
(Limited by Guarantee)
Trustees' Report**

Key Management Personnel

The charity considers its key management personnel to be the Senior Management Team; comprising the Artistic Director & Chief Executive, Chief Operating Officer, Executive Director, Finance Director, Director of Artistic Programme, Executive Producer, Director of Technical and Production, Director of Marketing, Director of Fundraising, Director of Learning and Engagement. The remuneration of the Chief Executive & Artistic Director is decided by the Board, the Artistic Director and Chief Executive decides the remuneration of other members of the Senior Management Team. Total remuneration of this group, including pension contributions, was £937,226 (2016: £ 517,943). Those included within key management personnel has been from 5 to 10 following a restructure. The salaries are fair and affordable.

Going Concern

The Trustees consider that, given the current financial position of the charity and forecast sales, there is no issue with regard to the charity remaining a going concern. This involves consideration of business planning beyond twelve months from the date of the audit report.

Public Benefit

Sadler's Wells recognizes and welcomes the need to carry out its charitable activities for the benefit of the general public. Having regard to the guidance of the Charity Commission, including the Charity Commission's guidance on public benefit ('public benefit: running a charity (PB2)'), the Trustees consider that the following activities in particular demonstrate the way in which Sadler's Wells achieves this aim:

- Providing the most wide ranging programme of dance, including touring outside of our theatres in London.
- Encouraging access through the availability of £12 tickets for most shows at Sadler's Wells main stage together with other low-cost tickets available during the year including Breakin' Convention, Sadler's Sampled Festival and all Lilian Baylis Studio shows.
- Engagement with the community through a wide range of creative learning and community projects.
- Providing exemplary access to disabled patrons through both pricing and facilities.

Reserves Policy

The aim is to maintain an undesignated, unrestricted reserve at a level of around £1,000,000 to protect the charity against any failure of a show at the box office, or against fluctuations in fundraising revenue. This aim was achieved in the year. The free reserves of the charity (unrestricted and undesignated reserves not held in fixed assets) are £893,000. It is the target to maintain at least three quarters of the general reserve as free reserves.

The reserves policies are reviewed on an annual basis.

**Sadler's Wells Trust
(Limited by Guarantee)
Trustees' Report**

Trustees

The Trustees who served during the period under review were as follows:

Nigel Higgins (Chairman)	Appointed 1st January 2017
Sir David Bell	Retired 1 st January 2017
Jules Burns	
Sue Butcher	
Marco Compagnoni	Term ended 28 th June 2016
Kathleen Crook	
Robert Glick	
Tim Marlow	
David Ripert	Appointed 23 rd November 2016
Carol Lake	
Robin Saunders	
Sandi Ulrich	Term ended 26 th June 2016
Sanoke Viswanathan	

The Trustees are appointed by the members who are the Trustees of Sadler's Wells Trust. A skills audit of the Trustees is conducted annually in order to better inform decisions regarding the appointment of new Trustees.

The company provides an induction for newly appointed Trustees which informs them of their duties and responsibilities as directors of the company, and familiarises them with the operation of the theatre.

The Trustees delegate the day to day running of the theatre to the Chief Executive and Artistic Director, Alistair Spalding. The Board retains ultimate control of the overall strategic direction of the theatre in that they appoint the Chief Executive, and are involved in recruitment of senior members of staff. The Board set the remuneration of the Chief Executive, who in turn sets the remuneration of key management personnel. See note 5. The Board also approve the annual budget, though delegate responsibility for the selection of artistic programme to the Chief Executive and Artistic Director, together with day to day management of the operating budgets. Board approval is only then sought for any major changes to the artistic programme.

The Board met nine times during the year. At these meetings it received reports from senior members of staff covering artistic matters, operations, fundraising, marketing and finance. The Board spends one day each year debating and reviewing long term strategy with senior members of staff.

Statement of Trustees' Responsibilities

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

Sadler's Wells Trust
(Limited by Guarantee)
Trustees' Report

Company law required trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the trustees are required to:

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

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.


Connected Charities

Sadler's Wells Trust is connected to other charities, details of these charities are given in note 19 to the financial statements.

Auditors

The auditors, Kingston Smith LLP, are deemed to be reappointed under section 487 (2) of the Companies Act 2006.

The Strategic Report, which forms part of the Trustees' Annual Report, is approved by the trustees in their capacity as directors of the company. The Trustees' Report is approved by the members of the board on 28th June 2017 and signed on their behalf by:



Nigel Higgins
Chairman

Charity registration number 279884

Company registration number 1488786

Independent Auditor's Report to the Members of Sadler's Wells Trust (Limited by Guarantee)

We have audited the financial statements of Sadler's Wells Trust for the year ended 31 March 2017 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland'.

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 which 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 any party other than the charitable company and charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

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. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland), including FRS 102 'The Financial Reporting Standard applicable in the UK and Ireland'. Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements, and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2017 and of the group'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.

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' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements, and;
- the Strategic report and the Trustees Annual Report has been prepared in accordance with applicable legal requirements.

Independent Auditors' Report to the Members of Sadler's Wells Trust (Limited by Guarantee)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees 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:

- the parent charitable company has not kept adequate accounting records, 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 or trustees' remunerations specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Kingston Smith LLP

Sandra De Lord, Senior Statutory Auditor
for and on behalf of Kingston Smith LLP, Statutory Auditor

11.07.17

Devonshire House
60 Goswell Road
London
EC1M 7AD

Sadler's Wells Trust
(Limited by Guarantee)
Consolidated Statement of Financial Activities
For the year ended 31 March 2017

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Total Funds
		Year ended 31 March 2017 £'000	Year ended 31 March 2017 £'000	Year ended 31 March 2017 £'000	Year ended 31 March 2017 £'000	Year ended 31 March 2016 £'000
	Note					
Income						
Charitable activities						
Theatre presentations		18,566	-	-	18,566	19,869
Income from generated funds						
Donation analysis						
Sponsorship and donations		1,357	-	208	1,565	1,401
ACE operational grant		2,456	-	769	3,225	3,216
Other operational grants		246	-	-	246	171
Activities for generating funds						
Trading income		2,828	-	-	2,828	2,515
Other income		139	-	1	140	383
Total Income		25,592	-	978	26,570	27,555
Expenditure						
Charitable activity: theatre presentations						
Expenditure on presentations	3	18,075	169	877	19,121	20,306
Theatre overheads	3	4,986	23	184	5,193	5,044
Raising Funds						
Fundraising costs	3	424	-	-	424	366
Fundraising trading: cost of goods sold and other costs	3	1,913	-	-	1,913	1,707
Total Expenditure		25,398	192	1,061	26,651	27,423
Net Income / Expenditure before Investment Gain / (Loss)		194	(192)	(83)	(81)	132
Net Investment Gain / (Loss)		232	-	-	232	(74)
Net Income / (Expenditure)		426	(192)	(83)	151	58
Gross Transfer Between Funds		(426)	426	-	-	-
Net Movement in Funds		-	234	(83)	151	58
Net funds at 1 April 2016		1,000	633	1,183	2,816	2,758
Net Funds at 31 March 2017		1,000	867	1,100	2,967	2,816

None of the group's activities were acquired or discontinued during the above two financial periods.

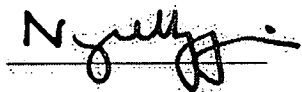
The group has no recognised gains and losses other than those dealt with in the above Statement of Financial Activities.

Restricted funds have been applied only for the purposes for which the income was received.

Sadler's Wells Trust
(Limited by Guarantee)
Balance Sheets at 31 March 2017

		2017 Consolidated	2017 Charity	2016 Consolidated	2016 Charity
	Note	£'000	£'000	£'000	£'000
Fixed Assets					
Tangible assets	6	839	185	878	208
Investment Property	7(b)	200	200	200	200
Investments	7(c)	1	1	1	1
		<u>1,040</u>	<u>386</u>	<u>1,079</u>	<u>409</u>
Current Assets					
Stock for resale		38	-	42	-
Debtors	8	3,090	3,620	2,915	3,199
Cash at bank and in hand		<u>4,809</u>	<u>4,443</u>	<u>2,904</u>	<u>2,880</u>
		<u>7,937</u>	<u>8,063</u>	<u>5,861</u>	<u>6,079</u>
Creditors: Amounts Falling Due Within One Year	9	<u>(6,010)</u>	<u>(5,482)</u>	<u>(4,124)</u>	<u>(3,672)</u>
Net Current Assets		<u>1,927</u>	<u>2,581</u>	<u>1,737</u>	<u>2,407</u>
Total Assets Less Current Liabilities		<u><u>2,967</u></u>	<u><u>2,967</u></u>	<u><u>2,816</u></u>	<u><u>2,816</u></u>
Funds					
Restricted	16	1,100	1,100	1,183	1,183
Designated	16	867	867	633	633
Unrestricted	16	1,000	1,000	1,000	1,000
		<u><u>2,967</u></u>	<u><u>2,967</u></u>	<u><u>2,816</u></u>	<u><u>2,816</u></u>

Approved for issue by the members of the board on 28th June 2017
and signed on their behalf by:



Nigel Higgins
Chairman

Company number 1488786

Sadler's Wells Trust
(Limited by Guarantee)
Consolidated Statement of Cash Flows
For the year ended 31 March 2017

	Note	Year ended 31 March 2017		Year ended 31 March 2016	
		£'000	£'000	£'000	£'000
Net cash flows from operating activities	10		1,710		(1,109)
Cash flows from investing and financing activities	11(a)		195		(85)
Net change in cash and cash equivalents in the period			<u>1,905</u>		<u>(1,194)</u>
Reconciliation of net cash flow to movement in net cash					
Increase / (Decrease) in cash in the period			<u>1,905</u>		<u>(1,194)</u>
Movement in net cash in the period			1,905		(1,194)
Net cash and cash equivalents at 1 April 2016			2,904		4,098
Net cash and cash equivalents at 31 March 2017	12		<u>4,809</u>		<u>2,904</u>

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017

1 Accounting Policies

(a) Basis of accounting

The financial statements have been prepared under the historical cost convention, subject to the revaluation of certain investments, and in accordance with the accounting policies set out in the notes to the accounts. The accounts comply with the charity's governing document, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Charity is a Public Benefit Entity as defined by FRS102.

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 thousand pounds.

(b) Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

(c) Income from presentations

Income from presentations, which is matched to relevant performances, represents amounts receivable, excluding Value Added Tax, for goods and services provided in the ordinary course of business. Advance box office income is deferred until the presentation opens. Donations and sponsorship for specific productions are credited to presentation income as the performances take place.

(d) Grants, donations and sponsorship

- (i) Revenue grants are credited to the Statement of Financial Activities in the period in which they fall due unless they relate to specified future or prior periods, in which case they are deferred or accrued respectively.
- (ii) Donations and Corporate sponsorship are treated on a cash receipts basis even though the benefits to the sponsor may cover the next accounting period.
- (iii) Legacies are recognized when probate on the legacy has been completed, and it is probable that income will be received and is quantifiable.
- (iv) Other income is recognised when the entitlement can be demonstrated, it is probable that it will be received, and it can be reliably measured.

(e) Pension costs

The charity operates an auto enrolment pension scheme. Payments into this scheme, and in respect of employees' private pension schemes, are charged to the Statement of Financial Activities as incurred.

(f) Employee benefits

The costs of short term employee benefits are registered as a liability and expense. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

1 Accounting Policies (cont)

(g) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. There is a capitalisation threshold policy of £10,000 in existence. Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life. Purchased assets have been depreciated at the following straight line rate:

Fixtures & fittings	33.3%
Freehold Land and Buildings	2%
Leasehold Land and Buildings	2%
Leasehold Improvements	5%
Computer Equipment	20%

The trustees review the tangible fixed assets annually for any evidence of impairment. Where there is objective evidence of impairment the entity recognises the loss in the SOFA immediately.

Investments are initially measured at their cost and subsequently measured at their fair value at each reporting date. Fair value is based on the market value for investment property which the Directors consider to be reasonable, and the quoted price for listed investments at the balance sheet date.

Changes in fair value and gains and losses arising on the disposal of investments are credited or charged to the income or expenditure section of the Statement of Financial Activities as 'gains or losses on investments' and are allocated to the appropriate fund holding or disposing of the relevant investment.

(h) Foreign currencies

Foreign currency balances at 31 March 2017 have been translated into sterling at the rate ruling at that date. Transactions during the course of the period have been translated into sterling at the rate ruling at the transaction date.

(i) Consolidation

The Statement of Financial Activities and Balance Sheet consolidate the financial statements of the charity and its trading subsidiary. The results for the trading subsidiary are consolidated on a line by line basis.

(j) Operating Leases

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

(k) Cost allocation

Costs relating to the mounting of productions and running of the theatre are classed as charitable activities. Those costs relating to generating voluntary income, and to trading activities to raise funds for the charity, are classified as costs of generating funds. Governance costs comprise those costs that allow Sadler's Wells Trust to operate as a charity and to generate the information required for public accountability. Support costs have been allocated on the basis of staff numbers in each area.

(l) Stock

Stock represents goods for resale, and is stated at the lower of cost and net realisable value.

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

1 Accounting Policies (cont)

(m) Financial Instruments

The charity has elected to apply the provisions of section II "Basic Financial Instruments" of FRS 102 to all its financial investments. They are recognised in the charity's financial statement position when the charity becomes party to the contractual provisions of the instrument.

Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less, and investments with an immediate cash realisation.

Debtors and Creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Fixed Asset Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The financial statements include the following in respect of items held at fair value:

	Year ended 31 March 2017 £'000	Year ended 31 March 2016 £'000
Financial assets measured at fair value through profit or loss	201	201
Financial liabilities measured at fair value through profit or loss	-	-
Financial assets measured at amortised cost	2,063	1,683
Financial liabilities measured at amortised cost	1,910	2,055

(n) Government Grants

Where the charity receives government grants, it recognises this as income only where there is reasonable assurance that the charity will comply with the conditions attaching to them, and the grants will be received. This includes grants received from Arts Council England as they are an executive non-departmental public body.

(o) Accounting Estimates and Areas of Judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements:

- Measurement of the fair value of the investment property as undertaken by the Directors.
- Depreciation rates on assets held.

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

2. Taxation

The company is a registered charity and as such is entitled to exemption from taxation under the Income and Corporation Taxes Act 1988.

3. Support Costs

	Presentations £'000	Theatre Overhead £'000	Fundraising £'000	Trading £'000	Year ended 31 March 2017 Total £'000	Year ended 31 March 2016 Total £'000
Management	394	32	17	70	513	472
Administration	350	29	15	62	456	494
Finance	241	20	11	43	315	266
Governance	22	2	1	4	29	26
Human Resources	98	8	4	17	127	125
	<u>1,105</u>	<u>91</u>	<u>48</u>	<u>196</u>	<u>1,440</u>	<u>1,383</u>

Unrestricted resources expended
before support costs 16,970 4,895 376 1,717

Unrestricted resources
expended 18,075 4,986 424 1,913

Support costs have been allocated on the basis of staff numbers in each area.

4. Governance Costs

	Year ended 31 March 2017 Total £'000	Year ended 31 March 2016 Total £'000
Governance costs include the following payments to auditors:		
Audit	28	25
Tax	<u>1</u>	<u>1</u>
	<u>29</u>	<u>26</u>

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

5. Staff Costs

Consolidated and charity

	Year ended 31 March 2017 £'000	Year ended 31 March 2016 £'000
Wages and salaries	6,751	6,634
Social security costs	617	606
Pension costs (note 15)	264	264
	<u>7,632</u>	<u>7,504</u>
Less: Staff costs charged to: Sadler's Wells Limited	<u>(726)</u> <u>6,906</u>	<u>(728)</u> <u>6,776</u>

Redundancy costs included in the above totalled £10,778 (2016: £2,343)

Employee remuneration for employees earning more than £60,000 fell in the following bands:

	Number	Number
£180,001 - £190,000	1	1
£100,001 - £110,000	2	-
£90,001 - £100,000	1	2
£80,001 - £90,000	-	1
£70,001 - £80,000	1	1
£60,001 - £70,000	<u>4</u>	<u>2</u>

During the year the company paid pension contributions of £60,922 (2016: £50,452) on behalf of these staff.

Average number of persons employed (including part-time staff):

	Number	Number
Theatre and Front of House	88	87
Box office	13	13
Marketing	16	18
Technical	44	44
Administration	14	13
Development	9	9
Events	4	5
Catering	28	29
	<u>216</u>	<u>218</u>

The Trustees received no remuneration for the services they provided to the company. No expenses were reimbursed. (2016: £nil). The Trustees donated £117,195 to the charity during the year.

The charity considers its key management personnel to be the Senior Management Team; comprising the Artistic Director & Chief Executive, Chief Operating Officer, Executive Director, Finance Director, Director of Artistic Programme, Executive Producer, Director of Technical and Production, Director of Marketing, Director of Fundraising, Director of Learning and Engagement. The remuneration of the Chief Executive & Artistic Director is decided by the Board, the Artistic Director and Chief Executive decides the remuneration of other members of the Senior Management Team. Total remuneration of this group, including pension contributions, was £937,226 (2016: £ 517,943). Those included within key management personnel has been increased from 5 to 10 following a restructure.

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

6. Tangible Fixed Assets
Consolidated

	Freehold Land & Buildings £'000	Leasehold Imp'ments £'000	Leasehold Land & Buildings £'000	Computer Equipment £'000	Fixtures and Fittings £'000	Total £'000
Cost						
As at 1st April 2016	128	110	717	317	88	1,360
Additions					37	37
Disposals						
At 31st March 2017	128	110	717	317	125	1,397
Depreciation						
At 1st April 2016	24	37	100	292	29	482
Charge for the period	3	5	14	13	41	76
At 31st March 2017	27	42	114	305	70	558
Net book value						
At 31st March 2017	101	68	603	12	55	839
At 31st March 2016	104	73	617	25	59	878

Charity

	Freehold Land & Buildings £'000	Leasehold Imp'ments £'000	Computer Equipment £'000	Fixtures and Fittings £'000	Total £'000
Cost					
At 1st April 2016	128	110	255	46	539
Additions					
Disposals					
At 31st March 2017	128	110	255	46	539
Depreciation					
At 1st April 2016	24	37	255	15	331
Charge for the period	3	5	-	15	23
At 31st March 2017	27	42	255	30	354
Net book value					
At 31st March 2017	101	68		16	185
At 31st March 2016	104	73		31	208

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

7 (a). Investment in trading subsidiary

The wholly owned trading subsidiary Sadler's Wells Limited (company number 02907116), which is incorporated in England and Wales, is consolidated within these financial statements. The company donates all its profits to the charity under Gift Aid. Sadler's Wells Limited promotes commercial non theatre hires and provides catering at the Sadler's Wells and Peacock theatres, and produces productions commissioned by Sadler's Wells Trust Ltd. The charity owns the entire issued share capital of 2 ordinary shares of £1 each. A summary of the trading results is shown below.

Profit and Loss Account	Year ended 31 March 2017 £'000	Year ended 31 March 2016 £'000
Turnover	4,179	3,040
Cost of sales	(891)	(755)
Gross Profit	3,288	2,285
Administration expenses	(878)	(781)
Production expenses	(1,510)	(633)
Interest received	1	1
Taxation	196	123
Donation	(1,096)	(995)
Retained in the subsidiary	<u>2</u>	<u>2</u>
	31 March 2017 £	31 March 2016 £
The assets and liabilities of the subsidiary were:		
Fixed assets	653,710	669,770
Current assets	842,921	566,015
Creditors: amounts falling due within one year	(1,496,629)	(1,235,783)
Total net assets	<u>2</u>	<u>2</u>
Aggregate share capital and reserves	<u>2</u>	<u>2</u>

7 (b). Investment property

The investment property is a house donated by the Dame Hilda Bracket Trust. It is valued by the Trustees at £200,000. The asset was originally recognised at fair value when acquired, based on an independent valuation. The Trustees have reviewed the value and they do not believe the value has changed materially based on known local market conditions in the area. The property has a tenant with a life interest in the property.

7 (c). Listed Investments

Market Value	31 March 2017 General Fund £'000	31 March 2016 General Fund £'000
At 1st April 2016	1	1
Unrealised loss	-	-
As at 31st March 2017	<u>1</u>	<u>1</u>

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

8. Debtors

	31 March 2017		31 March 2016	
	Consolidated	Charity	Consolidated	Charity
	£'000	£'000	£'000	£'000
Trade debtors	362	361	482	244
Amounts owed by related undertakings	-	969	-	784
Other debtors and prepayments	2,249	1,811	1,901	1,639
Accrued income	479	479	532	532
	<u>3,090</u>	<u>3,620</u>	<u>2,915</u>	<u>3,199</u>

9. Creditors: Amounts due within one year

	31 March 2017		31 March 2016	
	Consolidated	Charity	Consolidated	Charity
	£'000	£'000	£'000	£'000
Trade creditors	392	309	392	339
Amounts owed by related undertakings	-	-	22	22
Social security and other taxes	526	378	377	266
Accruals and deferred income	5,092	4,795	3,333	3,045
	<u>6,010</u>	<u>5,482</u>	<u>4,124</u>	<u>3,672</u>

During the year Sadler's Wells Trust Ltd acted as an agent for Project Polunin Ltd. The amount included in creditors at the year end was £154,610 (2016: £nil)

10. Reconciliation of Net Incoming/(Outgoing) Resources from Operating Activities to Net Cash flows

	Year ended 31 March 2017 £'000	Year ended 31 March 2016 £'000
Consolidated		
Net income for the reporting period	(81)	58
Investment income	232	(3)
Depreciation	76	85
(Increase) / Decrease in stock	4	(11)
(Increase) / Decrease in debtors	(175)	(556)
Increase / (Decrease) in creditors	1,886	(682)
Net cash inflow / (outflow) from operating activities	<u>1,942</u>	<u>(1,109)</u>

11. Analysis of Cash Flows for Headings in Cash Flow Statement

	Year ended 31 March 2017 £'000	Year ended 31 March 2016 £'000
(a) Cash flows from investing and financing activities		
Interest received	232	3
Purchase of property, plant and equipment	<u>(37)</u>	<u>(88)</u>
	<u>195</u>	<u>(85)</u>

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

12. Analysis of Net Cash

	Cash Flow £'000	1 April 2016 £'000	31 March 2017 £'000
Cash at bank and in hand and in immediately realisable investments	1,905	2,904	4,809

13. Liability of Members

The company is limited by guarantee and the liability of members is limited to £10 each. At 31 March 2017 there were 11 members (2016: 12 members).

14. Operating Lease Commitments

The company has an annual rent commitment of £274,500 (2016: £267,000) in respect of the lease of Sadler's Wells Theatre, from Sadler's Wells Foundation, expiring between 5 and 10 years. The total payable to the end of the lease is £1,372,500.

15. Pension Commitments

Sadler's Wells Trust makes contributions to employees' private pension plans, the costs of which amounted to £264,164 during the year to 31 March 2017 (2016: £263,607). The pension creditor at the year end was £34,761 (2016: £33,905).

16. Net Movement in Funds

	At 1 April 2016 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers/ Gains £'000	At 31 March 2017 £'000
Restricted Funds:					
The Shakespeare's Head Fund	569	-	14	-	555
Arts Council England Fund	245	225	225	-	245
National Youth Dance Fund	93	589	629	-	53
Dame Hilda Bracket Fund	264	1	28	-	237
What Next?	12	163	165	-	10
	<u>1,183</u>	<u>978</u>	<u>1,061</u>	<u>-</u>	<u>1,100</u>
Unrestricted Funds:					
Designated Funds					
369 St John Street Fund	105	-	2	-	103
Artistic Projects Fund	387	-	133	376	630
Peacock Theatre	-	-	-	50	50
Creative Learning Fund	36	-	36	-	-
Provision for Depreciation	96	-	21	-	75
Strategic Development Fund	9	-	-	-	9
	<u>633</u>	<u>-</u>	<u>192</u>	<u>426</u>	<u>867</u>
General Fund	1,000	25,824	25,398	(426)	1,000
	<u>2,816</u>	<u>26,802</u>	<u>26,651</u>	<u>-</u>	<u>2,967</u>

The Shakespeare's Head Fund represents a provision for future depreciation on the Shakespeare's Head public house, held by Sadler's Wells Limited. The Arts Council England Fund represents funds received for Breakin' Convention, there are no unfulfilled conditions and other contingencies attaching to this grant. The National Youth Dance Fund represents funds received and expended on the National Youth Dance Company. The Dame Hilda Bracket Fund is a donation to support music, in particular grand and light opera. What Next? represents a donation for the What Next? campaign, hosted by Sadler's Wells.

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

17. Net Movement in Funds (cont)

The Trustees have also designated a number of unrestricted funds. 369 St John Street Fund is to cover future depreciation on that property. The Artistic Projects Fund is to support work not normally achievable within the constraints of a single budget year. The Strategic Development Fund is to support work on long term planning. The Creative Learning Fund is to support future main stage Creative Learning projects. The Provision for Depreciation Fund is to provide for depreciation on fixtures and fittings.

It is intended that the 369 St John Street Fund will be released over the lifetime of the asset. The Artistic Projects Fund will support projects over the next one to three years. The Strategic Development Fund is expected to be released in the coming year. The Provision for Depreciation Fund is expected to be released over the lifetime of the assets to which it relates.

18. Analysis of Net Assets between Funds

	Fixed Assets £'000	Cash £'000	Other Liabilities £'000	Net Total Assets £'000
Unrestricted Funds				
369 St John Street Fund	103	-	-	103
Strategic Development	-	9	-	9
Artistic Projects Fund	-	630	-	630
Peacock Theatre	-	50	-	50
Provision for Depreciation	75	-	-	75
General Fund	107	3,815	(2,922)	1,000
	<u>285</u>	<u>4,504</u>	<u>(2,922)</u>	<u>1,867</u>
Restricted Funds				
The Shakespeare's Head Fund	555	-	-	555
Arts Council England	-	245	-	245
National Youth Dance Fund	-	53	-	53
Dame Hilda Bracket Fund	200	37	-	237
What Next?	-	10	-	10
	<u>755</u>	<u>345</u>	<u>-</u>	<u>1,100</u>
Total Funds	<u>1,040</u>	<u>4,849</u>	<u>(2,922)</u>	<u>2,967</u>

19. Connected Charities

Sadler's Wells Limited is a wholly owned subsidiary which trades on behalf of the charity.

Sadler's Wells Trust is a corporate trustee of the Dame Hilda Bracket Trust, along with Sadler's Wells Development Trust. The fund is held in a restricted fund by Sadler's Wells Trust.

During the year Sadler's Wells Trust incurred a rent charge of £274,500 (2016: £267,000) from Sadler's Wells Foundation.

A gift of £1,095,854 (2016: £995,304) was received from Sadler's Wells Limited, during the year, £968,786 net (2016: £783,682) due from that company at the year end. During the year Sadler's Wells Trust charged Sadler's Wells Limited £726,357 (2016: £727,919) in respect of the services of 28 (2016: 29) employees of the company during the year.

Sadler's Wells Foundation is a member of Sadler's Wells Trust Ltd.

Sadler's Wells Trust
(Limited by Guarantee)
Notes to the Financial Statements
For the year ended 31 March 2017 (cont)

20. Capital Commitments

At 31 March 2017 Sadler's Wells Trust had no capital commitments committed but not yet contracted for (2016: None).

21. Related Party Transactions

During the year Sadler's Wells Trust paid Hofesh Shechter Ltd £90,553 (2016: £33,227) in relation to work with Sadler's Wells. These payments were on the normal commercial terms for a company of this standing. Jules Burns is a Trustee of both organizations. The amount outstanding at the year end was £nil (2016: £nil).

21. Comparative Net Movement in Funds

	At 1 April 2015 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers/ Gains £'000	At 31 March 2016 £'000
Restricted Funds:					
The Shakespeare's Head Fund	583	-	14	-	569
Arts Council England Fund	17	281	53	-	245
National Youth Dance Fund	419	479	805	-	93
Jerwood Fund	-	28	28	-	-
Theatron Fund	6	41	47	-	-
Dame Hilda Bracket Fund	291	1	28	-	264
What Next?	18	107	113	-	12
	<u>1,334</u>	<u>937</u>	<u>1,088</u>	<u>-</u>	<u>1,183</u>
Unrestricted Funds:					
369 St John Street Fund	108	-	3	-	105
Artistic Projects Fund	306	-	210	291	387
Creative Learning Fund	-	-	-	36	36
Provision for Depreciation	-	-	-	96	96
Strategic Development Fund	10	-	1	-	9
	<u>424</u>	<u>-</u>	<u>214</u>	<u>423</u>	<u>633</u>
General Fund	<u>1,000</u>	<u>26,621</u>	<u>26,198</u>	<u>(423)</u>	<u>1,000</u>
	<u>2,758</u>	<u>27,558</u>	<u>27,500</u>	<u>-</u>	<u>2,816</u>

Sadler's Wells Trust
(Limited by Guarantee)
Consolidated Statement of Financial Activities
For the year ended 31 March 2017

22. Comparative Analysis of Net Assets between Funds

	Fixed Assets £'000	Cash £'000	Other Net Liabilities £'000	Net Total Assets £'000
Unrestricted Funds				
369 St John Street Fund	105	-	-	105
Strategic Development	-	9	-	9
Artistic Projects Fund	-	387	-	387
Creative Learning Fund	-	36	-	36
Provision for Depreciation	96	-	-	96
General Fund	109	2,058	(1,167)	1,000
	<u>310</u>	<u>2,490</u>	<u>(1,167)</u>	<u>1,633</u>
Restricted Funds				
The Shakespeare's Head Fund	569	-	-	569
Arts Council England	-	245	-	245
National Youth Dance Fund	-	93	-	93
Dame Hilda Bracket Fund	200	64	-	264
What Next?	-	12	-	12
	<u>769</u>	<u>414</u>	<u>-</u>	<u>1,183</u>
Total Funds	<u>1,079</u>	<u>2,904</u>	<u>(1,167)</u>	<u>2,816</u>

23. Comparative Fund and SOFA Balances

	Note	Unrestricted Funds Year ended 31 March 2016 £'000	Designated Funds Year ended 31 March 2016 £'000	Restricted Funds Year ended 31 March 2016 £'000	Total Funds Year ended 31 March 2016 £'000
Income					
Charitable activities					
Theatre presentations		19,869	-	-	19,869
Income from generated funds					
Donation analysis					
Sponsorship and donations		1,373	-	28	1,401
ACE operational grant		2,456	-	760	3,216
Other operational grants		171	-	-	171
Activities for generating funds					
Trading income		2,515	-	-	2,515
Other income		234	-	149	383
Total Income		<u>26,618</u>	<u>-</u>	<u>937</u>	<u>27,555</u>
Expenditure					
Charitable activity: theatre presentations					
Expenditure on presentations	24	19,135	210	961	20,306
Theatre overheads	24	4,913	4	127	5,044
Raising Funds					
Fundraising costs	24	366	-	-	366
Fundraising trading: cost of goods sold and other costs	24	1,707	-	-	1,707
Total Expenditure		<u>26,121</u>	<u>214</u>	<u>1,088</u>	<u>27,423</u>
Net Investment Gain /(Loss)		(74)	-	-	(74)
Net Income / (Expenditure)		497	(214)	(151)	132
Gross Transfer Between Funds		(423)	423	-	-
Net Movement in Funds		0	209	(151)	58
Net funds at 1 April 2015		1,000	424	1,334	2,758
Net Funds at 31 March 2016		<u>1,000</u>	<u>633</u>	<u>1,183</u>	<u>2,816</u>

Sadler's Wells Trust
(Limited by Guarantee)
Consolidated Statement of Financial Activities
For the year ended 31 March 2017

24. Comparative Support Costs

	Presentations £'000	Theatre Overhead £'000	Fundraising £'000	Trading £'000	Year ended 31 March 2016 Total £'000
Management	362	30	16	64	472
Administration	379	31	17	67	494
Finance	204	17	9	36	266
Governance	20	2	1	3	26
Human Resources	96	8	4	17	125
	<u>1,061</u>	<u>88</u>	<u>47</u>	<u>187</u>	<u>1,383</u>
Unrestricted resources expended before support costs	18,074	4,825	319	1,520	
Unrestricted resources expended	<u>19,135</u>	<u>4,913</u>	<u>366</u>	<u>1,707</u>	