

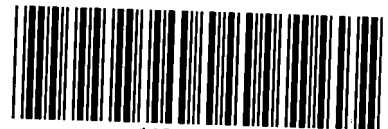
# **Wiltshire Creative**

(A company limited by guarantee and not  
having a share capital)  
Registered Charity

## **AMENDED REPORT AND FINANCIAL STATEMENTS**

**for the year ended 31 March 2021**

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# Wiltshire Creative

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# Wiltshire Creative

## STATEMENT OF AMENDED ACCOUNTS for the year ended 31 March 2021

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### **Statement of amended accounts**

The following amended accounts replace the original report and financial statements for the year ended 31 March 2021.

These accounts are now the statutory accounts of the Charity for the year ended 31 March 2021.

These accounts have been prepared as at the date of the original annual accounts and not as at the date of revision and accordingly do not deal with events between those dates.

Subsequent to the filing of the original report and financial statements, it was discovered that a significant VAT liability due to incorrect partial exemption calculations had not been included within the accounts. This error dated back to the 2015/16 financial year, up to the current year, and therefore prior and current year figures have been adjusted to reflect the correct VAT position of the Charity.

Tim Crarer  
Chair

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2021.

### REFERENCE AND ADMINISTRATIVE DETAILS

<b>Charity Number:</b>	249169
<b>Company Number:</b>	00499076
<b>Principal/Registered Office</b>	Salisbury Playhouse, Malthouse Lane, Salisbury, Wiltshire, SP2 7RA
<b>Auditor:</b>	Azets Audit Services, Statutory Auditor, Secure House, Lulworth Close, Chandlers Ford, SO53 3TL
<b>Bankers:</b>	National Westminster Bank plc, 48 Blue Boar Row, Salisbury, Wiltshire, SP1 1BG

### Directors and Trustees

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 trustees serving were as follows:

<b>Directors:</b>	Mr T Crarer (Chair) Ms K Barker (Resigned 3 February 2021) Mrs H Birchenough Mr D Bossom Mr T Clay Ms K Dalton Mr N Frankfort Mr R G Harvey Mr D J Neale Mr J Perry Ms P Scott-Garrett
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<b>Wiltshire Council Observer:</b>	Cllr R Clewer
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<b>Salisbury City Council Observer:</b>	Vacant
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<b>Arts Council England Observer:</b>	Mr T Newman
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<b>Secretary:</b>	Mr R S Warrack
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<b>Joint Chief Executives:</b>	Mr G Machin Mr R S Warrack
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# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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### CHAIRMAN'S REPORT

Mr T Crarer

Last year I acknowledged the start of the Coronavirus pandemic and how it had upset all our plans for the end of the year. In fact, as we all know by now, no one could have foreseen how tumultuous this year would turn out to be. The Coronavirus pandemic continued its grip on the world throughout the year and all certainties about the future evaporated, as we lurched from one unexpected scenario to another. That this came hot on the heels of the Novichok poisonings meant that we, in Salisbury, were obliged to transition from one global crisis to another. At the very least, this ensured that the staff and volunteers of Wiltshire Creative were battle-hardened. The Novichok incidents had made us resilient and taught us how to remain flexible and adapt our plans at a moment's notice. All this helped us navigate uncharted waters over the course of the year, although it was still extremely challenging and there was much for which we were still ill-prepared. It was certainly not easy for the staff but they did a magnificent job in the face of unprecedented and fast-changing circumstances and they all learnt quickly how to operate in new ways. In spite of these huge challenges, we managed to put on a wide ranging and diverse programme of work, albeit significantly reduced, both on line and in person, ensuring that Wiltshire Creative continued to sit at the heart of Salisbury's and Wiltshire's cultural offer.

Above all we developed a new strand of online work, to compensate for the fact that we were unable to offer in-person performances and activities. We were obliged to cancel our productions of *Who's Afraid of Virginia Woolf?* and *Hay Fever* and subsequently the fully programmed Salisbury International Arts Festival 2020. This was deeply upsetting, not least for all the preparatory work that had gone into these. In their place, *Wiltshire Creative Connects* was our free online arts programme. Online work on this scale was new territory for us and was a steep learning curve but the efforts were truly worth it. *Wiltshire Creative Connects* offered cultural balm for the global pandemic and also ensured that we remained visible and present for our audiences and participants. It included multiple strands, all of which featured artists at their heart, including *Featured Artists*, *Young Artists*, *Artist of the Week* and *The Big Interview*. We also partnered with Salisbury Cathedral on their 800<sup>th</sup> anniversary celebrations by hosting a series of online panel discussions over the Salisbury 2020 Big Week-end in May. The overarching theme was *What Next for the City?* and the discussions explored the future of cities in the 21<sup>st</sup> century. These featured a huge range of experts, with various members of Wiltshire Creative's staff chairing the discussions. Topics included the environment, the future of the High Street and culture's influence on the future of cities.

Sadly, as the Coronavirus pandemic worsened, finances became severely strained, as our ability to earn income evaporated almost entirely. Over 70% of our income is earned through ticket sales, Front of House sales and fundraising, all of which disappeared. For this reason, we were obliged to reduced costs, including a staff re-structure over the summer, reducing the core staff by 30%. Later in the year, the government launched the Cultural Recovery Fund and we were lucky to be awarded funding from both the first and second rounds. This funding was crucial in ensuring our sustainability and we are enormously grateful to Arts Council, England, DCMS and HM Treasury for these vital funds.

As restriction started to relax, we cautiously re-opened both our buildings to the public. Initially we re-opened Salisbury Arts Centre café, followed by free events in the grounds over August. In October we re-opened the Playhouse with a season of visiting work programmed to the end of November but this was curtailed by the November lockdown. We were, however, able to reopen the Playhouse again in December for our Christmas show – a revival of our 2017 production of *Little Robin Redbreast*. In spite of having programmed a season of work in February, this also had to be cancelled owing to a further lockdown but we honoured payments to the artists concerned, to help with the enormous financial burdens they had suffered under the pandemic. Alongside the Playhouse programme, we also ran occasional events at the Arts Centre including Friday night gigs, Beerex, our Take Part programme and film nights, retaining Covid-safe procedures in both venues.

All in all this has been a very difficult year for everyone and the cultural industries have suffered more than most. It is for this reason, therefore, that the board is enormously proud of all that has been achieved over the year. Given that for half the year, we were operating with a reduced number of staff, we thank the staff and volunteers for their tremendous hard work in making sure that we continued operating and working through the many challenges thrown up by the pandemic. It has been far from easy and it is credit to their dedication and loyalty that Wiltshire Creative has been able to adapt and survive in the way that it has.

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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In the meantime, we continue to monitor staff health and well-being, which has been severely tested by the pandemic, to ensure that all are well supported to achieve their full potential. During the year, we set up a Mental Health working group, through which we arranged a number of resources and activities including Tea and Talks, Well-being walks, UK Theatre's Theatre Helpline and mental health support webinars, trained Mental Health First Aiders and our CAKE socials.

Naturally amidst global uncertainty and the volatile financial environment, the board continues also to monitor the financial health of the organisation, ensuring that financial controls are robust and reserves are prudent.

Tim Crarer  
Chair

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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### STRATEGIC REPORT

#### OBJECTIVES AND ACTIVITIES

The objects of the charity as set out in the Memorandum of Association are:

The objects of the Charity are, for the public benefit, to promote and advance education including by the production and presentation of and public participation in the arts and culture, and in particular through the performing and visual arts and a festival.

The main objectives for the year were refocused around our Business Plan 2018/19 – 2021/22.

**Our mission** is to be a pan-arts organisation that commissions, creates and presents work across all art forms, underpinned by a commitment to diversity and an extensive programme of research and development.

#### Our Values are:

- Excellence and creativity in everything we do
- Confidence in our work and our potential
- Accessible, diverse, inclusive and welcoming in our working practices
- Respect for the individual
- Environmentally responsible
- Celebrating our team's achievements

#### Strategies for achieving objectives:

- To embolden the artistic programme across the full range of art forms, balancing our desire to produce and present new, diverse and original work with our commitment to classic repertoire
- To act as a hub of talent development for the South West
- To build on and broaden the diversity of audiences experiencing the work of Wiltshire Creative
- To operate within a financially sustainable business model and balance financial prudence with calculated artistic risk
- To improve the experience of our customers and the working conditions of our staff and revitalise our buildings, ensuring they sit at the cultural heart of Salisbury and Wiltshire and are more sustainable and accessible
- To be a cohesive and outward facing organisation, well connected and with a high local, regional and national profile

Our artistic vision will be accompanied by a robust audience development strategy, which concentrates on our current audience base as well as developing new audiences, as we expand the artistic focus and revise our business model.

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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### Specific Objectives

#### *The core objectives for 2020/21 were as follows:*

In the light of the Coronavirus pandemic, these were revised shortly before the start of the year to account for the radically changed external environment

1. To programme and deliver a financially viable artistic programme within the shifting government guidelines around Covid 19
2. To develop our digital offer, enabling us to remain in contact with our community during periods of lockdown.
3. To ensure that our participatory offer continued to be available during this period.
4. To deliver a home produced Christmas production.
5. To create a new business model which can ensure Wiltshire Creative survives and then thrives beyond the Coronavirus pandemic
6. To re-structure the organisation to account for the significant reduction in Wiltshire Creative's activity, in the light of the pandemic
7. To implement Covid-safe measures both at Salisbury Playhouse and Salisbury Arts Centre, including the reduction of SPH's Main House seating capacity from 519 to 148
8. To revise the Business Plan to account for a radically re-shaped external environment

#### *The core objectives of 2021/22 are as follows:*

1. To programme and deliver a financially viable artistic programme within the shifting government guidelines around Covid 19
2. To produce at least 4 in-house productions, of which one is a Christmas show for all ages
3. To produce at least one piece of work which attracts national profile and secures a life beyond its Salisbury run
4. To develop relationships with at least two new co-producers
5. To present a series of outside performances in the summer, in place of Salisbury International Arts Festival
6. To develop our digital offer, enabling us to remain in contact with our community during periods of lockdown.
7. To ensure that our participatory offer continued to be available during this period.
8. To develop a new business plan for 2022/23, aligns with Arts Council's Let's Create strategy and ensures Wiltshire Creative survives and then thrives beyond the Coronavirus pandemic
9. To review and re-launch the food and drink offer at SAC
10. To confirm a partnership with disability-led consortium, Ramps on the Moon
11. To arrange and host at least 2 R&D sessions



# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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Wiltshire Creative is a pan-arts organisation that celebrates both the distinctiveness of each art form and the opportunities afforded to explore the interaction between them. Our work is rooted in and draws inspiration from Wiltshire within which we stand re-positioned as the leading cultural organisation, delivering work and engaging audiences across the county. Within the South West we are recognised as a beacon for artists of all kinds, a place where work can be created and presented and that gives voice to the unique perspective of our region. We also continue to be an exemplar on the national stage, with a reputation for collaboration, innovation and excellence. Through our international festival, which was cancelled in 2020 and 2021 owing to Covid, we forge international links, bringing the world to Wiltshire and showing off our county to the world. We commission and create work across all art forms, which sit at the heart of the organisation, underpinned by a programme of research and development.

Alongside our home produced programme, we present the very best touring theatre, music, dance, circus and visual arts, plus a growing spoken word and film programme, to create a coherent and balanced year-round offer. Our produced and presented programme is seen in our two buildings as well as across the city and into its surrounding landscape. Elements of our programme will also travel around the wider county, country, and internationally through a wide range of partnerships within the subsidised and commercial sectors.

From the artists with whom we work, to the audiences with whom we connect, we support, nurture and rejoice in learning at all levels. We seize opportunities to engage with a greater range of socio-economic groups, including military families, those living with disabilities and those living in rural isolation.

Wiltshire Creative receives funding from Arts Council England, Wiltshire Council and Salisbury City Council. Public funding continues to be hugely challenging, therefore it is vital that the charity maximises other income streams, to ensure that the organisation continues to thrive well into the future. The Front of House (FoH) operation at Salisbury Playhouse has increased its income over the last five years, which is then directed back into the charity's core purpose of making art. Sadly the pandemic severely restricted our ability to earn this income at pre-pandemic levels. In a similar way, in spite of the pandemic, we have worked hard to generate FoH income at Salisbury Arts Centre when government restrictions have allowed. We currently have an in-house bar and catering model at the Arts centre to ensure greatest return on investment.

Our fundraising targets have been modest during the pandemic, to account for the strained financial climate, although our patrons have been generous in this time of need. National and local government funding through the Cultural Recovery Fund, The Coronavirus Job Retention Scheme, the Kickstart Scheme and the Covid-Hospitality grant have been vital in ensuring that we are able to weather the financial damage caused by the pandemic.

The organisation is privileged to have a committed, hard-working and highly skilled staff as well as a dedicated team of volunteers. Their hard-working and conscientious credentials have been tested to the limit during the pandemic, especially following the restructure during the summer, when the staffing level was reduced by 30%, meaning that remaining staff were obliged to multi-task. We are pleased to report that they have risen to the occasion, although staff mental health and well-being must regularly be monitored. The organisation works across two sites and is led by an Executive Team of Artistic Director, Gareth Machin and Executive Director, Sebastian Warrack.

Audiences for the organisation's artistic programme and participants in the Take Part activity mainly come from Wiltshire, Hampshire and Dorset. The pandemic has inevitably decimated audience numbers, during which we have been unable to run a full artistic programme. We are working hard to encourage audiences back with an attractive programme and range of safety measures. The charity ensures that its activities are accessible to as diverse a range of users as possible. We offer a wide variety of participatory work to a range of community and schools' groups, thereby increasing the diversity and numbers of our participants. Much of this work has been online over the course of this year, to comply with government guidance, whilst still providing a service.

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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### ACHIEVEMENTS AND PERFORMANCE

Wiltshire Creative events in person:

- were attended by 7,493 customers, achieving 43% capacity
- 340 tickets were discounted in some way
- 180 tickets were complimentary
- At Christmas *Little Robin Redbreast* sold 3,568 tickets. 36% of bookers were first time attenders to Wiltshire Creative, the majority of these new bookers were local in SP postcodes.

Wiltshire Creative Connects online:

- 60 short films produced for Wiltshire Creative Connects, total viewing figures for this new content were 13,343.

#### **Artistic highlights of the year included:**

- In the grounds of Salisbury Arts Centre, a programme of free family-friendly events including *Cloudscapes*, *Desert Island Discs* and *Silent Disco*
- **Wiltshire Creative Connects** – over the spring/summer, a season of online artist-led work including *Featured Artists*, *Young Artists*, *Artist of the Week* and *The Big Interview* with artists including Chris Chibnall, SK Shlomo, Louise Jordan, Howard Moody and Sue Allenby
- **Salisbury 2020 The Big Week-end** – a partnership with Salisbury Cathedral for the city's 800<sup>th</sup> anniversary celebrations, for which we hosted a series of online panel discussions on the theme of *What Next for the City?* exploring the future of cities in the 21<sup>st</sup> century.
- **Diaspora** - A groundbreaking exhibition at Salisbury Arts Centre, bringing together artists and makers of African/Caribbean heritage to showcase their work, not previously seen
- **Takeover Festival** – a festival of work programmed by and for young people, led by our Young Ambassadors. Owing to the pandemic, the festival was unable to be presented in its original form but many events were presented on line including a *Takeover Gallery*, the *Wiltshire Creative Playlist*, a *Quiz* and street dance challenges from *Panthera Dance Company*
- **Little Robin Redbreast** – A new musical by Glyn Kerslake and Gareth Machin, first produced in 2017 and revived for the Main House, following the cancellation of the pantomime owing to Covid.

#### **Artistic Programme**

The Covid pandemic significantly limited our ability to produce and present work on any of our platforms during the course of the year. Artistic work which was planned was frequently cancelled or postponed, following government restrictions. In short there are fewer activities to report on, although furlough and a re-structure meant that there were also fewer staff to execute our activities.

In order to weather the impacts of the pandemic, it was vital that we remained adaptable, flexible and able to plan at much shorter notice, as the unpredictable circumstances made long-term planning impractical. Sadly the Salisbury International Arts Festival had to be cancelled entirely, although the programme had been fully confirmed in February 2020. Over the summer of 2020, we programmed a series of on line work under the heading *Wiltshire Creative Connects*, which ensured we remained visible to the public and also enabled us to offer our audiences an artistic programme albeit under very different conditions.

Our artistic programme across both Salisbury Playhouse and Salisbury Arts Centre as well as online was made up of a mixture of home-produced and presented work, included the following:

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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- **The Takeover Festival** – a programme of work by and for young people, including our Young Ambassadors, in April 2020, which was transferred online following government restrictions. The programme included:
  - **Takeover Gallery**, where young artists were invited to submit original artwork for display
  - **Wiltshire Creative Playlist**, where local musicians and bands shared live recordings of their performances
  - **A Quiz**
  - A street dance challenge from **Panthera Dance Company**.
- **Wiltshire Creative Connects** – a series of online events between April and August 2020, creating 60 new films, working with over 170 artists and offering 80 live online events. Events included the following:
  - **Artist of the Week** – a week-long series of events programmed by a featured artist. Artists included Harriet Mackenzie, Louise Jordan, Mirka Golden-Hann, Tom Sherman, Paul Benzing and Olu Taiwo
  - **Congress Collaborators: Our Imagined Futures** – a suite of responses to the theme of “Imagined Futures,” created by an innovative group of local artists across art forms and across boundaries – real or perceived
  - **Everyday Dreams (Dreaming in England)** – the premiere of an online performance created and performed by the students of Exeter House Special Educational Needs (SEN) School
  - **The Big Interview** – an online interview with named artists including Chris Chibnall, Howard Moody, SK Shlomo, Sally Firino, Viv Gordon and the full creative team of our next pantomime
  - **What to Watch** – a series of online recommendations of what to watch during lockdown, curated by members of the Wiltshire Creative staff
  - **Three Acts and Seven Scenes: A Curator's View** – an online and on site visual arts exhibition, displaying the work of Nicola Bealing
  - **What Next for the City?** - As part of the Salisbury 2020 commemorations, we staged a number of on line discussions and debates with key personnel on the subject of 21<sup>st</sup> century cities. Panel members included Sir Nicholas Serota, Helen Birchenough, Dr Rebecca Johnson, Gary Topp, Harpreet Core, Kat Ewing and Andrew Ziminski. There were 4 on line debates and the themes were as follows:
    - **What is the Role of the Arts in a 21<sup>st</sup> Century City?**
    - **How Can 21<sup>st</sup> Century Cities Benefit all their Citizens?**
    - **Can 21<sup>st</sup> Century Cities Balance Economic Growth and Environmental Sustainability?**
    - **What is the Role of a High Street in a 21<sup>st</sup> Century City?**
- **Family Fiesta** – a programme of free family-friendly work in the grounds of Salisbury Arts Centre including:
  - **Cloudscapes** – a interactive theatre piece by Gobbledegook Theatre, in which audiences lay on beanbags and listened to a specially-recorded audio show through headphones, before visiting the Cloud Museum in a converted vintage horse box
  - **Silent Disco** – A family-friendly disco in which everyone can list to music of their choice through their own set of earphones
  - **Desert Island Discs** – by Artazani in which a hapless castaway struggles to survive 20 years on a desert island and is saved by his gramophone and records

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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- **Summer Open Exhibition** – an exhibition celebrating artists from Wiltshire and the surrounding counties at any stage of their career. Work on display included painting, drawing, photography, ceramics, glass, textiles, collage and mixed media.
- **Shakespeare in Love** – a special outdoor screening of the movie *Shakespeare in Love* at Trafalgar Park, near Downton, including an interview between its star, Joseph Fiennes and Artistic Director, Gareth Machin
- **Tim Crarer and Roger Townsend in Conversation** - during the summer, Chair of Wiltshire Creative, Tim Crarer, interviewed Roger Townsend, the founder of Salisbury Arts Centre and Salisbury Festival. They looked back at the 1970s and the beginnings of Salisbury Arts Centre and the Salisbury Festival. The interview was streamed online.
- **Hansard** – an Encore screening of the National Theatre's production of Simon Woods witty and devastating portrait of the governing class, directed by Simon Godwin and starring Alex Jennings and Lindsay Duncan
- **The Boulevards** – this 1950s rock and roll band performing the greatest hits from the golden era of music, from Elvis Presley to Chuck Berry
- **Raices Flamencas** – Lourdes Fernandez returned to Salisbury, following a sell-out performance at the 2019 Festival. This dazzling evening showcased the flamenco world in its many facets - from the inspiration of a guitar solo, the strength of a Cajon, to the passion of a singer and his dance
- **Elton John: It's a Little Bit Funny** – created and performed by Martin Kaye and presented at Salisbury Playhouse, it tells the story of the rise and fall (and rise again) of Elton John and the tale of an extraordinary night in Las Vegas when Elton happened to spend the evening with Martin while both were performing in Las Vegas.
- **Parasite** - winner of the Palme d'Or at 2019's Cannes Film Festival, this film is a black comedy from Bong Joon Ho, following the Kim family as they struggle to survive on the breadline
- **Ben Stock** – an evening of cabaret including songs by Noel Coward, Tom Lehrer, Marvin Hamlisch and Stiles and Drewe, accompanied by Inga Davis-Rutter on the piano
- **Mark Thomas: Fifty Things About Us** - Mark Thomas combined his trademark mix of storytelling, stand-up, mischief and well-researched material to examine how we have come to inhabit this divided wasteland that some of us call the United Kingdom.
- **Mischief and Mystery in Moomin valley** – based on the novels by Tove Jansson, this was a show for children, presented in Salisbury Playhouse by Get Lost and Found. An unforgettable journey to Moomin valley for children including magical puppetry, an ingenious pop up book set, original music and interactive play, delighting young audiences, which encouraged them to immerse themselves in a unique participatory story-telling experience, involving plenty of Moomin mischief.
- **Swan Lake** – an Encore screening of Matthew Bourne's *Swan Lake* in the Main House of Salisbury Playhouse
- **A Night at the Louvre: Leonardo da Vinci** – a screening of a guided tour of the da Vinci exhibition, designed and curated by the Louvre Museum, which offered audiences a unique opportunity to contemplate the painter's most beautiful works up close
- **Diaspora** - A groundbreaking exhibition at Salisbury Arts Centre, bringing together artists and makers of African/Caribbean heritage to showcase their work, not previously seen. Artists and their disciplines included:
  - **Ade Adesina** – art print
  - **Atta Kwami** – painting
  - **Chris Bramble** – ceramics
  - **Clifton Powell** – painting

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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- **Freya Bramble-Carter** – ceramics
  - **Lolonyo Amegayibor-Bunge** – jewellery
  - **Onome Otite** – collage
  - **Rich Miller** – ceramics
  - **Ronaldo Wiltshire** – ceramics
  - **Ufuoma Omoluru** – fashion
  - **Wole Lagunju** – painting
- **Little Robin Redbreast** – A new musical by Glyn Kerslake and Gareth Machin, first produced in 2017 and revived in Salisbury Playhouse's Main House, following the cancellation of the pantomime owing to Covid. It told the story of Robin and his advent calendar, as he counted the days to Christmas, joined by a Robin, as they link the pictures with their quest for Christmas Day.
  - **World Wide Wiltshire** – a series of three short films in collaboration with Folio Theatre, showcasing the finest work inspired by the county. All films were presented online. Collaborators represented a variety of artistic disciplines, periods of history, and lived experiences and all celebrated the beautiful county of Wiltshire. The films included *Without Knowing Mr Walkley* by Edith Olver, performed by Pippa Haywood; *Home* by Hannah Treadaway, performed by Iona Johnson and *Dilton Marsh Halt* by Sir John Betjeman, performed in BSL by David Ellington
  - **Fridays Nights at Salisbury Arts Centre** – a series of artists's gigs and events including:
    - Dan O'Farrell
    - Anna Baines and Hannah Reid
    - Open Mic Night
    - Quiz and Bingo Night
  - **Live Lunches** – a series of free performances at Salisbury Arts Centre at lunchtime by artists including Isobel Thatcher

### Artist Support

Wiltshire Creative's Artist Support programme aims to support and build relationships with artists of different disciplines at all stages in their careers who are based locally and nationally and whose work will feed into the life and work of the organisation.

### **Wiltshire Creative Connects (launched 28 April 2020)**

As part of Wiltshire Creative's interim programme of work whilst their buildings were closed due to the pandemic, entitled Wiltshire Creative Connects, a suite of Artist Support opportunities were offered as follows:

- **Artist Surgeries** – hosted online every 2 weeks throughout Spring 2020, artists could submit a question about a specific query or issue they were facing professionally, and Wiltshire Creative set them up on a call with the staff member best placed to help/advise them. 14 artists were supported.
- **Script Reading** – Associate Director Dave Orme did an open call out for writers to submit scripts for feedback. 96 scripts were submitted / had feedback provided.
- **Workshop** – On 19<sup>th</sup> May 2020 Stephanie Kempson hosted a free online workshop entitled 'Devising and Dramaturgy: How to Make Sure Your Stories Pack a Punch'; 84 people attended.
- **Casting Generals** – We offered local actors the opportunity to submit a self-tape and then have a one-to-one online general casting meeting with Wiltshire Creative's Casting Associate Gabrielle Dawes CDG. 40 actors participated.
- **Creative Inspiration** – every month from April – June 2020, Wiltshire Creative posted a different creative stimulus online, inviting people to submit an artistic response in whatever medium they like. There were 7 responses to the 3 posts.
- **Salisbury Scratch Sessions** – We offered opportunities in May 2020 to local musicians and artists to participate in Salisbury Scratch Sessions as part of BBC Radio Wiltshire's Airwaves Festival.

# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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### Rehearsal Space

Given that both Salisbury Playhouse and Salisbury Arts Centre were closed for much of this period, Wiltshire Creative offered 1 day of free rehearsal space in the 2020-2021 financial year. This was for Louise Jordan (Engine Room 2020 artist) to continue to develop her show FLORENCE.

### Engine Room 2021

Wiltshire Creative announced it would be running its artist support programme 'Engine Room' again, spanning across summer 2021. This time there was an open call-out for artists at any stage in their career, working in any medium to apply. Applications opened in March 2021. It was announced there would also be the inaugural Engine Room 2021 Film Festival, spanning across two days and showcasing films by student and professional film makers from the South West, as well as a Script Room where writers can submit their work for feedback.

### Other Artist Support Activity

- **Artists News List** - a monthly round up of opportunities from Wiltshire Creative and across the South West from Dave Orme, Associate Director. There are currently over 500 artists and industry professionals on the mailing list.
- **Venues South West** – Wiltshire Creative continued to be part of the working group for Venues South West and contributing to this network to aid and improve communication between venues and artists in the region.

### Diversity and Access

Wiltshire Creative is committed to diversity and access in the broadest sense and values people's differences. We are committed to providing a working environment in which everyone feels safe and supported and is able to realise their full potential and to contribute to the organisation's success, irrespective of what might mark them out as 'different'. We have referred to the equality and diversity objectives of our principal funder, Arts Council England and, specifically, *The Creative Case for Diversity*, reflecting the creative potential and the ways in which equality and diversity can contribute to our long-term resilience. We were, therefore, delighted to receive during the year a "strong" rating from Arts Council England for our work on the Creative Case for Diversity, reflecting our commitment to embedding it across the organisation and ensuring that it is a key driver for informing and shaping our programme. Above all Arts Council England highlighted the fact that our produced and presented programme reflected the diversity of our local community, in particular through the Salberg and Salisbury Arts Centre programmes as well as through Salisbury International Arts Festival 2019, as the 2020 Festival had necessarily been cancelled owing to Covid.

In January 2021, following the re-structure in summer 2020, we set up a new Diversity Working Group, with representation across the organisation to reflect a range of views and initiatives. The working group will further drive our inclusivity and diversity ambitions and is initially being led by Artistic director, Gareth Machin. The plan is that membership will be rolling and half the membership will change every six months, to ensure a fair balance between new voices and continuity.

In March Wiltshire Creative became an Associate company of disability-led consortium Ramps on the Moon, which enriches stories on stage by normalising the presence of D/deaf and disabled people both on and off stage. The consortium includes the New Wolsey Theatre, Sheffield Theatres, Leeds Playhouse, Theatre Royal Stratford East, Nottingham Playhouse and Birmingham Rep. We were originally approached by Ramps on the Moon Director, Michele Taylor after she had led some disability training for our staff and volunteers and we jumped at the chance. This relationship is a natural evolution of our work with Myrtle Theatre Company on our co-productions of *Up Down Boy* (2012 and 2013) and *Up Down Man* (2016) and our work with disabled director and writer, Hannah Treadaway. Ramps on the Moon is funded by Arts Council project funding, which is due to come to an end in March 2023, when our current associate agreement is also due to end. As an Associate company, Wiltshire Creative will host a large-scale production by Sheffield Theatres of *Much Ado About Nothing* in autumn 2022, in which at least 50% of the company is D/deaf and/or disabled. We will also co-produce an in-house production in collaboration with the New Wolsey Theatre. We will roll our disability training for the board, staff and volunteers and we will fund an Agent for Change post, whose remit will be to increase inclusivity at Wiltshire Creative and to develop opportunities for D/deaf and disabled artists, performers, audiences and participants within the organisation. Now that both parties have signed the agreement, our work as an Associate company will start in 2021/22.

# Wiltshire Creative

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We continue to be a partner in **Write to Play South West**, a continuation of Graeae's renowned **Write to Play** programme in partnership with Bristol Old Vic, Exeter Northcott, Theatre Royal Plymouth and Ustinov Theatre Bath, although much of this work was necessarily put on hold, owing to the pandemic. This was a bold initiative committed to developing the skills and experiences of D/deaf and disabled writers.

Over the course of the year, our Take Part team continued to develop and build on our work in our hub at Bemerton Heath, an area of high social deprivation in Salisbury. Recognising that there are a range of social barriers which prevent people from engaging in the arts, we set up this hub, working with the local community, so we could develop parallel programmes of activity with them in their own locality. This enables us to address their individual needs and ensures that we are connecting with those who are unable to access our work through socio-economic circumstances or geographical isolation.

Take Part also continues to work with young people through a variety of channels including Stage 65, our Young Ambassadors programme, our Further Education programme in partnership with Wiltshire College and our Take Over Festival, to ensure that young people's voices are at the heart of the organisation and we are investing in the development of the future leaders in the cultural sector. So successful has this area of work been, that over the course of the year, we developed our **SHIFT** programme which will be implemented in 2021/22. This programme places young people at the heart of the planning process, amplifying young voices. It will be led by two Associate Artists and our Young Ambassadors and together they will programme a series of arts events and projects that showcase young voices. The Associate Artists will also take on the role of Observers on the board, to inform Wiltshire Creative's business planning process.

Take Part also continues to host Zone Arts, a music and film-making club for adults with learning disabilities, aged 16 and over.

Between September and December, we mounted a new exhibition, **Diaspora**. This was a groundbreaking exhibition at Salisbury Arts Centre, bringing together artists and makers of African/Caribbean heritage to showcase their work, not previously seen. The term diaspora has been used to discuss artists who have migrated from one part of the world to another and who express their diverse experience of culture and identity in their work, often expressing alternative narratives, challenging ideas and structures of the art world. This was the basis of this exhibition and the artists and their disciplines were as follows:

- **Ade Adesina** – art print
- **Atta Kwami** – painting
- **Chris Bramble** – ceramics
- **Clifton Powell** – painting
- **Freya Bramble-Carter** – ceramics
- **Lolonyo Amegayibor-Bunge** – jewellery
- **Onome Otite** – collage
- **Rich Miller** – ceramics
- **Ronaldo Wiltshire** – ceramics
- **Ufuoma Omoluru** – fashion
- **Wole Lagunju** – painting

In autumn 2020, we opened discussions with **Talawa Theatre Company** about a more formal relationship between our two organisations, so we could partner on a number of projects over the course of the next few years. In addition, Talawa would become Wiltshire Creative's main source of diversity training. Both parties are excited by this new relationship and the potential it offers. By the end of the year we had already booked their "Unconscious Bias" training and secured a partnership with them on our evolving SHIFT plans, both to be realised in 2021/22.

We reviewed and revised our Equal Opportunities monitoring form, so it better reflected the full range of protected characteristics of our board, staff and volunteers, not only for self-monitoring and self evaluation but also to report our diversity data to Arts Council England. The new form will be implemented in 2021/22.

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### **Take Part**

The events of 20/21 had a profound impact on the way Take Part were able to deliver the planned programme of work which uses the transformative power of the arts to have a positive impact on the lives of our local community through participation, education or as an audience member.

The team swiftly responded to the Covid-19 crisis by assessing each element of our work to create an alternative form of delivery, prioritising those who would most benefit from our offer which included young people, disadvantaged communities and isolated older people.

### **Young People**

Teaching of our further education course was switched to online and proved a lifeline for our students who benefited from the continued mentorship of teaching staff, as well as the preservation of their education. The programme of work was adapted, for example with performances turning into radio plays.

It was our Further Education students who were first back onstage when we were able to reopen our buildings after periods of lockdowns, this provided a much needed opportunity for live performance experience as well as signalling the value in which Wiltshire Creative puts in our work for young people.

The Youth Theatre offer was reviewed and sessions were delivered online in topics such as drama games and play writing, we welcomed new members to the sessions by removing any financial barrier. This switch to online also saw a review of our safeguarding procedures to ensure our online delivery processes were robust in order to keep young people and staff safe online.

January 2021 saw us embark on the most ambitious youth arts programme to date for Wiltshire Creative, 'SHIFT'. Artistic control was given to 2 young artists to develop a programme of work which amplified young voices through the arts, this project included:

Visual Arts - young people worked directly with an exhibiting artist creating work which was included in their exhibition  
Live events – an opportunity to celebrate the creativity of our young people through an incredibly popular series of events including the provision of a safe social space platforming young artists, and a digital event celebrating the work of SHIFT and premiering high quality recorded content from our local young musicians.

Youth Arts Network Film – this incredibly powerful film was created entirely by young people which puts their thoughts, feelings and experiences on the big screen to be heard by everyone.

Manifesto – a statement created by young people setting out the promise Wiltshire Creative makes to young people, this was supported by Talawa Theatre Company.

SHIFT continues to shape the offer for young people by building a meaningful dialogue between the organisation and young people in our community and region and will continue to be part of the Wiltshire Creative programme.

### **Community**

We focussed our efforts on ensuring that the most disadvantaged in our community had access to arts resources to continue to be creative at home and in turn promoting a positive sense of wellbeing, supporting those experiencing loneliness and isolation and facilitating quality time for families to spend together. A successful funding application saw us create and deliver over 2000 craft packs to those who may not have resources at home or those who were isolated, each pack included all the elements and instructions needed for each creative project. We worked with local partners including foodbanks and day centres to ensure we reached those most in need, through this we met new partners who we will continue to collaborate with.

When we were able, we returned to face to face activities providing a safe space for people to come together once again. Our older peoples group in particular valued our efforts to keep in touch throughout lockdown and provide a safe environment in order to build confidence in returning to a social environment.

*'I get a great deal of confidence from my time at Mind The Gap. I have lost it recently and enjoy being back and enjoying good times again'.* Mind the Gap participant



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### **Development / Fundraising**

All voluntary fundraising at Wiltshire Creative is carried out by an internally managed Development department. The team is supported by Trustees and the Executive. In 2020/2021 the Development department saw significantly reduced staffing as a result of the pandemic.

Wiltshire Creative is still intending to apply for membership of the Fundraising Regulator, the independent regulator of charitable fundraising and this application has been postponed because of the upheaval caused by the Coronavirus pandemic. This body was established to strengthen the system of charity regulation and restore public trust in fundraising and upholds a Code of Fundraising Practice for the UK. Wiltshire Creative already works to its own standards for charitable fundraising, which aim to ensure that fundraising is respectful, open, honest and accountable to the public.

During the year Wiltshire Creative worked with external consultants who undertook bid writing for Trusts and Foundations. These consultants are members of the Institute of Fundraisers.

Wiltshire Creative manages its own internal complaints process to agreed procedures, to protect vulnerable people and other members of the public from fundraising behaviour which would be an unreasonable intrusion on a person's privacy, unreasonably persistent or place undue pressure on a person to give money or other property. Wiltshire Creative has appropriate internal training, procedures and review processes in place to ensure it meets these requirements. Furthermore, it manages its Privacy Policy and data management in line with GDPR compliance guidelines.

During the year, we implemented fundraising strategies to make up for the shortfall in ticket sales income. Customers with tickets to cancelled shows showed extreme generosity to the plight of theatres and circa £36,000 was raised with ticket refund money donated to the organisation. In many cases donated money was eligible for gift aid.

A campaign was run to encourage subscribers to our members scheme to continue with their subscriptions and although initially successful towards the start of 2021 membership were showing signs of reduction by up to 20% in certain tiers. With the support of TRG Arts Consultancy and the Cultural Recovery Fund, targeted work commenced in 2021 to steward those who had donated during the pandemic to receive membership benefits at the appropriate tier, with the goal of re-energising membership subscriptions. The results of this work will be reported in December 2021. Our membership scheme programme includes Investors (£1,000+); Commissioners (£500+); Benefactors (£250+); Playhouse Producers (£180+) and Members (£40 single/£55 joint). Work was completed to assess how we maximise gift aid donations from these streams with a goal to implement in 2021/22.

Corporate fundraising was challenging during lockdowns and this funding stream has ceased in 20/21. Wilsons Solicitors have agreed to honour their commitment to a 3 year sponsorship of the Festival until 2023.

We continued to attract small grants for our Take Part work from Trusts & Foundations. Wiltshire Community Foundation made a grant of £3,500 for free craft bags for families during lockdown which were delivered via food parcel agencies. The Noel Coward Foundation awarded £3,000 towards pandemic recovery and outreach activity (Hayfever had been our next show due to play on the Main Stage at the Playhouse) A large scale revenue application was made to Garfield Weston Foundation in November 2020, which was regrettably unsuccessful.

We successfully delivered a socially distanced fundraising event at Trafalgar Park in Summer 2020. The outdoor screening of Shakespeare in Love, was preceded by a charity raffle compèred by Gareth Machin, during which guest performers from Robin Hood's pantomime (Nursie and the Sheriff of Nottingham raised) circa £7,000 whilst also honing our capabilities in socially distanced event management, which proved useful for 2021.

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### **Public Benefit**

When planning the charity's activities for the year the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on fee charging. Wiltshire Creative relies on grants and the income from fees and charges to cover its operating costs. Significant consideration is given to those with low incomes when setting the level of ticket prices, concessions and other charges.

### **FINANCIAL REVIEW**

In 2020/21 Wiltshire Creative entered its third year of NPO funding from Arts Council England with additional funding continuing to be received from Wiltshire Council and Salisbury City Council.

Full financial remodelling and budgeting took place as Wiltshire Creative's buildings remained closed to the public until the summer as a result of the Coronavirus pandemic, resulting in the loss of over 95% of earned income. As the buildings reopened for performances in the Autumn, revenues were still significantly lower than normal due to social distancing guidelines reducing the income capacity and audiences displaying natural caution in returning to indoor spaces.

Constant monitoring and review over the year enabled Wiltshire Creative to manage and mitigate these losses and those caused by the further lockdowns in the winter and as a result we were successful obtaining funding under the Government Cultural Recovery fund, receiving £446,968 in the year. (Two further successful applications for funding totalling £356,104 were awarded in 2021/22). This funding was given to assist in the safe reopening to the public and in rebuilding reserves. In addition a Covid 19 Hospitality Grant of £25,000 was received from Wiltshire Council and best use was made of the Government's Job Retention Scheme, to enable as many staff as possible to be retained and furloughed.

Unfortunately, despite this extra funding and careful management of costs, Wiltshire Creative had to undertake a reorganisation during the year and reduce its workforce by 30%. Redundancy costs for this are included in the figures.

As a result of the above, the figures for the year show a surplus on unrestricted reserves of £470,499 which will be used to support the recovery programme over the next few years, whilst Wiltshire Creative rebuilds from the effects of closure and puts in place its business plan to take the organisation forward post pandemic.

Despite this box office revenues achieved £68,684 in the year, including a broad spectrum of free digital work (including Wiltshire Creative Connects), a revival of *Little Robin Redbreast* at Christmas and a series of one night events.

Outreach work continued throughout the pandemic, reaching out digitally during lockdowns and generated £44,399 of income, due mainly to the success of the theatre's Further Education (FE) course in both performing and production arts. Secondary spend through the Front of House operation recommenced with the reopening of the café at Salisbury Arts Centre in the summer generating £24,322 of income.

The level of cash held reflects the increase in free reserves and is enhanced by prepaid ticket income for future seasons.

### **Investment Powers and Policy**

Under the Memorandum and Articles of Association, the charity has the power to invest in the name of the charity, to dispose of or change any such investments, and to utilise the income from those investments in the furtherance of the objects of the charity in any way the trustees wish.

Such investments are carefully considered to ensure that the inherent risk of the investment is low, and that any potential reductions in the value of the investments are minimised. It is with this in mind that currently funds are held in cash.

### **Principal financial risks and strategies**

The charity is exposed to a variety of financial risks and has a risk management programme that identifies areas of risk and implements procedures to limit the organisation's exposure to any potential adverse effects.

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The principal financial risk for the charity throughout the year has been the impact of Coronavirus pandemic and significant planning and remodelling has been undertaken to manage this risk. Other financial risks comprise the potential for lower than expected ticket sales, which can have an adverse impact on both profitability and cash flow, coupled with the age of the buildings and the potential for unforeseen maintenance requirements.

The executive and senior management team, together with the Trustees are fully aware of the risk profile of the business and monitor financial performance closely. A sub-committee of the main board of trustees meets at least four times a year for this purpose and during the early months of the pandemic were meeting at least monthly.

### Reserves Policy

#### **Restricted Reserves**

These reserves represent amounts given by donors for a specific purpose for which the funds must be used. These reserves include our House Development Fund set up for the undertaking of specific capital projects.

#### **Designated Reserves**

Designated reserves are those unrestricted funds which the trustees have specified are to be used for a particular purpose.

Two reserves are in place to support the aims and objectives of the organisation and to help mitigate any risks to the business. These comprise:-

- Artistic Development and Box Office Reserve – to allow for the enhancement and expansion of the artistic programme, new work, production development in addition to supporting, if necessary, lower than expected box office sales.
- Building, R&R and Improvements – to ensure funds are available for major maintenance works that are not appropriate to be met from the capital budget.

#### **Unrestricted Reserves**

These reserves are available, at the discretion of the trustees, to be used for such purposes as the charity may require.

The trustees continue to work to build the charity's reserves to a level they deem to be correct for a pan-arts organisation of this size. The Coronavirus pandemic has made this particularly challenging.

Details and values of each of the reserves are given in note 25.

### PLANS FOR FUTURE PERIODS

With the ongoing impact of the pandemic, the charity must remain flexible and nimble in developing its plans, to ensure that we mitigate risks as much as possible and that we are able to respond to the fast-changing landscape. We will continue to make work in a financially efficient way, preserving our resources amidst great uncertainty and, where possible, ensure that our work is seen in Salisbury and well beyond. The learning we have already done in terms of broadcasting our work online, will greatly aid this latter ambition. Plans may, naturally, be revised further, subject to government guidance and the implementation of any restrictions.

Our future plans currently include a programme of work across our many platforms including Salisbury Playhouse, Salisbury Arts Centre as well as in locations around the city and online. Sadly this will be the second year, during which we will be unable to produce Salisbury International Arts Festival, owing to Covid restrictions and uncertainty. We will, however, produce and present a number of events across the city in May and June and many of them will be events which traditionally form part of the festival.

Our future programme of work will include the following:

- **SHIFT** – the launch of our programme of work which places young people at the heart of the planning process, amplifying young voices. It will be led by two Associate Artists as well as our Young Ambassadors and together they will programme a series of arts events and projects that showcase young voices. These events and projects will include:

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- **The SHIFT Development Fund**, which will offer funding of £5,000 to the winners of the award to develop a piece of work for and by young people
  - **The SHIFT Hub** – a month-long hub for young people based at Salisbury Arts Centre to have their ideas platformed and shared to the wider community, including a visual arts exhibition and live performances
  - The Associate Artists will take on the role of Observers on the board, to inform Wiltshire Creative's business planning process
  - **SHIFT's OFF YOUR CHEST** – a forum asking key questions about young people's thoughts for the future and what they want to see in their community.
  - **SHIFT Manifesto** - a pledge from Wiltshire Creative to young people in the local community, outlining their vision for the enrichment of young lives in Wiltshire. The development of this manifesto will be facilitated by Talawa Theatre Company, the UK's leading Black British Theatre Company.
  - **80 Washing Lines** - artist Mahlia Amatina, who has been diagnosed with Asperger's syndrome, will work alongside a group of young artists to create a collaborative art installation as part of the SHIFT programme, inspired to share the unique sensory experiences of life on the autistic spectrum
- 
- **Call Cutta at Home** – Wiltshire Creative will host Rimini Protokoll's online production, taking a small audience on a journey into the world of a foreign call centre worker through the means of a video conference.
  - **Making Massinger: A 17<sup>th</sup> century Salisbury Scandal** – a new play by Simon Butteriss, commissioned by Wiltshire Creative and to be directed by Simon Butteris and Gareth Machin as an audio drama and will then be available online throughout the summer. It will be recorded at Salisbury Playhouse and the cast will include Samuel Barnett, Jane How, Nina Wadia, Harry Burton, Julia Hills and Edward Bennett
  - **Alternate Perceptions** – a new exhibition by artist Mahlia Amatina, who was diagnosed with Asperger's syndrome in 2015. She will invite the audience into a multi-sensory experience of colour, line, shape and form through tactile art that explores the creative side of neurodiversity
  - **Absolute Solo II** - A triple bill of solos by award-winning choreographer Rosie Kay, looking backwards and forwards at her personal experience as a female in dance.
  - **Same Sea, Different Boat** - a visual art exhibition made up of a quilt, instigated by the project founder artist Sue Brown in collaboration with artists Liske Johnson, Louise Asher and Cath Kingzett. This textile will combine craftivism and social documentary. The piece will consist of hundreds of hand printed and stitched stories lovingly produced by individual artists from across the UK and abroad. Each participant in this piece will be reacting to the COVID-19 pandemic.
  - **Bollywood Brass Band** – Music from 100 years of Bollywood played by the celebrated Bollywood Brass Band
  - **Ayanna Witter-Johnson** – an evening with singer-songwriter and classical cellist, Ayanna Witter-Johnson
  - **Beauty and the Beast** – Living Spit's comedy take on this classic fairy-tale, featuring founder members Howard Coggins and Stu McLoughlin
  - **The Hotel Experience** – performed by Lila Dance playing out the ordinary and extraordinary stories of the hotel's guests in a high energy, physically enthralling piece of dance-theatre
  - **Kinky Boots: The Musical** – a screening of this dazzling musical, filmed live at the Adelphi Theatre. With songs from Grammy and Tony award winning pop icon Cyndi Lauper, book by legendary Broadway playwright Harvey Fierstein (*La Cage Aux Folles*), and direction and choreography by Jerry Mitchell (*Legally Blonde, Hairspray*), the musical is based on the film written by Geoff Deane and Tim Firth.
  - **The Boulevards: Rock and Roll Party Shakin' All Over** – a return of this 1950s rock and roll band

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- **Engine Room Festival** – a season on new and original work across a range of art forms from artists based in the South West, including Brendan Murray, Kim Tatum, Florence Espeut-Nickless, Kinnari Saraiya, Ling Tan and Linzy Na Nakorn
- **Summer Open Exhibition** – a repeat of our open-call exhibition celebrating artists from Wiltshire and the surrounding counties at any stage of their career. Work on display might include painting, drawing, photography, ceramics, glass, textiles, collage and mixed media.
- **City Encounters** – an ambitious and exciting programme of outdoor work, traditionally programmed as part of Salisbury International Arts Festival, supported by Without Walls. It will bring together up-and-coming companies, established street artists and those making their first foray into creating work for public spaces. The programme will include:
  - **Bonded** by Alleyne Dance
  - **Black Victorians** by Jeanefer Jean-Charles and Associates
  - **The Invisible Man**
  - **Toast** by Pif-Paf
  - **What Happened to You?** by Nikki Charlesworth
- **Macbeth** – the return of the Lord Chamberlain's Men in their all-male production of *Macbeth* to presented in Rack Close
- **Salisbury Arts Centre Outdoor Events** – a season of family-friendly outdoor free events in the grounds of Salisbury Arts Centre in August including:
  - **Multi Games**
  - **The Whale**
  - **Grow**
- **September in the Rain** – an Wiltshire Creative production of a John Godber play, to be directed by Gareth Machin, designed by Toots Butcher with lighting design by Johanna Town and sound design by Andrea J. Cox. The production will featuring Nicola Sloane and Ian Kelsey, as a married couple who look back over the years at their married life together and their annual holidays to the seaside. This production will also be streamed.
- **The Lemon Table** – a co-production between Wiltshire Creative, Sheffield Theatres, Malvern Theatres and HOME and based on the set of short stories by Julian Barnes. The production will feature Ian McDiarmid and will be directed by Michael Grandage, with lighting by Paule Constable and sound by Ella Whalstrom. The production will open in Salisbury before touring to the co-producing venues as well as Cambridge Arts Theatre and the Yvonne Arnaud in Guildford
- **Shappi Khorsandi** – an evening of stand-up comedy with this regular on Radio 4 and *Live at the Apollo*
- **Linescapes** - an exhibition in which contemporary craft practice will explore the line of the landscape and the visible changes to the natural environment occurring through human and non-human influence. Artists will include:
  - Carolyn Marr
  - Frances Marr
  - Alexandra Hoare
  - Sue Kelly
  - Nancye Church
- **The Hound of the Baskervilles** - adapted for the stage by Steven Canny and John Nicholson for Peepolykus and produced by Original Theatre Company and Octagon Theatre Bolton. This production will be a brilliantly farcical overhaul of Conan Doyle's thriller, in Lotte Wakeham's acclaimed production.

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- ***Snow White and the Happy Ever After Beauty Salon*** – a 1950s take on this classic tale by Mike Akers with music by Tayo Akinbode. The production will be directed by Gareth Machin and designed by James Button, with lighting by Nic Farman, sound design by Michael Scott, musical direction by Christopher Peake and choreography by Nicky Griffiths. This production will also be streamed.
- ***A Grand Night for Singing*** – a dazzling musical revue weaving together the music of Rodgers and Hammerstein into a moving storyline through iconic songs, including *I'm Gonna Wash That Man Right Outa My Hair*, *Oh What A Beautiful Morning*, *Something Wonderful* and *Maria*, bringing all the glitz and glamour of the Golden Age of musical theatre to the stage
- ***A Murder is Announced*** – a Middle Ground production of Agatha Christie's enduring thriller featuring Miss Marple
- ***Sleepy Hollow*** – Tilted Wig's new production of Washington Irving's *The Legend of Sleepy Hollow* starring Wendi Peters and Bill Ward
- ***Phantom's Triple Bill*** – a return of the multi award-winning Mark Bruce Dance Company in a triple bill of cinematic dance theatre. The three pieces will include:
  - **Green Apples**
  - **Folk Tales**
  - **Phantoms**

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### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### Governing document

Wiltshire Creative is a company limited by guarantee and is a registered charity. Its governing document is its Memorandum and Articles of Association dated 31<sup>st</sup> January 2018. It is registered as a charity with the Charity Commission.

#### Appointment of trustees and organisational structure

As set out in Article 10 of the Articles of Association, directors (who are the charity trustees) retire and are elected annually, at the first trustees' meeting of the financial year. One-third (or the number nearest one-third) of directors retire from office each year, those longest in office retiring first and the choice between any of equal service being made by drawing lots. Retiring directors may be reappointed but any director who has served continuously as a director for nine years may not be reappointed until one year after their retirement.

One board observer is nominated by Wiltshire Council and one by Salisbury City Council to attend board meetings, with no voting rights. As a key stakeholder, Arts Council England also has the right to send officers as observers to attend board meetings. The board of directors can have up to 12 members and meets four times per annum. The Joint Chief Executives are appointed by the trustees to manage the day to day operations of the charity and attend meetings of the board. In line with the relevant contracts, the trustees further determine amounts due under the contracts annually and thereby monitor the performance of the Joint Chief Executives.

To facilitate effective operations, the Joint Chief Executives have delegated authority, within terms of delegation approved by the trustees, for operational matters, including finance, employment and artistic performance related activity.

Items are routinely minuted that are required to be brought to the attention of the board for decision so that effective control is maintained over the appropriate strategic, financial, organisational and compliance issues. The trustees further approve the annual budget including any increase in remuneration awarded to the charity's staff. Staff remuneration levels are determined by the financial performance of the organisation and reference to peer organisations and current levels of inflation. During the year there were no across-the-board annual staff pay rises in the light of the financial challenges of the pandemic.

New trustees undergo a planned induction. This briefs them on their legal obligations under charity and company law, the Charity Commission guidance on public benefit, content of the Memorandum and Articles of Association, the committee decision-making processes, the Business Plan and recent financial performance of the charity. They will also be introduced to key employees and the other trustees.

#### Related parties

The charity's wholly owned subsidiary, Playhouse Services Limited, operates the Salisbury Playhouse and Salisbury Arts Centre bars, cafes and Front of House sales. The majority of profits from these activities are transferred to Wiltshire Creative Limited by means of gift aid.

A second wholly owned subsidiary, Salisbury Playhouse Productions Limited, is the producing company for all Wiltshire Creative in-house productions on behalf of the charity.

None of the directors and trustees receives remuneration for their work with the charity in their capacity as directors.

Directors' interests in transactions with related parties are detailed in note 27.

#### Risk management

The Executive Officers of the company produce a Business Plan for the organisation. This is a strategic plan for all areas of the organisation's activities over a three or four-year period, and as such sets out the major opportunities available to the charity and the risks to which it is exposed.

Business Plans are approved by the trustees and performance against plans is monitored regularly both by the trustees and also Arts Council England. The Executive Officers also produce a yearly budget and activity plan for the charity which is monitored quarterly by the trustees. The Executive Officers are required to make changes to areas

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of operation if the quarterly finance review shows a significant overall variance from budget. This process ensures that if any of the identified risks materialise, they are readily identified and their impact on the charity minimised.

Needless to say the impact of the pandemic has created significant financial risks for the organisation. In order to mitigate these risks, during the year the Executive revised the annual budget to account for the new environment caused by the pandemic. This included a revised business model, a root and branch cost-cutting process including a staff re-structure, a freeze on non-essential expenditure, the cancellation of the Spring/summer programme and a reduction in fundraising targets.

Further information is given in the financial review section.

### Volunteers

The organisation is supported by over 250 much-valued volunteers, to whom the trustees would like to extend their thanks. These include our Volunteer Co-ordinators, Volunteer Ushers, Volunteer Mailing Team, Young Ambassadors, Sustainability Champion, Chaperones, Archivists and our Theatre Chaplain. In addition we have the support of a number of young people who volunteer from our Stage '65 Youth Theatre and our long and short term work placement students. These are in addition to the trustees themselves who give their time voluntarily to support and guide the work of the charity. A volunteer recruitment and induction procedure is in place and volunteers are given the appropriate training for them to fulfil their duties. Wiltshire Creative is extremely grateful to everyone who gives their time for free and everything they do is greatly appreciated.

### Sustainability

Due to the Covid19 pandemic through 2020/21 our public spaces were closed to minimise the risk of large gatherings transmitting the virus. In order to maintain the functions of the buildings we have had to keep using gas and electricity and water to prevent any deterioration in the building fabric. In terms of sustainability performance there is little to report on. Importantly, we have continued to maintain our data set but comparison of the data for this year with any previous year provides no insight on our performance or on areas we can improve on.

As an organisation that serves the community, we are aware of the need to create a high-quality environment that incorporates the principles of sustainability in our day to day business. We have identified our primary environmental aspects and strive to improve our environment by actively aiming to reduce the negative impacts they cause. By managing our impacts, we can identify areas of our business that can be improved.

We continue to apply the same basic principles as we have for the past 10 years of improving awareness, making sure we consider best available practice and trying to implement it, and keeping abreast of the latest trends in both technology and sustainability to improve our performance in carbon management and resource sourcing.

Through 2020/21 the business has undergone a significant restructuring which has meant that some members of the sustainability group have now left the business. Within the new business structure we have discussed how we can improve the diversity and scope of the group and we will look to introduce a rolling change of members so that we always have a fresh approach to our activities.

#### 2020/21 Salisbury Playhouse carbon generation – Kg CO2

Gas	57,230 kg CO2
Electricity	69,040 kg CO2
Water	359 cu metres



# Wiltshire Creative

## REPORT OF THE TRUSTEES

for the year ended 31 March 2021

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### TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also the directors of Wiltshire Creative Limited 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).

Trustees are required by company law to prepare financial statements which give a true and fair view of the state of affairs of the charitable company at the end of the financial year and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the period ending on that date. In preparing those financial statements, trustees are required to:

- select suitable accounting policies and 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 a 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and its subsidiaries and to prevent and detect fraud and other irregularities.

In accordance with company law, as the company's directors, the trustees have taken the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

By order of the trustees



.....  
Mr T Crarer,  
Chairman

Date: 28 June 2022

# Wiltshire Creative

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF WILTSHIRE CREATIVE as at 31 March 2021

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### Opinion

We have audited the amended financial statements of Wiltshire Creative (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 set out on pages 27 - 49. 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 parent charitable company's affairs as at 31 March 2021, 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 and the Charities Act 2011.

### 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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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

### Other information

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

We have nothing to report in this regard.

# Wiltshire Creative

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF WILTSHIRE CREATIVE as at 31 March 2021

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### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report incorporating the strategic report and the directors report 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 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 Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, 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 parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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.

# Wiltshire Creative

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF WILTSHIRE CREATIVE as at 31 March 2021

### 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 company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Adam Wilson FCA

**Senior Statutory Auditor**

for and on behalf of:

Azets Audit Services

Chartered Accountants

Statutory Auditor

Secure House  
Lulworth Close  
Chandlers Ford  
Hampshire  
SO53 3TL

Date: 9 August 2022

# Wiltshire Creative

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

as at 31 March 2021

		Unrestricted	Designated	Restricted	Total	As adjusted
	Note	Funds	Funds	Funds	2021	2020
		£	£	£	£	£
<b>INCOMING RESOURCES</b>						
<b>Donations and Legacies</b>						
Grant Income	5	2,577,981	-	50,000	2,627,981	1,476,999
Donations and Gifts	5	106,050	1,133	-	107,183	160,133
		2,684,031	1,133	50,000	2,735,164	1,637,132
<b>Income from Charitable Activities</b>						
Operation of Theatre, Arts Centre and Festival	6	131,715	-	-	131,715	2,677,146
<b>Income from Other Trading Activities</b>						
Commercial Trading Operations	8	24,366	-	-	24,366	364,256
Business Sponsorship		-	-	-	-	-
Investment Income	7	-	-	-	-	-
<b>Total Incoming Resources</b>		<b>2,840,112</b>	<b>1,133</b>	<b>50,000</b>	<b>2,891,245</b>	<b>4,678,534</b>
<b>RESOURCES EXPENDED</b>						
<b>Expenditure on Raising Funds</b>						
Fundraising Costs of Grants and Donations	9	12,378	-	-	12,378	12,336
Commercial Trading Operations	8	101,941	-	-	101,941	246,858
		114,319	-	-	114,319	259,194
<b>Expenditure on Charitable Activities</b>						
Operation of Theatre, Arts Centre and Festival	10	2,255,294	3,618	261,116	2,520,028	5,042,043
<b>Total Resources Expended</b>		<b>2,369,613</b>	<b>3,618</b>	<b>261,116</b>	<b>2,634,347</b>	<b>5,301,237</b>
<b>Net Incoming / (Outgoing) Resources</b>		<b>470,499</b>	<b>(2,485)</b>	<b>(211,116)</b>	<b>256,898</b>	<b>(622,703)</b>
Transfers between funds		(31,000)	31,000	-	-	-
<b>NET MOVEMENT OF FUNDS IN YEAR</b>		<b>439,499</b>	<b>28,515</b>	<b>(211,116)</b>	<b>256,898</b>	<b>(622,703)</b>
<b>Reconciliation of Funds</b>						
Total Funds Brought Forward	34	(141,367)	764,255	4,200,907	4,823,798	5,446,501
Total Funds Carried Forward		298,132	792,770	3,989,791	5,080,696	4,823,798

The Statement of Financial Activities includes all gains and losses recognised in the year. All incoming resources and resources expended derive from continuing activities.

The notes on pages 30 - 49 form part of these accounts.

# Wiltshire Creative

## BALANCE SHEETS

as at 31 March 2021

	Notes	Group 2021 £	As adjusted Group 2020 £	Charity 2021 £	As adjusted Charity 2020 £
<b>FIXED ASSETS</b>					
Tangible assets	18	4,952,870	5,211,637	4,946,232	5,201,348
Investments		-	-	101	101
		<u>4,952,870</u>	<u>5,211,637</u>	<u>4,946,333</u>	<u>5,201,449</u>
<b>CURRENT ASSETS</b>					
Stock	20	17,343	29,194	13,382	15,540
Debtors	21	225,110	344,855	387,806	264,312
Cash at bank and in hand		537,539	44,607	374,677	17,601
		<u>779,992</u>	<u>418,656</u>	<u>775,865</u>	<u>297,453</u>
<b>LIABILITIES</b>					
Creditors falling due within one year	22	(488,833)	(806,498)	(478,107)	(793,237)
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>291,159</u>	<u>(387,842)</u>	<u>297,758</u>	<u>(495,784)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>5,244,029</u>	<u>4,823,795</u>	<u>5,244,091</u>	<u>4,705,665</u>
<b>LIABILITIES</b>					
Creditors falling due after more than one year	23	(163,333)		(163,333)	-
<b>NET ASSETS</b>		<u>5,080,696</u>	<u>4,823,795</u>	<u>5,080,758</u>	<u>4,705,665</u>
<b>THE FUNDS OF THE CHARITY</b>					
Restricted income funds	25	3,989,792	4,200,908	3,989,792	4,200,908
Unrestricted income funds:					
General	25	298,134	(141,368)	298,196	(259,498)
Designated	25	792,770	764,255	792,770	764,225
<b>Total unrestricted funds</b>		<u>1,090,904</u>	<u>622,887</u>	<u>1,090,966</u>	<u>504,757</u>
<b>TOTAL CHARITY FUNDS</b>		<u>5,080,696</u>	<u>4,823,795</u>	<u>5,080,758</u>	<u>4,705,665</u>

The notes on pages 30 - 49 form part of these accounts.

Approved by the board on 28 June 2022



Mr T. Crarer  
Chairman

Company registration number: 00499076

# Wiltshire Creative

## CONSOLIDATED CASH FLOW STATEMENT as at 31 March 2021

	Notes	2021 £	As adjusted 2020 £
<b>Net cash provided by (used in) operating activities</b>	(a)	<u>572,044</u>	<u>125,825</u>
<b>Cashflows from investing activities</b>			
Purchase of Tangible Fixed Assets		(79,112)	(248,033)
Interest received		-	-
		<u>(79,112)</u>	<u>(248,033)</u>
<b>Financing</b>			
Interest paid		-	-
		<u>-</u>	<u>-</u>
<b>Net cash provided by (used) in the year</b>	(b)	<u>492,932</u>	<u>(122,208)</u>
Cash at beginning of period		44,607	166,815
<b>Cash at bank at end of year</b>		<u>537,539</u>	<u>44,607</u>

### a) Reconciliation of Net incoming/(outgoing) resources to net cash inflow from operating activities

	2021	As adjusted 2020
<b>Net income / (expenditure) for reporting period;</b>		
Unrestricted funds	439,499	(371,563)
Restricted funds	(211,116)	(262,787)
Designated funds	28,515	11,644
<b>Net Incoming Resources</b>	<u>256,898</u>	<u>(622,706)</u>
<b>Adjustments for:</b>		
Depreciation charges	337,879	334,367
Finance income	-	-
Finance costs	-	-
Decrease / (Increase) in stock	11,851	(4,514)
Decrease / (Increase) in debtors	119,745	524,149
(Decrease) / Increase in creditors	(154,329)	(105,471)
Loss on disposal of fixed assets	-	-
	<u>-</u>	<u>-</u>
<b>Net cash provided by (used in) operating activities</b>	<u>572,044</u>	<u>125,825</u>

### b) Analysis of increase in net funds

	01 April 2020	Cash Flows	31 March 2021
Cash at Bank and in Hand	44,607	492,932	537,539
<b>Net Funds</b>	<u>44,607</u>	<u>492,932</u>	<u>537,539</u>

The notes on pages 30 - 49 form part of these accounts.

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

---

### 1 ACCOUNTING POLICIES

#### BASIS OF PREPARATION

The financial statements have been prepared under the historic cost convention. 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 (FRS102) (issued in October 2019) – (Charities SORP (FRS 102)), the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Wiltshire Creative meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The accounting policies below have been adopted for material items.

These financial statements are presented in sterling (£), which is the Charity's functional currency and rounded to the nearest £.

#### GOING CONCERN

We confirm that the financial statements have been prepared on a going concern basis, which assumes that the organisation will continue in operational existence for the foreseeable future.

In making our assessment the directors have considered the group's current position, the impact of COVID19 and its likely future cash flows. A surplus of £256,890 was made in the year and the group has net current assets of £291,159 as at 31 March 2021.

The organisation continues to have the support of the Arts Council and received additional funding during the year and after the year end from the Cultural Recovery Fund. Bank facilities are also in place for the organisation to call upon if they are required.

We have produced forecasts that show the group can meet its liabilities as they fall due and therefore consider it to be a going concern.

#### GROUP FINANCIAL STATEMENTS

These financial statements consolidate the results of the charity and its wholly owned subsidiaries Playhouse Services Limited and Salisbury Playhouse Productions Ltd on a line by line basis in accordance with the Companies Act 2006.

#### INCOMING RESOURCES

Voluntary income including donations, gifts and legacies and grants that provide core funding or are of general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- the donor specifies that the grant or donation must only be used in future accounting periods; or
- the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Income from commercial trading activities is recognised as earned (as the related goods and services are provided).

Investment income is recognised on a receivable basis.

Income from charitable activities includes income received under contract, or where entitlement to grant funding is subject to specific performance conditions, is recognised as earned (as the related goods or services are provided). Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Income is deferred when:



# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

---

### 1 ACCOUNTING POLICIES (*continued*)

- admission fees or performance related grants are received in advance of the performances or event to which they relate.

#### GOVERNMENT GRANTS

Government grants are recognised based on the accrual model. Grants relating to revenue are recognised in income over the period which the related costs are recognised. Where costs are related to the next financial period, the grants will be recognised in deferred income.

#### VOLUNTEERS AND DONATED SERVICES AND FACILITIES

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the trustees' annual report.

Where services are provided to the charity as a donation that would normally be purchased from our suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity. Donated services and facilities are analysed in note 5.

#### RESOURCES EXPENDED

Expenditure is recognised when a liability is incurred and is accounted for net of VAT. Contractual arrangements and performance related grants are recognised as goods or services are supplied.

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Charitable activities include expenditure associated with the staging of theatre performances, touring performances and education, participation, outreach and access programmes and include both the direct costs and support costs relating to these activities.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.
- Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, e.g. allocation of property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

#### IRRECOVERABLE VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

#### OPERATING LEASES

The charity classifies the lease of printing, specialist lighting and audio equipment as operating leases; the title to the equipment remains with the lessor and the equipment is replaced every five years whilst the economic life of such equipment is normally 10 years. Rental charges are charged on a straight line basis over the term of the lease.

#### FUND ACCOUNTING

- Restricted funds are used for the specific purposes laid down by the donor. Expenditure for those purposes is charged to those funds.
- Unrestricted funds are grants and other incoming resources received or generated for expenditure on the general objectives of the charity.
- Designated funds are unrestricted funds that have been designated for specific purposes by the Trustees.

The nature and purpose of each fund is described in note 25 to these accounts.

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

---

### 1 ACCOUNTING POLICIES (*continued*)

#### TANGIBLE FIXED ASSETS

Individual fixed assets costing £500 or more are capitalised at cost.

Tangible fixed assets are depreciated on a straight line basis over their estimated useful lives as follows:

Freehold property and improvements	over remaining period to 31 March 2026 /31 March 2056
Leasehold property and improvements	over remaining period to 31 March 2047
Plant, equipment and motor vehicles	3% - 33% of cost

#### STOCK

Stock is included at the lower of cost or net realisable value.

#### DEBTORS

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

#### CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and deposit accounts.

#### CREDITORS

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

#### PENSIONS

Salisbury Playhouse reached its auto enrolment staging date on 1<sup>st</sup> July 2014. Employees not already a member of one of the following pension schemes are automatically enrolled in the Peoples Pension scheme to which the charity contributes for each employee. Those employees already members of the group defined contribution stakeholder pension scheme operated by Scottish Widows or the Equity pension scheme operated by Aviva remain in those schemes. Employees who are members of the stakeholder pension contract directly with the insurance company. The charity commenced making contributions for each employee joining the Stakeholder Pension Scheme from April 2008.

#### FINANCIAL INSTRUMENTS

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 2 LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

### 3 RELATED PARTY TRANSACTIONS

Results for Playhouse Services Limited and Salisbury Playhouse Productions Limited, the wholly owned trading subsidiaries of Wiltshire Creative, have been consolidated into the group results. Further details are set out in note 8 below.

The charity's trustees were not paid or reimbursed expenses during the year and no charity trustee received any emolument or payment for professional or other services, other than the disclosure in note 27.

Other than the trading subsidiaries, there were no outstanding balances with related parties as at 31 March 2021 (2020: £nil).

### 4 FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of the charity's wholly owned subsidiaries Playhouse Services Limited and Salisbury Playhouse Productions Limited.

A summary of the financial activities undertaken by the charity exclusive of its subsidiaries is set out below:

	2021 £	As adjusted 2020 £
<b>Incoming Resources from:</b>		
Grants, Donations and legacies	2,680,693	1,637,132
Charitable activities	131,715	2,677,146
Donation from subsidiary	95,088	93,700
Investment gain	-	-
	<hr/>	<hr/>
<b>Gross incoming resources</b>	<b>2,907,496</b>	<b>4,407,978</b>
<b>Resources expended on:</b>		
Raising funds	(12,378)	(12,336)
Charitable activities	(2,520,028)	(5,042,042)
	<hr/>	<hr/>
<b>Total Resources expended</b>	<b>(2,532,406)</b>	<b>(5,054,378)</b>
<b>Net Income / (Expenditure)</b>	<b>375,090</b>	<b>(646,400)</b>
Total funds brought forward	4,705,668	5,352,068
	<hr/>	<hr/>
<b>Total funds carried forward</b>	<b>5,080,758</b>	<b>4,705,668</b>
	<hr/>	<hr/>
<b>Represented by:</b>		
Restricted income funds	3,989,792	4,200,908
Unrestricted income funds	298,196	(259,495)
Designated income funds	792,770	764,225
	<hr/>	<hr/>
	<b>5,080,758</b>	<b>4,705,668</b>
	<hr/>	<hr/>

# Wiltshire Creative

NOTES TO THE FINANCIAL STATEMENTS (continued)  
for the year ended 31 March 2021

## 5 DONATIONS AND LEGACIES

	2021 £	2020 £
GRANT INCOME		
<b>Unrestricted Funds</b>		
Arts Council England – South West	1,332,597	1,246,809
Wiltshire Council	189,389	189,390
HMRC JRS Grant	542,427	-
ACE- Cultural Recovery Fund	446,968	-
Wiltshire Council – Covid-19	25,000	-
Salisbury City Council	41,600	40,800
	<u>2,577,981</u>	<u>1,476,999</u>
<b>Restricted Funds</b>		
SAC Remedial Works	50,000	-
	<u>50,000</u>	<u>-</u>

## DONATIONS AND GIFTS

<b>Unrestricted Funds</b>		
Donations, business partners, members	106,050	148,489
<b>Designated Funds:</b>		
Development – Special Projects	1,133	11,644
	<u>1,133</u>	<u>11,644</u>
	<u>2,735,164</u>	<u>1,637,132</u>

## 6 INCOME FROM CHARITABLE ACTIVITIES

The income was primarily from the operation of the theatre.

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
<b>Income from Theatre, Arts Centre and Festival</b>		
In House/Co-productions - Ticket Income and programmes	56,510	1,500,348
Visiting Companies – Ticket Income	20,101	911,951
Education and Outreach work	45,294	154,725
Events & Hiring	(1,147)	66,786
Miscellaneous Income	10,957	43,336
Access Project	-	-
	<u>131,715</u>	<u>2,677,146</u>
Total	<u>131,715</u>	<u>2,677,146</u>

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 7 INVESTMENT INCOME

Investment Income totalling £nil was received during the year (2020: £nil).

### 8 INCOME FROM OTHER TRADING ACTIVITIES

The wholly owned trading subsidiary **Playhouse Services Limited**, (company number 02694718) which is incorporated in the United Kingdom, pays its profits to the charity by gift aid. Playhouse Services Limited operates the bars, restaurant, and all commercial trading operations carried on at the Wiltshire Creative premises. The charity owns the entire share capital of 100 ordinary shares of £1 each. A summary of the trading results is shown below.

	2021 £	2020 £
<b>Turnover</b>	78,837	364,256
Cost of sales and administration costs	(101,941)	(246,858)
Corporation Tax	-	-
	<hr/>	<hr/>
<b>Net profit / (loss)</b>	(23,104)	117,398
	<hr/>	<hr/>
Amount gift aided to the charity as a distribution	(95,088)	(93,700)
	<hr/>	<hr/>
<b>The assets and liabilities of the subsidiary were:</b>		
Fixed Assets	6,638	10,289
Current assets	9,488	121,264
Current liabilities	(16,026)	(13,261)
	<hr/>	<hr/>
Total net assets	100	118,292
	<hr/>	<hr/>
Aggregate share capital and reserves	100	118,292
	<hr/>	<hr/>

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

The wholly owned trading subsidiary **Salisbury Playhouse Productions Limited**, (company number 09217165) which is incorporated in the United Kingdom, operates the in house productions at the Wiltshire Creative premises. The charity owns the entire share capital of 1 ordinary share of £1 each. A summary of the trading results is shown below.

	2021 £	2020 £
<b>Turnover</b>	157,537	1,219,808
Cost of sales and administration costs	(176,779)	(1,373,007)
Theatre Tax Credit due	19,242	153,199
<b>Net profit / (loss)</b>	-	-
<b>The assets and liabilities of the subsidiary were:</b>		
Current assets	177,950	173,319
Current liabilities	(178,0110)	(173,380)
<b>Total net assets / (liabilities)</b>	(61)	(61)
<b>Aggregate share capital and reserves</b>	(61)	(61)

Whilst the reserves are currently negative, the trustees expect these to return to being positive once trading improves after the pandemic.

### 9 ALLOCATION OF SUPPORT

The charity allocates its support costs as shown in the table below and then further apportions those costs between the three charitable activities undertaken (see note 10). Support costs are allocated on a basis consistent with the use of resources.

	Wiltshire Creative operation £	Governance £	Allocated to costs of generating voluntary income £	Total 2021 £	As adjusted Total 2020 £
<b>SUPPORT COSTS:</b>					
General office	665,858	6,046	12,091	683,994	868,275
Finance	16,755	21,234	-	37,989	63,870
Professional fees	13,366	-	-	13,366	13,069
Fundraising costs	-	-	287	287	310
	<u>695,979</u>	<u>27,280</u>	<u>12,378</u>	<u>735,636</u>	<u>945,524</u>

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 10 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

The charity undertakes direct charitable activities only and does not make grant payments.

	In-House/ Co-Production performances £	Visiting Company performances £	Education and Outreach £	Total 2021 £	As adjusted Total 2020 £
Backstage & other production costs	706,996	33,128	24,286	764,410	2,763,552
Production/activity advertising & marketing	149,983	-	7,894	157,877	327,855
Ticket Sales & front of house	219,790	-	11,568	231,358	365,079
Education & outreach	-	-	147,553	147,553	31,884
Depreciation	297,913	16,551	16,551	331,014	332,041
Central premises costs	148,102	8,228	8,228	164,557	288,447
Support costs	626,381	34,799	34,799	695,979	910,501
Governance costs	27,280	-	-	27,280	22,688
<b>Total</b>	<b>2,176,444</b>	<b>92,706</b>	<b>250,878</b>	<b>2,520,027</b>	<b>5,042,046</b>

### 11 ANALYSIS OF SUPPORT FOR CHARITABLE ACTIVITIES

This table shows the cost of the three main charitable activities and the sources of revenue directly to support those activities.

	In House/ Co-Production performances £	Visiting Company performances £	Education and Outreach £	Total £
Costs	2,176,444	92,706	250,878	2,520,027
Income	(66,320)	(20,101)	(45,294)	(131,715)
<b>Net cost funded from other income</b>	<b>2,110,124</b>	<b>72,605</b>	<b>205,584</b>	<b>2,388,312</b>

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 12 ANALYSIS OF STAFF COSTS

	Total 2021 £	Total 2020 £
Salaries and wages	1,540,725	2,040,578
National insurance	118,630	149,954
Pension costs	35,146	41,353
	<u>1,694,501</u>	<u>2,231,885</u>
Of this the key management personnel costs were as follows:		
Salaries	383,450	405,795
National Insurance	42,237	46,481
Pension Costs	11,092	6,087
	<u>436,779</u>	<u>458,362</u>

Two employees had emoluments in excess of £60,000 (2020: 2).

The average number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	Full-time	2021 Part-time	FTE	Full-time	2020 Part-time	FTE
Theatre	46	23	55	51	86	71
Cafe, bar & shop	1	12	5	4	32	15
	<u>47</u>	<u>35</u>	<u>60</u>	<u>55</u>	<u>118</u>	<u>86</u>

### 13 TRUSTEES

No trustee received remuneration in the year, directly or indirectly, from the charity nor were any expenses reimbursed to any trustees during the year (2020: nil). The charity pays for Trustees and Officers indemnity insurance as part of its Commercial Combined policy.



# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS *(continued)* for the year ended 31 March 2021

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### 14 OPERATING SURPLUS FOR THE YEAR

	2021 £	2020 £
This is stated after charging:		
Auditor's remuneration:		
Audit services	13,200	11,800
Non-audit services	8,034	4,875
Operating leases - equipment	4,026	4,026
Depreciation	<u>331,014</u>	<u>332,095</u>

### 15 NATIONAL LOTTERY

Wiltshire Creative (as The Salisbury Arts Theatre Limited) has been recipient of a national Lottery Grant from the Arts Council of England to contribute towards the costs of the theatre's structural refurbishment programme started in July 1996. This award was payable in stages to a total of £1,476,143 to defer expenditure incurred. At the end of the Financial Year the Reserve, after depreciation charges, stood at £184,029.

Under the terms of the grant, the grant shall become repayable to the Arts Council of England, and any future payments stopped if:

- The recipient ceases to operate, or is declared bankrupt, or is placed into receivership or liquidation;
- The recipient fails to apply the grant for the purposes for which it was obtained, or fails to complete the project;
- The recipient fails to comply with the conditions of the grant.

None of these conditions were met at the year end and repayment of the grant by way of a future transfer of resources is believed by the Trustees to be extremely remote.

### 16 TAXATION

The company is a registered charity and no provision is considered necessary for taxation. The trading subsidiaries have retained losses of £23,104 (2020: £117,398 profits)

### 17 INTEREST PAYABLE

During the year £nil interest was paid in relation to bank loans and overdrafts (2020: £nil).

# Wiltshire Creative

NOTES TO THE FINANCIAL STATEMENTS (continued)  
for the year ended 31 March 2021

## 18 TANGIBLE FIXED ASSETS – GROUP AND CHARITY

### GROUP

	Freehold property and improvements £	Leasehold property and improvements £	Plant, equipment and motor vehicles £	Total £
Cost:				
As at 1 April 2020	4,101,419	4,064,683	2,213,590	10,379,692
Additions	-	-	79,112	79,112
Disposals	-	-	-	-
As at 31 March 2021	<u>4,101,419</u>	<u>4,064,683</u>	<u>2,292,702</u>	<u>10,458,804</u>
Depreciation:				
As at 1 April 2020	2,565,002	1,302,209	1,300,844	5,168,055
Charge for the year	109,545	107,226	121,108	337,879
Disposals	-	-	-	-
As at 31 March 2021	<u>2,674,547</u>	<u>1,409,435</u>	<u>1,421,952</u>	<u>5,505,934</u>
Net book value:				
As at 31 March 2021	<u>1,426,872</u>	<u>2,655,248</u>	<u>870,750</u>	<u>4,952,870</u>
As at 1 April 2020	<u>1,536,417</u>	<u>2,762,474</u>	<u>912,746</u>	<u>5,211,637</u>

# Wiltshire Creative

NOTES TO THE FINANCIAL STATEMENTS *(continued)*  
for the year ended 31 March 2021

## TANGIBLE FIXED ASSETS – GROUP AND CHARITY *(continued)*

### CHARITY

	Freehold property and improvements £	Leasehold property and improvements £	Plant, equipment and motor vehicles £	Total £
Cost:				
As at 1 April 2020	4,101,419	4,064,683	2,185,044	10,351,146
Additions	-	-	79,112	79,112
Disposals	-	-	-	-
As at 31 March 2021	<u>4,101,419</u>	<u>4,064,683</u>	<u>2,264,156</u>	<u>10,430,258</u>
Depreciation:				
As at 1 April 2020	2,565,002	1,302,209	1,282,587	5,149,798
Charge for the year	109,545	107,226	117,457	334,228
Disposals	-	-	-	-
As at 31 March 2021	<u>2,674,547</u>	<u>1,409,435</u>	<u>1,400,044</u>	<u>5,484,026</u>
Net book value:				
As at 31 March 2021	<u>1,426,872</u>	<u>2,655,248</u>	<u>864,112</u>	<u>4,946,232</u>
As at 1 April 2020	<u>1,536,417</u>	<u>2,762,474</u>	<u>902,457</u>	<u>5,201,348</u>

Wiltshire Creative owns the freehold of Salisbury Playhouse. If this building ceases to be used for the purpose, set out in the planning application, Wiltshire Council has the right to repurchase the site for £1 on one month's notice. This applies for a period of 80 years from the date of the conveyance document, 31 December 1977.

Wiltshire Creative leases Salisbury Arts Centre on a 99 year lease with the lease being signed on 23 January 2004. Wiltshire Creative have taken the decision following the merger to depreciate the leasehold to 31 March 2047, being a total of forty years from the completion of the building works. Wiltshire Creative is responsible for improvements, repairs and maintenance of the internal areas of the building as well as the external fabric of the new build extension, Wiltshire Council is responsible for the upkeep and maintenance of the external fabric of the church. Salisbury City Council is responsible for maintaining the grounds within which the Arts Centre stands.

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 19 SUBSIDIARIES

Playhouse Services Limited, is wholly owned by the charity and operates the bar, shop and catering facilities which are open to both theatre audiences and the general public. In 2021 £95,088 (2020: £93,700) of the profits of the subsidiary have been gifted to the charity. The subsidiary has been valued in the accounts at the original nominal value.

Salisbury Playhouse Productions Limited which was incorporated in the United Kingdom on 15 September 2014, is wholly owned by the charity and operates the in house productions at the Salisbury Playhouse premises. The subsidiary has been valued in the accounts at the original nominal value.

### 20 STOCK

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Raw materials	13,382	15,540	13,382	15,540
Goods for resale	3,961	13,654	-	-
	<u>17,343</u>	<u>29,194</u>	<u>13,382</u>	<u>15,540</u>

### 21 DEBTORS

	Group		Charity	
	2021 £	As adjusted 2020 £	2021 £	As adjusted 2020 £
Trade debtors	21,963	49,274	21,692	48,466
Owed by group undertakings	-	-	183,311	79,561
Other debtors	51,133	179,752	31,133	20,800
VAT	-	-	-	-
Corporation tax	344	344	-	-
Production expenditure in advance	62,291	37,407	62,291	37,407
Prepayments and accrued income	89,379	78,079	89,379	78,079
	<u>225,110</u>	<u>344,856</u>	<u>387,806</u>	<u>264,312</u>

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 22 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	As adjusted 2020	2021	As adjusted 2020
	£	£	£	£
Trade creditors	49,298	177,603	47,437	169,000
Deferred income	80,225	198,953	80,225	198,953
Bank loans and overdrafts	11,667	-	11,667	-
Tax and social security	121,676	235,732	121,676	235,732
Owed to group undertakings	-	-	-	-
Other creditors	94,374	118,356	90,023	117,757
Accruals	131,593	75,854	127,079	71,795
	<u>488,833</u>	<u>806,498</u>	<u>478,107</u>	<u>793,237</u>

Bank loans and overdrafts are secured by a legal mortgage over 100A Fisherton Street, Salisbury and a mortgage debenture over the company's assets.

### 23 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts	163,333	-	163,333	-
	<u>163,333</u>	<u>-</u>	<u>163,333</u>	<u>-</u>

Bank loans and overdrafts are secured by a legal mortgage over 100A Fisherton Street, Salisbury and a mortgage debenture over the company's assets.

### 24 DEFERRED INCOME

Deferred income comprises advance ticket sales. Income deferred in the current year relates to the advance ticket sales for performances after the year end.

	Group £	Charity £
Balance as at 1 April 2020	198,953	198,953
Amount released to incoming resources	(198,953)	(198,953)
Amount deferred in year	80,225	80,225
<b>Balance at 31 March 2021</b>	<u><b>80,225</b></u>	<u><b>80,225</b></u>

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 25 ANALYSIS OF CHARITABLE FUNDS

#### Analysis of unrestricted fund movements

	As adjusted Balance at 31 March 2020 £	Incoming resources £	Resources expended £	Transfers £	Fund at 31 March 2021 £
General fund	(259,496)	2,958,304	(2,369,612)	(31,000)	298,196
Designated funds					
Capital building appeal	424,925	-	-	-	424,925
Capital and repairs & other	170,802	-	-	-	170,802
Artistic development and box office reserve	69,000	-	-	31,000	100,000
Building R&R and improvements	69,000	-	-	-	69,000
Development – special projects	30,528	1,133	(3,618)	-	28,043
Non-charitable trading funds	118,130	(23,104)	(95,088)	-	(62)
Total	622,889	2,936,333	(2,468,318)	-	1,090,904

# Wiltshire Creative

NOTES TO THE FINANCIAL STATEMENTS (*continued*)  
for the year ended 31 March 2021

## 25 ANALYSIS OF CHARITABLE FUNDS (*continued*)

### Analysis of restricted fund movements

	Balance at 31 March 2020 £	Incoming resources £	Resources expended £	Transfers £	Fund at 31 March 2021 £
Theatre Development Fund	259,130	-	(3,835)	-	255,295
Eda Moore Legacy	49,336	-	(669)	-	48,667
SDC Capital Grant	15,580	-	(13,286)	-	2,294
National Lottery Capital Grant	228,349	-	(44,320)	-	184,029
Capital Building Campaign	550,809	-	(25,021)	-	525,788
House Development Fund	16,355	-	(16,355)	-	-
Sustain - Allocated Capital Spend	16,688	-	(11,784)	-	4,904
Catalyst	1,550	-	(1)	-	1,549
ACE - Small Scale Capital	99,289	-	(19,248)	-	80,041
Capital works inc external lighting	2,771,802	-	(105,957)	-	2,665,845
Small capital project	8,481	-	(4,728)	-	3,753
Sound and Light	1,610	-	-	-	1,610
Light Up Arts/Kingfisher	3,292	-	-	-	3,292
Pobit Broadcasting Kit	247	-	-	-	247
Community First	26,000	-	-	-	26,000
Salisbury Arts Centre 2018 remedial works	124,850	50,000	(15,912)	-	158,938
Access Project	27,540	-	-	-	27,540
<b>Total</b>	<b>4,200,908</b>	<b>50,000</b>	<b>(261,116)</b>	<b>-</b>	<b>3,989,792</b>

### UNRESTRICTED FUNDS:

#### General Fund

This represents funds which have not been given for a specific purpose.

#### Designated Fund

##### Capital:

This represents funds designated to support the capital building programme and other capital requirements.

##### Revenue:

- Artistic Development and Box Office Reserve – to allow for the enhancement and expansion of the artistic programme, new work, production development in addition to supporting if necessary lower than expected box office sales.
- Building R&R and Improvements – to ensure funds are available for major maintenance works that are not appropriate to be met from the capital budget.

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### Non Charitable Trading Funds

This represents the net assets of Playhouse Services Limited and Salisbury Playhouse Productions Limited.

## 25 ANALYSIS OF CHARITABLE FUNDS (continued)

### RESTRICTED FUNDS:

Name of fund	Description, nature and purpose of the fund
Theatre Development Fund	Originally this fund arose from capital donations and grants received in order to fund the building of the theatre and extension. Subsequently, specific fundraising appeals have been launched to help finance the theatre's various refurbishment programmes, the general donations for which have also been included here. This fund is being depreciated over a period equivalent to the estimated useful life of the freehold property and improvements.
Eda Moore Legacy	This fund arose from the legacy of the late Eda Moore who bequeathed funds to the Theatre for the repair and restoration of the theatre building. Under the terms of her will, should Salisbury Arts Theatre Limited cease to continue as a going concern then any unapplied funds should be held in trust for and transferred to a further named beneficiary. The balance shown at 31 March 2020 consists of the total legacy receivable to date less the amounts so far depreciated.
Salisbury City Council Capital Grant & National Lottery Grant	These funds arose from capital grants received in order to assist the funding of the 1996 and 1997 theatre refurbishment programmes. These funds are being released to unrestricted funds over a period equivalent to the estimated useful lives of the qualifying assets to which they relate. The balance shown at 31 March 2020 consists of the total grants received to date less the amounts so far depreciated.
Capital Building Campaign	In 2005, the Theatre launched a capital building campaign to raise funds to build a rehearsal space and community and education space.
House Development Fund	Following the successful conclusion of the Capital Building Campaign as the rehearsal space and community and education spaces were commissioned, the House Development Fund was set up to continue fundraising to provide for future capital needs.
Arts Council – Sustain	In October 2009, Arts Council England awarded the Theatre £400,000 spread over two years, as part of its Sustain Programme, to support the Playhouse during the recession by enabling it to maintain its artistic programme and to continue its education, community and audience development programmes. The balance shown at 31 March 2020 consists of the total funds received less the amounts so far depreciated.
Catalyst	During 2012/13 the Theatre was awarded £120,000 spread over three years, to assist with diversification of income streams and support work towards accessing more funding from private sources. Catalyst is provided by investment from Arts Council England, the Heritage Lottery Fund and the Department of Culture, Media and Sport.
Small Scale Capital	During 2015/16 the Theatre was successful in obtaining funding from Arts Council England – small scale capital fund towards improvements in the Salberg. This included new seating, lighting and sound as well as improved insulation.
Merger Grant	Funding received from Arts Council England in respect of the merger.
Capital Works	The grants were made in respect of capital expenditure on St Edmunds Church which has been funded mainly by grants from the Arts Council Lottery Fund, the Heritage Lottery, Salisbury District Council and a variety of trusts and individual donors. The amount released as a credit against expenditure each year is equivalent to the amount of depreciation charged against that expenditure.



# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

Small Capital Project Throughout the year, we made a significant number of improvements to the building, which have also improved the quality of experience for everyone at Salisbury Arts Centre including replacing boilers, carpets and hearing loop systems.

### 25 ANALYSIS OF CHARITABLE FUNDS (continued)

Sound & Light Funding for youth music project whereby young people compete in a musical competition at the Arts Centre to win the chance to play at the Cathedral. The last competition was held in 2013/14.

The Kingfisher Project The literature in health project (Kingfisher) is a collaboration between the Arts Centre and ArtCare at Salisbury Hospital, consisting of core work with lead writer Rose Flint in hospital and community settings, plus residencies such as a film making project with young people at the hospital and commissions such as the Lifelines Exhibition during 09/10

Pobit Broadcasting Kit Received to enable the purchase of equipment that can stream Arts Centre events live to end users via a PC.

Community First Funds received by Salisbury International Arts Festival for promotion of community and access work.

Salisbury Arts Centre 2018 Remedial Works This fund comprises grant funding from Wiltshire Council, following the merger in February 2018, towards essential capital expenditure on Salisbury Arts Centre, including work on lighting, drains, fire systems and technical controls. An amount each year will be released, equivalent to the amount of depreciation charged against the associated expenditure.

Access Project Funds received by Salisbury International Arts Festival for promotion of community and access work.

### 26 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

2021	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	404,953	595,727	3,952,190	4,952,870
Cash at bank and in hand	499,937	-	37,602	537,539
Other net current assets	(606,756)	197,043	-	(409,713)
	<u>298,134</u>	<u>792,770</u>	<u>3,989,792</u>	<u>5,080,696</u>
2020 as adjusted	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	464,389	595,727	4,151,521	5,211,637
Cash at bank and in hand	(4,780)	-	49,387	44,607
Other net current assets	(600,977)	168,528	-	(432,449)
	<u>(141,368)</u>	<u>764,255</u>	<u>4,200,908</u>	<u>4,823,795</u>

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31 March 2021

### 27 RELATED PARTY TRANSACTIONS

During the year there were no related party transactions which require disclosure (those relating to group companies are not required to be disclosed).

### 28 COMMITMENTS

Operating lease commitments

As at 31 March 2021 the charity had annual commitments under non-cancellable operating leases as follows:

Operating leases which expire:

	2021 £	2020 £
Not later than one year	4,026	4,026
Later than one year and not later than five years	3,733	7,759

### 29 MATERIAL LEGACIES

Legacy income is included in incoming resources once probate has been granted and the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy.

### 30 CAPITAL COMMITMENTS

At 31 March 2021 the charity had no capital commitments.

### 31 CONTINGENT LIABILITIES

At 31 March 2021 the charity had no known contingent liabilities included in the financial statements.

### 32 PENSION CONTRIBUTIONS

The charity has pension schemes for all eligible employees, which are group personal pension plans and there are, therefore no possible unforeseen liabilities.

	2021 £	2020 £
Pension premiums paid to these schemes	35,146	£41,353

Contributions totalling £84 (2020: £4,524) were payable to the scheme at the year end are included in creditors.

### 33 CONTROL RELATIONSHIP

The ultimate controlling parties are the Trustees listed on page 1.

# Wiltshire Creative

## NOTES TO THE FINANCIAL STATEMENTS (*continued*) for the year ended 31 March 2021

### 34 PRIOR PERIOD ADJUSTMENT (AND AMENDMENT IN RESPECT OF THE YEAR ENDED 31 MARCH 2021)

It has been discovered that a significant VAT liability due to incorrect partial exemption calculations had not been included within the accounts. This error dated back to the 2015/16 financial year up until 2020/21 and therefore the position as at 1 April 2019 and for the year ended 31 March 2020 has been adjusted to show the correct position.

In addition the accounts for the year ended 31 March 2021 have been amended to correct figures that were previously approved. These impact on the group and charity to the same extent. The impact on the group is shown below.

	2021 £	2020 £
Surplus/(deficit) as previously reported	165,663	(536,380)
Adjustments in respect of recoverable VAT (2020 is a prior period adjustment)	91,235	(86,323)
	<u>256,898</u>	<u>(622,703)</u>
	2021 £	2020 £
Total funds brought forward as previously reported	5,034,658	5,571,038
Prior period adjustments	(210,860)	(124,537)
	<u>4,823,798</u>	<u>5,446,501</u>