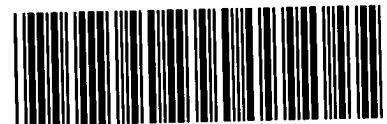


Registered number: 00499076
Charity number: 249169

WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

TUESDAY



ACIPHDXU

A03

19/12/2023

#83

COMPANIES HOUSE

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

CONTENTS

	Page
Reference and Administrative Details of the Charity, its Trustees and Advisers	1
Trustees' Report	2
Independent Auditors' Report on the Financial Statements	21 - 24
Consolidated Statement of Financial Activities	25
Consolidated Balance Sheet	26
Charity Balance Sheet	27
Consolidated Statement of Cash Flows	28
Notes to the Financial Statements	29 - 50

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023**

Trustees	H J Birchenough ¹ D A H Bossom ¹ V J Broom (appointed 9 May 2023) T F Clay ¹ T J Crarer (resigned 9 March 2023) ¹ M Curteis (appointed 9 May 2023) K L Dalton (resigned 28 June 2022) N H Frankfort M Freer (appointed 9 May 2023) R G Harvey (resigned 3 January 2023) V Hickey (appointed 9 May 2023) ¹ N Jenkins (appointed 9 May 2023) J G R Perry ¹ E Wills (appointed 9 May 2023) ¹ Finance Committee
Company registered number	00499076
Charity registered number	249169
Registered office	Salisbury Playhouse Malthouse Lane Salisbury Wiltshire SP2 7RA
Observers	Wiltshire Council: David Redfern Salisbury City Council: Samuel Charleston Arts Council England: Rachel De Garang
Joint Chief Executives	Mr G Machin (Artistic Director) Mr R S Warrack (Executive Director)
Senior management team	Ms L Dancy (Take Part Director) Ms J Davies (Operations Director) Ms L Knight (Communications & Sales Director resigned 28 February 2023) MS R Townsend (Communications & Sales Director appointed 13 February 2023) Ms H Taylor (Development Director) Mr J Titcombe (Production & Technical Director)
Independent auditors	Bishop Fleming LLP Chartered Accountants 10 Temple Back Bristol BS1 6FL
Bankers	National Westminster Bank plc 48 Blue Boar Row Salisbury Wiltshire SP1 1BG

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

CHAIR'S REPORT

I am delighted to introduce the Trustees' Report for the year 2022/23, a year in which Wiltshire Creative continued its post-pandemic recovery and in which a semblance of normality finally began to return. Creatively successful, with a rich range of artistic activities shown and celebrated, the year was nonetheless extremely difficult from a financial standpoint. While the organisation presented a full, diverse and dynamic programme of work throughout the year, the response of our audiences post-Covid was naturally cautious and slow. The first quarter of the year was particularly challenging, with soft ticket sales, low attendances and hesitant advance-booking. Adjustments were subsequently made to the programming for the autumn and spring seasons to focus on presenting popular, familiar, crowd-pleasing work on the main stage of the Playhouse – the financial engine of the organisation - with only a limited selection of one-night music and comedy shows at the Arts Centre. This policy proved successful in increasing both customer confidence and seat occupancy: the significant uplift of audiences in the last four months of the financial year generated returns which substantially reduced the loss for the year. Furthermore, for similar reasons, it was reluctantly decided in November to suspend pottery classes and close the café at the Arts Centre, and to keep the Salberg closed for public performance. I am however glad to report that a full Salisbury International Arts Festival took place in the summer of 2022.

The year began with our own in-house production in the Playhouse of *The Children*, the regional premiere of Lucy Kirkwood's play about ageing and responsibility. Despite a high-quality cast (Christine Kavanagh, Joanne Pearce and Brian Protheroe), attendance figures were disappointing and Covid led to cancelled performances which contributed further to a poor financial outcome.

After two fallow, Covid-filled years, Salisbury International Arts Festival returned with a bang in the summer of 2022. Over three weeks, in 23 venues across the city, the festival showcased nearly 100 different events, spanning theatre, music, dance, circus, film, spoken word, visual arts, walks and workshops. Taking 'islands' as the theme, the 2022 festival included a number of Wiltshire Creative's own productions featuring associate artist and acclaimed violinist Harriet Mackenzie. Harriet performed in the world premiere of a new violin concerto from jazz-legend Julian Joseph, commissioned by Wiltshire Creative. She also accompanied the Bournemouth Symphony Orchestra in Salisbury Cathedral in a concert to celebrate the late Queen's Platinum Jubilee. The festival also opened in the Cathedral with a striking promenade performance of Howard Moody's *Stone Songs*, accompanied by the Salisbury Festival Chorus. Other festival highlights included an energetic presentation of *Contemporary Dance 2.0* by the Hofesh Shechter Company; *Flare*, an orchestral concert featuring superstar saxophone soloist Jess Gillam, the Bath Philharmonia and Wiltshire Young carers; *Black and British: a forgotten history*, a talk by award-winning historian, author and broadcaster David Olusoga and *Tulu*, an Ethiopian-flavoured acrobatic show presented by Circus Abyssinia. The packed festival programme included free street theatre and family fiestas in Tidworth and Bemerton Heath as well as *SHIFT*, a strand created by and for the young people of Salisbury, to amplify their voices. With work of tremendous variety and quality, there was something for everyone. It takes a lot of team work to put on such a concentration of events – including by our enthusiastic volunteers - and we were naturally very proud of the reception that the 2022 festival received.

The year continued, in October, with the extraordinary, unique international premiere of *Congress*. Taking place in Salisbury Cathedral, *Congress* gave opportunity to eight local people to make their very first public speeches, reflecting on their hopes and dreams for the future. This remarkable event was witnessed by over 500 people and was a joint production between Wiltshire Creative and Australian arts organisation All the Queens Men. It was representative of just the kind of cutting-edge work that Wiltshire Creative exists to make.

Back in Salisbury Playhouse, the autumn season featured a mix of touring and in-house work. The former included *Spike*, a new play about Spike Milligan by Ian Hislop and Nick Newman; the Royal & Derngate's production of *The Wellspring*, a deeply autobiographical work by local writer, Barney Norris and his father David Owen Norris; and Ramps on the Moon's pioneering production of *Much Ado About Nothing* featuring a cast of D/deaf and disabled artists. Wiltshire Creative's big in-house production for this season was the world premiere of *Good Luck, Studio*, a new comedy from award-winning theatre company Mischief, the team behind *The Play that Goes Wrong* and co-produced with Colchester Mercury Theatre.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

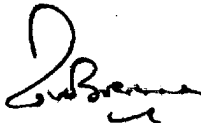
Full-scale pantomime also returned to the Playhouse this year. Our production of *Cinderella* achieved our highest ever box office result. Pleasingly, this immediately led to significant pre-booking for 2023 pantomime. The positive improvement continued vigorously into spring 2023 where the reception of our audiences to Wiltshire Creative's production of Alan Ayckbourn's classic comedy *How the Other Half Loves* meant several sold-out performances and another budget target exceeded. Other shows in this season were equally warmly received – including Nottingham Playhouse's production of *The Beekeeper of Aleppo* and the continuing presentation of music and comedy one-nighters at the Arts Centre.

Alongside all of this work, the Take Part team continued to deliver a huge breadth of immersive and engaging experiences to different audiences within the community. Our Take Part team comprise a tremendously committed group who significantly improve the lives of the young, old and disadvantaged.

2022/23 has, therefore, been a year in which we can be enormously proud of the breadth, volume and variety of the work presented, and by the hard work and commitment made by the Executive and staff of Wiltshire Creative. But we must also recognise the continuing damage to revenue and reserves caused by Covid. The accounts which follow show that, overall, Wiltshire Creative made a loss of over £500,000 on Unrestricted Reserves in the financial year, a return which substantially depleted our reserves. This is clearly an unsustainable position and one which has led to considerable reassessment as we enter the next year. As well as an ongoing strategic review intended to identify a more robust business model, I am glad to report that the improving climate experienced in the second half of the year covered by this report has continued in the first half of the next. Audiences are at last returning in good numbers to our venues; costs are being very tightly controlled; our public funders have been sympathetic to the fragile financial climate and we are continuing with a multi-arts offer consciously designed to build revenue. The forthcoming year looks considerably brighter than the last.

This year has also seen some changes in the make-up of the Board of Wiltshire Creative. Tim Crarer has stepped down after 13 years as a Trustee and 11 years as Chair (originally of Salisbury Playhouse, subsequently of Wiltshire Creative). During this eventful period, Tim took a central, leading role in the merger (in 2018) of Salisbury Playhouse, Salisbury Arts Centre and Salisbury International Arts Festival to form Wiltshire Creative. He then steered the new organisation through the dramatic and existential threats of, first, Novichok and then Covid. On behalf of all the Trustees of Wiltshire Creative, I extend thanks to Tim for his extraordinary contribution to ensuring that the organisation remains the south-west's leading multi-arts company. I had great pleasure in succeeding Tim as Chair in May 2023.

In the autumn of 2022, we sought to boost the diversity and skills-base of the Board of Wiltshire Creative and, after a fully-fledged recruitment campaign, I am glad to report that we appointed six very talented new Trustees, who were co-opted to attend their first meeting in January and were formally elected in May, 2023. I am very pleased that the reinvigorated Board now includes a healthy mix of representatives of different backgrounds, age and experience which will be invaluable in navigating the inevitable challenges ahead.



Doric Bossom

Chair

Date: 14 December 2023

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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 2022/23.

Our Vision

To enrich the cultural and creative life of Salisbury and Wiltshire

Our mission

To create and present a dynamic and inclusive range of cultural experiences for the people of Salisbury, Wiltshire and beyond, including our role as a South West hub for talent development and learning and participation

Our Values

- Creative
- Inclusive
- Ethical

Our Strategic Aims

- To produce and present new, diverse and original work balanced with our commitment to the classic repertoire both as live and on digital platforms
- To act as a hub of diverse talent development for the South West
- To celebrate our work, by promoting our identity and vision and ensuring we build understanding and recognition of our work at local, regional and national levels
- To broaden the diversity of audiences and participants experiencing and involved with the work of Wiltshire Creative, thereby extending our reach, profile and relevance
- To embed into the fabric of Wiltshire Creative Arts Council England's *Let's Create* strategy and its associated Investment Principles
- To survive and then thrive beyond the Covid pandemic by operating within a financially sustainable business model, which maximises income and balances financial prudence with calculated artistic risk
- To act as environmental champions, sharing good sustainable practice, advocating for the environmental cause and working towards a zero-carbon footprint
- To ensure the well-being of those people who work with Wiltshire Creative, including support for skills development and career progression
- To act as a dynamic and inventive cultural partner in the city's and nation's recovery programmes

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

Specific Objectives

The core objectives for 2022/23 were as follows:

1. To programme and deliver a financially viable artistic programme
2. To produce *Congress*, a high-profile community project in co-production with Australian theatre company, All the Queen's Men, giving voice to marginalised members of Salisbury's communities, working in collaboration with bespoke wordsmiths
3. To produce at least 4 in-house productions, of which one is a traditional Christmas pantomime for all ages
4. To produce at least one piece of work which attracts national profile and secures a life beyond its Salisbury run
5. To develop relationships with at least two new co-producers
6. To produce Salisbury International Arts Festival 2022, after a break of two years
7. To produce at least two new visual arts exhibitions at Salisbury Arts Centre
8. To review and re-launch a financially sustainable food and drink offer at Salisbury Playhouse, to complement the re-opened ticket office and which is based on multi-tasking staff between the foyer, bar and ticket office
9. To apply to Arts Council England for NPO funding 2023/24-2025/26
10. To host the mid-scale Ramps on the Moon co-production with Sheffield Theatres of *Much Ado About Nothing* in the Main House

The core objectives of 2023/24 are as follows:

1. To programme and deliver a financially viable artistic programme, focusing on a programme which encourages audiences to return
2. To produce at least 4 in-house productions, of which one is a traditional Christmas pantomime for all ages
3. To produce *One Last Push*, a new commission from writer, Chris Chibnall, whose play, *Worst Wedding Ever* was commissioned by Salisbury Playhouse and produced in 2014 and revived in 2017
4. To develop relationships with at least one new co-producer
5. To execute a Strategic Review, to ensure a long-term financially sustainable business model
6. To implement the final recommendations of the Strategic Review
7. To use the findings of the Strategic Review as the basis for a new three-year Business Plan 2024/25 – 2026/27
8. To produce *The Tempest*, a promenade production, which will form the centrepiece to the Salisbury International Arts Festival 2023 and which will take place in Churchill Gardens, involving a mixture of professional practitioners and community participants

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

Wiltshire Creative is a multi-art form 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. 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 spoken word 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, when conditions allow. 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. As we emerge from the pandemic, the Front of House (FoH) operation at our two venues and as part of the festival has steadily returned to pre-pandemic levels, although this has been a gradual process, in line with the gradual return of audiences. The profits from the FoH operation are then directed back into the charity's core purpose of making art. Sadly we were obliged to suspend the operation of a range of our activities in autumn 2022, to make vital savings, thereby help stabilise the finances of the organisation. This included suspending our pottery and visual arts activities, delaying the reinstatement of a public performance programme in the Salberg and closing the café at the Arts Centre, all of which helped stem losses.

During the pandemic, our fundraising goals were modest, to account for the strained financial climate although they were increased for this year, to support the financial stabilisation of the organisation, with good effect. During the year we applied to Arts Council England for the new round of NPO funding 2023/24-2025/26. In October we received the welcome news that our application had been successful. Alongside this we are privileged to receive funding from both local authorities – Wiltshire Council and Salisbury City Council.

The organisation has a committed, hard-working and highly skilled staff as well as a dedicated team of volunteers. As we emerge from the pandemic and re-build the staffing capacity, their hard-working and conscientious credentials have been tested to the limit. 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 devastated audience numbers, as people lost the habit of seeking out live performance. This has also been exacerbated by the cost-of-living crisis, resulting in reductions in discretionary spend for much of the population. We are working hard to encourage audiences back with an attractive and familiar programme.

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.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

ACHIEVEMENTS AND PERFORMANCE

Wiltshire Creative events in person:

- were attended by 16,730 customers, purchasing 82,123 tickets
- 9,893 tickets were discounted in some way
- 2,658 tickets were complimentary
- At Christmas *Cinderella* sold **24,141** tickets. 40% of bookers were first time attenders to Wiltshire Creative.

Artistic Programme:

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

- ***The Children*** - the regional premiere of Lucy Kirkwood's witty, compelling, and entertaining drama about ageing and responsibility. Directed by Belinda Lang, designed by Michael Taylor, with lighting design by Matthew Eagland, sound design by Andrea J Cox and casting by Gabrielle Dawes CDG. The production featured Christine Kavanagh, Joanne Pearce and Brian Protheroe.
- ***Salisbury International Arts Festival 2022*** – the thrilling return of our much-loved festival was packed with a range of acts across all artforms – film, visual arts, theatre, spoken word, dance and music (classical and contemporary). This festival featured Associate Artist, Harriet Mackenzie. Productions and events included the following:
 - ***Stone Songs*** - a Wiltshire Creative production in association with La Folia, directed by Gareth Machin and conductor Howard Moody and featuring the Salisbury Festival Chorus
 - ***Daily Profundis*** – a Wiltshire Creative and Brighton Festival production featuring Simon Butteriss reading Oscar Wilde's *De Profundis*, which was digitally streamed
 - ***Island Life*** – a Wiltshire Creative exhibition curated by Dr Jack Ky Tan and Mirka Golden-Hann
 - ***Bemerton Beach Party/Tidworth Family Fiesta*** – two family-friendly days of events at Bemerton Heath and in Tidworth
 - ***Jubilee Concert*** – a concert to mark the Queen's Platinum Jubilee in Salisbury Cathedral, performed by Bournemouth Symphony Orchestra and conducted by Principal Guest Conductor, Mark Wigglesworth
 - ***Marmalade*** – a tactile circus piece for under 6s by Swedish company, Clare Parson Co.
 - ***Cleveland Watkiss: The Great Jamaican Songbook*** – an evening celebrating Jamaica's long history of pioneering musical sounds
 - ***Inner Worlds*** - a piano recital in St Thomas' Church by acclaimed artist, Cordelia Williams
 - ***Infinite Ways Home*** – international choreographer, Richard Chappell presented a multi-sensory production, exploring ritual, rave and human connection.
 - ***City Encounters*** – an ambitious and exciting programme of outdoor work, traditionally programmed as part of Salisbury International Arts Festival, supported by Without Walls. It brought together up-and-coming companies, established street artists and those making their first foray into creating work for public spaces. The programme included:
 - ***Big Gay Disco Bike***
 - ***Timeless***
 - ***Look Mum, No Hands***
 - ***No Man's Land***
 - ***Contemporary Dance 2.0*** – acclaimed Hofesh Schechter Company presented a work first created in 2019, which was an ironic reference to pop culture
 - ***Nightwalks with Teenagers*** – Canadian theatre company, Mammalian Diving Reflex worked with a group of teenagers, creating a walk which led participants through the city at night
 - ***As You Like It*** – performed by The Lord Chamberlain's Men in Rack Close, Cathedral Close

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

- **SHIFT: Amplifying Young Voices** – focusing on the idea of “Creating a Better Future” it was a week-end of events curated by young people, including Kitchen Island Conversations
 - **Julian Joseph Trio** – an evening of jazz by acclaimed jazz musician, Julian Joseph
 - **Vivaldi's Four Seasons and New Island Adventure** – the world premiere of Julian Joseph's violin concerto, married with Vivaldi's classic, performed in St Thomas' Church
 - **Tulu** – Acrobatics performed by Ethiopian circus company, Circus Abyssinia
 - **David Olusoga** – the award-winning historian explored the relationship between the British Isles and the people of Africa and the Caribbean
-
- **Congress** - the international premiere produced by Wiltshire Creative & All the Queens Men. *Congress* saw members of our local community take to the stage to make their very first public speeches. From the breathtaking setting of Salisbury Cathedral, our speakers reflected on their hopes and dreams for the future as well as topical subjects close to their hearts. They were specifically selected to represent the diversity of our city and collaborated with professional wordsmiths to craft their speeches, which were interspersed with striking dance and movement performances. Acknowledging the world's seismic experiences across the past two years, this production of *Congress* was specific to Salisbury and its people at a very particular time.
 - **The Wellspring** - directed by Jude Christian, this timely and intimate work from award-winning playwright Barney Norris (*Blood Wedding*, *The Remains of The Day*) and his father, the internationally acclaimed pianist and broadcaster David Owen Norris, examined that age-old story of a boy and his dad, and how they could relate to one another, in every sense of the word.
 - **Good Luck Studio** - a new play by Henry Shields, set in a children's television studio. It was a co-production between Wiltshire Creative and Colchester Mercury Theatre, in association with Mischief Theatre – the creators of *The Play That Goes Wrong*.
 - **Much Ado About Nothing** - a Sheffield Theatres and Ramps on the Moon production, featuring integrated creative sign language, audio description and captioning.
 - **Cinderella** - the return of spectacular pantomime at Salisbury Playhouse, after a break of two years, with a family favourite, building on productions of recent years – *Robin Hood*, *Beauty and the Beast* and *Jack and the Beanstalk*. The Pantomime was incredibly well received and the first time we worked with new writers (Wilsher, Plested and Brown), which has proved to be a successful relationship that will continue.
 - **Alfie Moore: Fair Cop Unleashed** - Alfie Moore's latest stand-up, following his highly successful Radio 4 series.
 - **Jen Brister: The Optimist** – comedian Jen Brister talking about whether the pandemic taught her to cope in a crisis.
 - **Mitch Benn: It's About Time** – comedian, songwriter and thinker of deep thoughts presented an evening of satire with guitar in hand.
 - **How The Other Half Loves** - Alan Ayckbourn's classic comedy launched Salisbury Playhouse's spring season, inviting audiences into a world of dysfunctional marriages, domestic drama and infidelity. Gareth Machin directed one of Ayckbourn's best loved plays, set in the 1970s – his follow up to *Relatively Speaking*, which previously ran at Salisbury Playhouse in 2019.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

Artist Support

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

Rehearsal Space

- Rehearsal Space at Salisbury Playhouse and Salisbury Arts Centre was given to the following artists:
 - Soldiers Arts Academy R&D
 - Iona Johnson
 - Anna Harriott
 - Louise Jordan
 - Laura Jasper
 - Jon Nash
 - Separate Doors
 - BOB Theatre

Commissions

Wiltshire Creative commissioned several projects across multiple strands of the organisation as follows:

- **Chris Chibnall – *One Last Push***
- **Wilsher, Plested & Brown – *Dick Whittington***

Diversity and Inclusion

Inclusivity and diversity are at the heart of our mission and business plan and are actively promoted by the Board and Executive.

We champion diversity and access in the broadest sense and value 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'. Our work over the course of the year has showcased a range of voices, artists and stories. In November we produced the international premiere of *Congress* in co-production with Australian theatre company, All the Queen's Men. The foundations of this extraordinary production were diversity and inclusion, as it gave voice to a range of marginalised people and offered them the opportunity to make their first public speech, reflecting their hopes and dreams for the future. Each speaker was supported by a professional wordsmith, who helped them craft their speech. The speakers had each been specially invited to represent the diversity of Salisbury.

We run a new Diversity & Inclusion Working Group, chaired by Take Part Director, Louise Dancy and with representation across the organisation to reflect a range of views and initiatives. The working group will further drive our inclusivity and diversity ambitions.

Last year Wiltshire Creative became an Associate company of disability-led consortium Ramps on the Moon (ROTM), 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. As an Associate company, Wiltshire Creative hosted ROTM's production by Sheffield Theatres of *Much Ado About Nothing* in autumn 2022, in which at least 50% of the company was D/deaf and/or disabled. We engaged an Agent for Change post, whose remit has been to increase inclusivity at Wiltshire Creative and to support the development of D/deaf and disabled audiences for the organisation.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

Over the course of the year, our Take Part team continued to develop and build on our work at Bemerton Heath and The Friary - areas of high social deprivation in Salisbury. Recognising that there are a range of social barriers which prevent people from engaging in the arts, we work with the local community, so we can 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 continued to work with young people through a variety of channels including Stage 65, our Young Ambassadors programme and our Further Education programme in partnership with Wiltshire College. Our youth programme continues to support high numbers of young people with disabilities, neuro-diversity and additional needs, all supported by a highly skilled professional team.

SHIFT is our programme which amplifies the voices of young people and places them at the heart of the organisation. It was launched in 2021/22 and following its first successful year, we appointed two new Artistic Associates – Edward Scott and Roisin McCay-Hines. SHIFT was subsequently programmed as part of Salisbury International Festival 2023 with a week-end of activities focused on the climate emergency, led by two young Associate Artists.

Take Part

Take Part 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. We do this by facilitating inspiring, accessible, high quality and inclusive arts experiences for the people of Salisbury, Wiltshire and beyond, regardless of the social challenges they may face.

This year saw an increase in our regular activity with a number of key artistic projects, which had high impact.

Our regular activity included creative sessions for vulnerable older people. It also included the provision of Further Education qualifications in Performing and Production arts in partnership with Wiltshire College and University Arts London. We also held our weekly inclusive youth theatre for young people aged 7-21 and also our weekly under 5s offer of dance, drama, play and craft activities.

Non-regular activity included large scale free family events on military bases and in low socio-economic areas.



We were central to two partnership projects which received national attention.

Celebrating Age, a national lottery-supported project for extremely isolated vulnerable older people across the county in partnership with Wiltshire Music Centre, The Pound in Corsham, Community First, Age UK and Wiltshire and Swindon History Centre. The scale of this project was championed at national events for Creativity for Older People and Creative Health and Wellbeing fora.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**



Well-City Salisbury, a national lottery-supported project in partnership with Wessex Archaeology, Salisbury Museum and ArtCare delivered free creative courses to support local people with mental health needs. There was great interest nationally in the new wellbeing evaluation framework being developed through this project and the project was championed at creative wellbeing and social prescribing events.

"It had been many years since I had been on a course and it took a couple of sessions to feel comfortable, but once that discomfort had been overcome the course became the focus of my week"
A participant

Opportunities for meaningful community engagement in artistically ambitious projects were impressive this year, both as part of Salisbury International Arts Festival and outside it.

SHIFT, our project to amplify the voices of young people through the arts, returned during the festival with three events over a weekend, designed and led by two young artists in collaboration with our Young Ambassadors. A free public music event featuring local young musicians saw an audience of thousands come together; a creative debate focussing on climate change featured young, south-west arts activists; an evening of performances of three new plays created in 24 hours.

"Congratulations on an amazing SHIFT programme, produced with so much care, thought and flair"
Culture Declares Emergency, South West

A collaboration with Bath Philharmonia created a unique experience for participants and audience. High quality arts engagement between Wiltshire Young Carers, Sarum Academy Secondary School and two world-class music soloists, violinist Harriet Mackenzie and saxophonist Jess Gillam, resulted in an orchestral concert at Salisbury Cathedral. The audience experienced a world class orchestral programme with solos from Jess and Harriet, as well as the new pieces created and performed on stage by Wiltshire Young Carers and Sarum Academy students. An unforgettable experience for all ending on a standing ovation from a diverse audience of music lovers and families.

Congress, in collaboration with Australian Company All The Queens Men saw the community taking over Salisbury Cathedral once again. Eight community members partnered with eight local writers to deliver powerful speeches about their own diverse experiences and their visions for the future. These were interspersed with local community dancers, resulting in a powerful and unforgettable evening for the participants and the audience.



"Thank you to All the Queens Men and Wiltshire Creative for putting on this memorable testimonial to the human spirit" Audience member

Development / Fundraising

Fundraised monies are vital income for the charity's financial stability and its ability to meet the needs of its beneficiaries, with a full range of events and activities. We are so grateful to our loyal supporters (and new ones), public funders, businesses and trusts and foundations, whose contributions are ensuring the on-going financial stabilisation of the charity.

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 2022/23 the Development department operated with a reduced team of one full-time co-ordinator and an External Relations Director working across Development and Communications and Sales departments and returning to work full time as Fundraising and Development Director in December 2022.

Wiltshire Creative is voluntarily registered with the Fundraising Regulator and all fundraising activity complies with the Fundraising Code of Practice. Fundraising income streams include: individual giving, corporate partnerships and sponsorships and grants from trusts and foundations.

Wiltshire Creative has a Supporters scheme which encourages annual giving at different levels. **Investors** (donations of £1,000+); **Commissioners** (donations of £500+); **Benefactors** (donations of £250+); **Producers** (donations £180+) and **Members** (donations of £40 single). All donations are given freely and any

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

discretionary thanking benefits are in line with HMRC guidelines. Point of sale donations with the purchase of tickets remains an additional form of individual giving of one-off donations. Corporate Sponsorships were received from Wilsons Solicitors, Quilter Cheviot Investment Management, Kindred Nurseries and Vanner Galleries. We continued to attract small grants from private trusts - The Gale Trust, The Gunther Trust, The Verdon-Smith Trust and The Chichester Trust.

A grant from Wiltshire Community Foundation to support a heat hub for those most affected by the cost-of-living crisis was confirmed in March 2023. Grant monies came in and activity commenced shortly after the start of the new financial year. A grant from Wiltshire Council Area Board saw the installation of two external 24-hour access defibrillator machines at our two venues, bringing benefit to over 2,000 local community residents.

Wiltshire Creative manages its own internal complaints process to agreed procedures (and in line with the Fundraising Regulator Code of Practice), 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. We received no fundraising complaints in 2022/23.

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 2022/23 Wiltshire Creative had a challenging year in financial terms. Audiences were slow to return to the theatre in the first eight months of the year leading to a significant deficit on unrestricted reserves. A successful last four months of the year mitigated this but still left a deficit on unrestricted reserves of £502,929 and a deficit on a consolidated basis of £717,472.

The disappointing out turn for the year has reduced our free reserves (excluding designated reserves) from £111,119 in 2022 to negative free reserves of (£90,860) in 2023. Confidence for the future was increased in October 2022 by confirmation of continued NPO funding from Arts Council England for a further three years to 2025/26. We also continue to receive additional funding from Wiltshire Council and Salisbury City Council.

Measures taken in 2022/23 to strengthen the finances have borne fruit in 2023/24. Relatively ambitious income targets in 2023/24 have mostly been achieved or exceeded. Development income is already ahead of target. Moreover, the government's Spring 2023 decision to retain the enhanced rate of Theatre Tax Relief for 2023/24, has resulted in additional income. As of October 2023, with the additional tax relief and better than budgeted income generation, free reserves are positive and we anticipate free reserves of a minimum of £100,000 by the year end.

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.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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.

The principal financial risk for the charity throughout the year has been the impact of the 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.

Reserves Policy

Wiltshire Creative has a reserves policy to seek to hold free reserves sufficient to cover three months of overheads, which currently equates to c. £600,000. The pressures of the pandemic and the limited ability to provide public performances severely impacted the reserves of the organisation, particularly when audiences did not return in numbers until the end of 2022. Management accounts, however, for the first seven months of 2023/24 demonstrate that we have already achieved positive free reserves and we expect them to reach £100,000 minimum by 31st March 2024 and to meet our reserves policy within five years.

Restricted Reserves

These reserves represent amounts given by donors for a specific purpose for which the funds must be used and 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. Wiltshire Creative has no specific designated reserves but because the Restricted Reserves are insufficient to cover Wiltshire Creative's fixed assets, a portion of the Unrestricted reserves are designated "Unrestricted Fixed Assets".

Free Reserves

These reserves are available, at the discretion of the Trustees, to be used for such purposes as the charity may require. Free Reserves are the unrestricted reserves with the unrestricted fixed assets deducted.

Because of the designation of "Unrestricted fixed assets" outlined above, Wiltshire Creative has negative free reserves assets of £90,860. With the return of audiences in 2023 and the strict control of overheads, free reserves are now positive in our management accounts and we predict that we will reach the end of 2023/24 with free reserves of minimum £100,000.

Details and values of each of the reserves are given in note 16 of the 2022/23 audited accounts.

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 in a volatile environment and, where possible, ensure that our work is seen in Salisbury and well beyond.

Our future plans currently include a programme of work across our many platforms including Salisbury Playhouse, Salisbury Arts Centre as well as mounting a Festival.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

Our future programme of work will include the following:

- **Brief Encounter** A Wiltshire Creative and New Wolsey Production in association with Yvonne Arnaud Theatre. A dazzling adaptation of the greatest love story of all time. *Brief Encounter* is adapted by award-winning theatre-maker Emma Rice, will be directed by the New Wolsey Theatre's new Chief Executive, Douglas Rintoul (*Made in Dagenham*, *Private Lives* and *All My Sons*).
- **The Verdict** A visiting production presented by Middle Ground Theatre. The show stars Jason Merrells who is known to millions for his roles in *Agatha Raisin*, *Emmerdale*, *Casualty* and *Waterloo Road*. Other cast members will include Richard Walsh (*London's Burning*) and Reanne Farley (*River City*).
- **The Tempest** Wiltshire Creative's boldest and most ambitious production to date. A promenade reimagining of one of Shakespeare's greatly loved plays, set in Churchill Gardens. It will include a professional cast of actors as well as a community cast of 120. Directed by Gareth Machin, designed by renowned international designer Dan Potra with musical supervision by Kate Edgar and movement direction by Khiley Williams.
- **Salisbury International Arts Festival 2023** – an eclectic offering of visiting productions. Highlights will include:
 - **HMS Pinafore** – presented by Opera Della Luna.
 - **Flamenco Origines** – presented by Lordes Fernandez.
 - **Starchitects** by Motionhouse - a joyful cosmic adventure for the whole family, with its mix of gravity-defying choreography and digital projections, using the dance-circus fusion.
 - **Elkie Brooks** – performing her numerous hit singles at the Playhouse.
 - **Doomsday** – vocal ensemble Siren will perform beneath and be inspired by St Thomas' medieval Doom painting, at St Thomas' Church.
 - **Musical Offerings** – Artistic Director of La Folia Howard Moody will return with a evening of Bach's music, in collaboration with Best Foot Music, interwoven with music and poetry from across the world at St Thomas' Church.
 - **Hannah Moule & the Moulettes** – embarking on the biggest musical adventure in their career so far, Hannah Moule & the band will continue to challenge expectations with this extraordinary project. In place of a fifth album, Xenolalia is 55 pieces of music - a set of songs about communication told five ways for an ensemble of five: Strings, Horns, A Cappella, Electronica & Electric.
- **Jeeves & Wooster in Perfect Nonsense** – P.G. Wodehouse's iconic double act, in a production relating the hilarious antics of a riotous week-end at country house, Tottleigh Towers.
- **Murder in The Dark** presented by Original Theatre, Trafalgar Theatre Productions & JAS Theatricals. A world premiere of a thrilling new ghost story from the acclaimed writer, Torben Betts.
- **The Girl on The Train** – based on the hit thriller by Paula Hawkins, this stage adaptation is by Rachel Wagstaff and Duncan Abel.
- **Dick Whittington** – our annual pantomime will be directed by Gareth Machin, written by Pleded, Brown and Wilsher, with design by Zoe Squires, lighting design by Nic Farman and choreography by Khiley Williams.
- **Judi Love** - Judi Love, the straight-talking powerhouse and one of the UK's most stand-out performers, will be bringing her fresh, unapologetic and charismatic real talk to Salisbury Playhouse. *The One Like Judi Love* will mark her first official tour.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

- ***I, Clara*** will tell the story of Clara Wieck Schumann through letters and diaries, interspersed with live performances of her works and with music from Robert Schumann, Brahms, Liszt, Mendelssohn and Chopin. The narrator for this performance will be the acclaimed actress, Dame Harriet Walter.
- ***Fascinating Aida*** will be celebrating 40 years on the road bringing their brand-new show to Salisbury Playhouse.
- ***One Last Push*** – a raucous new comedy about home birth, by Chris Chibnall, commissioned by Wiltshire Creative. Chris Chibnall's previous play, *Worst Wedding Ever* was commissioned and produced by Salisbury Playhouse in 2014 and revived in 2017.
- ***King Arthur*** - the award-winning funny men Le Navet Bete will return to Salisbury Playhouse with a brand-new laugh-out-loud show for the ages.
- ***Opera Boys*** - after a sold out run in 2023, the Opera Boys will be are back with *A Night at the Musicals*, a fabulous evening of power-house vocals, immaculate four-part harmony, breathtaking musical medleys and stunning solo performances.
- ***Houdini's Great Escape*** - A thigh-slapping whodunit with the death-defying Houdini being framed for murder.
- ***Living Spit: One Man and His Cow*** - written and performed by North Somerset's very own Living Spit, in rhyme and song, with a multitude of agricultural cliches and farmyard frolics.
- ***Threepenny Bit Ceilidh*** - traditional dance music with compelling rhythm and harmony at the core.
- ***Hayseed Dixie*** – an evening of rock classics with a country twist.
- ***A Brief History of Jazz*** - a musical tour of the history of jazz, playing hits by the legendary greats – Bix Beiderbecke, Louis Armstrong, Dizzy Gillespie, Chet Baker, and Miles Davis.
- ***Chris McCausland*** –his brand-new stand-up show, before he embarks on a mammoth nationwide tour in 2024.
- ***Mad Dog Mcree*** – a unique mixture of folk rock, pop, gypsy jazz and bluegrass from self-penned songs of adventure, drinking, love and life as well as traditional songs of gypsies, fairies, legless pirates and black flies.
- ***Omid Djalili*** – legendary comedian, Omid Djalili will guarantee an evening of experimentation.
- ***The Haar*** - a fresh, boundary-pushing take on traditional songs, featuring the singing talent of Molly Donnery combined with three of the most exciting instrumentalists on the folk and traditional music circuit.
- ***Louise Jordan: International Women's Day tour*** - a musical concert in celebration of International Women's Day 2024.
- ***Ania Magliano*** – a new show about the worst haircut of Ania Magliano's life.

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 31st January 2018. It is registered as a charity with the Charity Commission.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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 six 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.

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. All the 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.

Trustees' transactions with related parties are detailed in note 24.

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 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.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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, 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

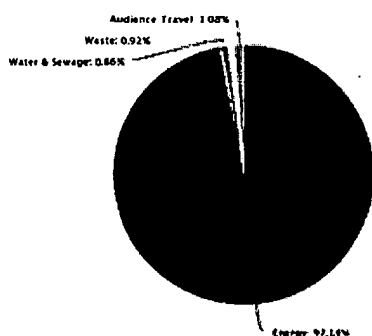
As we continued to emerge from the restrictions imposed by the Covid pandemic from 2020/21 - 2021/22 we were able to maintain our vigilance in monitoring the usage of gas, electricity and water, as well as other areas such as waste management. Working with our suppliers we were able to ensure value for money as well as sustainable products and services.

The increase in business activities through 2022/23 was welcome and with this came an increase in energy usage, and associated CO2 output. We also had an increase in the number of visitors to our venues. The most significant part of the increase is the additional amount of carbon created by customers in travelling to our shows. In 2022/23 this accounted for 51.24% of our total carbon footprint. We reported this to Julie's Bicycle, and ultimately to Arts Council England, as Scope 3 emissions – i.e. those that aren't directly generated by the organisation but those activities, which have a potentially negative impact on the business.

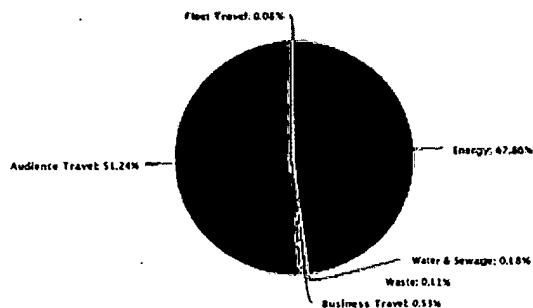
There was also a great deal of volatility in the fuel costs through the period due to the conflict in Ukraine and global markets reacted accordingly, owing to supply concerns. This caused a marked increase in gas and oil prices which affected the cost of domestic gas, and electricity generation.

The diagrams below show the marked contrast between 2021/22 and 2022/23 in terms of how the carbon distribution has changed in a single year.

Carbon distribution 2021/22



Carbon Distribution 2022/23



WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

With all the variables affecting our business it is very difficult to draw any comparison between 2021/22 and 2022/23. Conclusions cannot be drawn on any potential improvements as the values for each year are wildly different, and for differing reasons.

The tables below show the energy usage for the past two years.

2021-22	Totals	Variance	2022-23	Totals
Gas Gross Value	£16,533.6	171.3%	Gas Gross Value	£28,320.10
Elec Gross Value	£36,662.0	145.2%	Elec Gross Value	£53,226.10
Total	£53,195.6	153.3%	Total	£81,546.20
kWh			kWh	
Gas Gross Value	353,367	141.3%	Gas Gross Value	499,270
Electricity	193,246	382.1%	Electricity	738,375
Total	546,613	226.4%		1,237,645
Seats	27,984	257.1%	Seats	71,944
Performances	179	163.7%	Performances	293
Kgs CO2			Kgs CO2	
Gas	65,447	141.3%	Gas	92,470
Electricity	84,835	382.1%	Electricity	324,146
Total	150,282	277.2%	Total	416,616
Net increase in CO2		266,334	Kgs CO2	

Due to many changes in personnel over the period it was agreed that the Sustainability group format would change to reflect much more accurately the Arts Council's Investment Principles and our associated objectives and measures. The group name will change to Environmental Responsibility, and the group will be sponsored by Artistic Director, Gareth Machin and chaired by Development Director, Helen Taylor with support from Volunteer Sustainability Champion, Frank Kenny and Finance Manager, Caroline Corkill. This will provide a high level of continuity for the group. We have also appointed staff from each department to sit on the group so that we engage with all departments. Trustee Nicky Rudd sits on the group as the board representative.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group 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.

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors and signed on its behalf by:


Doric Bossom
Chair

Date: 14 December 2023

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WILTSHIRE CREATIVE

OPINION

We have audited the financial statements of Wiltshire Creative (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2023 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 or the 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.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WILTSHIRE CREATIVE (CONTINUED)

OTHER INFORMATION

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' 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.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

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

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

RESPONSIBILITIES OF TRUSTEES

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WILTSHIRE CREATIVE (CONTINUED)

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

The procedures undertaken in order to identify and assess risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, are as follows:

- We have considered the nature of the industry and sector, control environment and business performance;
- We have considered the results of our enquiries of management and the the Board about their own identification and assessment of the risk of irregularities;
- For any matters identified we have obtained and reviewed the parent charitable company's documentation of their policies and procedures relating to;
 - Identifying, evaluating and complying with laws and regulations whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risk of fraud and whether they have knowledge of actual, suspected or alleged fraud; and
 - The internal controls established to mitigate the risks of fraud or non-compliance with laws and regulations.
- We have considered the matters discussed among the audit engagement team, including internal tax specialists regarding how and where fraud might occur in the financial statements and potential indicators of fraud.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to income recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the Charitable Group and Company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities SORP (FRS 102) - Accounting and Reporting by Charities and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). In addition, we have considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Group and Company's ability to operate or to avoid a material penalty. These include data protection regulations, health and safety regulations, licensing acts and employment legislation.

Audit response to risks identified

As a result of performing the above procedures, we have completeness and cut-off of revenue recognition as a key audit matter related to the potential risk of fraud. Our procedures to respond to risks identified included the following:

- Documenting and validating the control environment for income and debtors and carrying out walkthrough testing;
- Undertaking substantive sample-based testing or proof in total calculations on all material revenue streams to ensure revenue has been recognised appropriately and accurately;

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WILTSHIRE CREATIVE (CONTINUED)

- Considering manual income journals as part of our work on fraud risks documented above;
- Reviewing the financial statement disclosures and testing to supporting documentation;
- Enquiring of management concerning actual and potential litigation claims;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement;
- Reading minutes of meetings of those charged with governance; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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. This description forms part of our Auditors' Report.

USE OF OUR REPORT

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



David Butler FCA DChA (Senior Statutory Auditor)
for and on behalf of
Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
10 Temple Back
Bristol
BS1 6FL

Date: *18 December 2023*

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies:	3				
Grants		1,533,638	-	1,533,638	1,914,974
Donations and legacies		121,353	-	121,353	128,331
Charitable activities	4	2,188,189	-	2,188,189	1,043,796
Other trading activities	5	308,808	-	308,808	159,565
Total income		4,151,988	-	4,151,988	3,246,666
Expenditure on:					
Raising funds		209,120	-	209,120	137,803
Charitable activities	6	4,445,797	214,543	4,660,340	3,141,376
Total expenditure		4,654,917	214,543	4,869,460	3,279,179
Net movement in funds		(502,929)	(214,543)	(717,472)	(32,513)
Reconciliation of funds:					
Total funds brought forward		1,317,001	3,731,182	5,048,183	5,080,696
Net movement in funds		(502,929)	(214,543)	(717,472)	(32,513)
Total funds carried forward	16	814,072	3,516,639	4,330,711	5,048,183

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 29 to 50 form part of these financial statements.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:00499076**

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023**

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	10	4,394,031	4,698,867
Current assets			
Stocks	12	28,450	17,062
Debtors	13	574,986	342,437
Cash at bank and in hand	19	368,763	816,245
		<u>972,199</u>	<u>1,175,744</u>
Creditors: amounts falling due within one year	14	(942,259)	(674,762)
Net current assets		<u>29,940</u>	<u>500,982</u>
Total assets less current liabilities		<u>4,423,971</u>	<u>5,199,849</u>
Creditors: amounts falling due after more than one year	15	(93,260)	(151,666)
Total net assets		<u><u>4,330,711</u></u>	<u><u>5,048,183</u></u>
Charity funds			
Restricted funds	16	3,516,639	3,731,182
Unrestricted funds	16	814,072	1,317,001
Total funds	16	<u><u>4,330,711</u></u>	<u><u>5,048,183</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Doric Bossom
Chair

Date: 14 December 2023

The notes on pages 29 to 50 form part of these financial statements.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:00499076**

**CHARITY STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	10	4,390,042	4,694,115
Investments	11	101	101
		<u>4,390,143</u>	<u>4,694,216</u>
Current assets			
Stocks	12	14,253	8,603
Debtors	13	680,003	310,672
Cash at bank and in hand	19	300,356	800,452
		<u>994,612</u>	<u>1,119,727</u>
Creditors: amounts falling due within one year	14	(950,354)	(674,911)
Net current assets		<u>44,258</u>	<u>444,816</u>
Total assets less current liabilities		<u>4,434,401</u>	<u>5,139,032</u>
Creditors: amounts falling due after more than one year	15	(93,260)	(151,666)
Total net assets		<u><u>4,341,141</u></u>	<u><u>4,987,366</u></u>
Charity funds			
Restricted funds	16	3,515,570	3,731,182
Unrestricted funds	16	825,571	1,256,184
Total funds		<u><u>4,341,141</u></u>	<u><u>4,987,366</u></u>

The Charity's net movement in funds for the year was £(646,225) (2022 - £(115,187)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Doric Bossom
Chair

Date: 14 December 2023



The notes on pages 29 to 50 form part of these financial statements.

WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	(391,872)	373,131
Cash flows from investing activities		
Interest received	735	32
Purchase of tangible fixed assets	(15,728)	(79,797)
Net cash used in investing activities	(14,993)	(79,765)
Cash flows from financing activities		
Repayments of borrowing	(35,073)	(11,667)
Interest paid	(5,544)	(2,993)
Net cash used in financing activities	(40,617)	(14,660)
Change in cash and cash equivalents in the year	(447,482)	278,706
Cash and cash equivalents at the beginning of the year	816,245	537,539
Cash and cash equivalents at the end of the year	368,763	816,245

The notes on pages 29 to 50 form part of these financial statements

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

1. GENERAL INFORMATION

Wiltshire Creative is a charitable company limited by guarantee, incorporated in England and Wales. Its registered office is Salisbury Playhouse, Malthouse Lane, Salisbury, Wiltshire, SP2 7RA.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), 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 FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

2.2 GOING CONCERN

The financial statements for the year ended 31 March 2023 have been prepared on a "going concern" basis as the Trustees remain confident that the Group will meet its working capital requirements until at least 31 December 2024. To support this assessment, relatively ambitious income targets at the end of 2022/23 and so far in 2023/24 have mostly been achieved or exceeded. This is principally in the areas of tickets sales and Front of House sales. Development income achieved just shy of its target in 2022/23 and is already ahead of target in 2023/24. Moreover, the government's Spring 2023 decision to retain the enhanced rate of Theatre Tax Relief for 2023/24, has resulted in additional income. As of October 2023, with the additional tax relief and better than budgeted income generation, the forecast for 31st March 2024 is significantly better than budget. Free reserves are positive in the October management accounts and we anticipate free reserves of a minimum of £100,000 by the year end.

The Trustees have met formally to agree a forward plan along with supporting budgets and cashflow projections. A better than break-even annual budget for 2024/25 has been prepared based on realistic audience projections and plans are in place to manage carefully the direct and overhead costs of the group to ensure that the organisation continues to operate within its existing working capital. The Arts Council has confirmed the group's National Portfolio Organisation funding with stand still funding until at least 2025/26. Wiltshire Council and Salisbury City Council continue to fund the organisation.

In summary, the Trustees consider that with the significant upswing in earned income, the continuing Arts Council and local authority revenue funding, higher rate tax relief continuing for 2024/25 and appropriate contingency plans, it is appropriate to prepare these accounts on a "going concern" basis.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. ACCOUNTING POLICIES (continued)

2.3 INCOME

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property and improvements	- between 5 and 50 years straight line
Leasehold property and improvements	- over remaining period of the lease
Plant, equipment and motor vehicles	- 3% to 33% of cost

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. ACCOUNTING POLICIES (continued)

2.6 INVESTMENTS

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.7 STOCKS

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.8 DEBTORS

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

2.9 CASH AT BANK AND IN HAND

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

2.10 LIABILITIES

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.11 FINANCIAL INSTRUMENTS

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

2.12 PENSIONS

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. ACCOUNTING POLICIES (continued)

2.13 FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

3. INCOME FROM GRANTS, DONATIONS AND LEGACIES

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
GRANTS			
Arts Council England - South West	1,301,448	1,301,448	1,301,458
Wiltshire Council	189,390	189,390	189,389
CJRS Grant	-	-	22,023
ACE - Culture Recovery Fund	-	-	356,104
Wiltshire Council - Covid-19	-	-	6,000
Salisbury City Council	42,800	42,800	40,000
	<u>1,533,638</u>	<u>1,533,638</u>	<u>1,914,974</u>
 Donations	 121,353	 121,353	 128,331
	<u>1,654,991</u>	<u>1,654,991</u>	<u>2,043,305</u>

All prior year amounts relate to unrestricted funds.

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
In House/Co-productions - Ticket income and programmes	1,173,816	1,173,816	590,775
Visiting Companies - Ticket Income	842,941	842,941	305,669
Education and Outreach Work	129,515	129,515	121,994
Events and Hiring	30,986	30,986	23,676
Miscellaneous Income	10,931	10,931	1,682
	<u>2,188,189</u>	<u>2,188,189</u>	<u>1,043,796</u>

All prior year amounts relate to unrestricted funds.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

5. INCOME FROM OTHER TRADING ACTIVITIES

Income from non charitable trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Sales	<u>308,808</u>	<u>308,808</u>	<u>159,565</u>

All prior year amounts relate to unrestricted funds.

6. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Charitable activities	<u>2,904,751</u>	<u>1,755,589</u>	<u>4,660,340</u>

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Charitable activities	<u>2,337,707</u>	<u>803,669</u>	<u>3,141,376</u>

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

6. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

ANALYSIS OF SUPPORT COSTS

	Total funds 2023 £	Total funds 2022 £
Staff costs	1,194,989	406,060
General office costs	452,042	331,577
Finance costs	72,805	37,736
Professional fees	35,509	27,856
Fundraising	244	440
	<u>1,755,589</u>	<u>803,669</u>

Following the pandemic, staffing was gradually re-built over the course of the year, as we returned to pre-pandemic levels of activity.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

7. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	In-House/ Co- Production 2023 £	Visiting Company 2023 £	Education and Outreach 2023 £	Total funds 2023 £
Backstage & other production costs	1,059,748	1,035,292	110,265	2,205,305
Production/activity advertising & marketing	209,344	204,513	21,782	435,639
Ticket sales & front of house	170,426	166,493	17,733	354,652
Education & outreach	-	-	213,997	213,997
Depreciation	153,945	150,392	16,018	320,355
Central premises costs	74,652	72,929	7,767	155,348
Support costs	459,590	448,984	47,820	956,394
Governance costs	8,962	8,755	933	18,650
	<u>2,136,667</u>	<u>2,087,358</u>	<u>436,315</u>	<u>4,660,340</u>
	In-House/ Co- Production 2022 £	Visiting Company 2022 £	Education and Outreach 2022 £	Total funds 2022 £
Backstage & other production costs	616,315	448,658	56,051	1,121,024
Production/activity advertising & marketing	196,616	143,130	17,811	357,557
Ticket sales & front of house	107,350	78,148	9,763	195,261
Education & outreach	-	-	192,964	192,964
Depreciation	182,256	132,677	16,575	331,508
Central premises costs	76,667	55,760	6,966	139,393
Support costs	436,540	317,788	39,701	794,029
Governance costs	5,300	3,858	482	9,640
	<u>1,621,044</u>	<u>1,180,019</u>	<u>340,313</u>	<u>3,141,376</u>

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

8. STAFF COSTS

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Wages and salaries	1,628,458	1,356,761	1,546,134	1,290,991
Contribution to defined contribution pension schemes	36,311	30,779	36,311	26,379
	1,664,769	1,387,540	1,582,445	1,317,370

During the year, staff restructuring costs were incurred amounting to £11,642 (2022: £15,037).

The average number of persons employed by the Charity during the year was as follows:

	Group 2023 No.	Group 2022 No.	Charity 2023 No.	Charity 2022 No.
Theatre	122	92	122	92
Cafe, bar & shop	42	27	-	-
	164	119	122	92

The average headcount expressed as full-time equivalents was:

	Group 2023 No.	Group 2022 No.	Charity 2023 No.	Charity 2022 No.
Theatre	48	47	48	47
Cafe, bar & shop	6	3	-	-
	54	50	48	47

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2023 No.	Group 2022 No.
In the band £60,001 - £70,000	-	2
In the band £70,001 - £80,000	2	-

The key management personnel of the Trust comprise the Trustees (who do not receive remuneration for their role as Trustees) and the Senior Management Team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer National Insurance contributions) received by key management personnel for their services to the Trust was £333,657 (2022: £365,778).

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

9. TRUSTEES' REMUNERATION AND EXPENSES

During the year ended 31 March 2023, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

10. TANGIBLE FIXED ASSETS

GROUP

	Freehold property £	Long-term leasehold property £	Fixtures and fittings £	Total £
COST				
At 1 April 2022	4,101,419	4,284,500	2,152,682	10,538,601
Additions	-	-	15,728	15,728
At 31 March 2023	4,101,419	4,284,500	2,168,410	10,554,329
DEPRECIATION				
At 1 April 2022	2,784,206	1,409,435	1,646,093	5,839,734
Charge for the year	109,545	107,226	103,793	320,564
At 31 March 2023	2,893,751	1,516,661	1,749,886	6,160,298
NET BOOK VALUE				
At 31 March 2023	1,207,668	2,767,839	418,524	4,394,031
At 31 March 2022	1,317,213	2,875,065	506,589	4,698,867

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

10. TANGIBLE FIXED ASSETS (CONTINUED)

GROUP (CONTINUED)

CHARITY

	Freehold property £	Long-term leasehold property £	Fixtures and fittings £	Total £
COST				
At 1 April 2022	4,101,419	4,284,500	2,122,952	10,508,871
Additions	-	-	15,178	15,178
At 31 March 2023	4,101,419	4,284,500	2,138,130	10,524,049
DEPRECIATION				
At 1 April 2022	2,784,206	1,409,435	1,621,115	5,814,756
Charge for the year	109,545	107,226	102,480	319,251
At 31 March 2023	2,893,751	1,516,661	1,723,595	6,134,007
NET BOOK VALUE				
At 31 March 2023	1,207,668	2,767,839	414,535	4,390,042
At 31 March 2022	1,317,213	2,875,065	501,837	4,694,115

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

11. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies £
CHARITY	
COST	
At 1 April 2022	101
AT 31 MARCH 2023	<u>101</u>
NET BOOK VALUE	
AT 31 MARCH 2023	<u>101</u>
AT 31 MARCH 2022	<u>101</u>

12. STOCKS

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Stocks and goods for resale	<u>28,450</u>	<u>17,062</u>	<u>14,253</u>	<u>8,603</u>

13. DEBTORS

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
DUE WITHIN ONE YEAR				
Trade debtors	62,959	75,164	62,076	74,893
Amounts owed by group undertakings	-	-	314,940	50,097
Other debtors	408,004	238,834	198,964	157,243
Prepayments and accrued income	104,023	28,439	104,023	28,439
	<u>574,986</u>	<u>342,437</u>	<u>680,003</u>	<u>310,672</u>

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Other loans	35,000	11,667	35,000	11,667
Trade creditors	185,605	190,431	176,249	182,898
Amounts owed to group undertakings	-	-	22,764	15,000
Other taxation and social security	39,605	106,233	39,605	106,215
Other creditors	87,281	99,522	86,482	96,736
Accruals and deferred income	594,768	266,909	590,254	262,395
	942,259	674,762	950,354	674,911

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Deferred income at 1 April 2022	264,872	80,225	262,086	80,225
Resources deferred during the year	491,101	264,872	491,101	262,086
Amounts released from previous periods	(264,872)	(80,225)	(262,086)	(80,225)
	491,101	264,872	491,101	262,086

Deferred income relates to advance ticket sales for performances after the year end.

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Other loans	93,260	151,666	93,260	151,666

The bank loan relates to the Coronavirus Business Interruption Loan Scheme, the amount is repayable monthly over a term of 6 years and has an interest rate of 2.62% over the base rate per annum. The loan is secured by way of a legal charge over the freehold property held at 100A Fisherton Street, Salisbury.

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers In/out £	Balance at 31 March 2023 £
UNRESTRICTED FUNDS					
DESIGNATED FUNDS					
Artistic development and box office reserve	100,000	-	-	(100,000)	-
Building R&R and improvements	69,000	-	-	(69,000)	-
Development	41,657	-	-	(41,657)	-
Unrestricted fixed assets	995,225	-	(106,021)	15,728	904,932
	<u>1,205,882</u>	<u>-</u>	<u>(106,021)</u>	<u>(194,929)</u>	<u>904,932</u>
GENERAL FUNDS					
General fund	111,214	3,843,180	(4,229,753)	194,929	(80,430)
Non-charitable trading funds	(95)	308,808	(319,143)	-	(10,430)
	<u>111,119</u>	<u>4,151,988</u>	<u>(4,548,896)</u>	<u>194,929</u>	<u>(90,860)</u>
FREE RESERVES					
	<u>111,119</u>	<u>4,151,988</u>	<u>(4,548,896)</u>	<u>194,929</u>	<u>(90,860)</u>
TOTAL UNRESTRICTED FUNDS	<u>1,317,001</u>	<u>4,151,988</u>	<u>(4,654,917)</u>	<u>-</u>	<u>814,072</u>

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. STATEMENT OF FUNDS (CONTINUED)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
RESTRICTED FUNDS					
Theatre Development Fund	251,460	-	(3,834)	-	247,626
Eda Moore Legacy	47,998	-	(669)	-	47,329
National Lottery Capital Grant	139,709	-	(43,904)	-	95,805
Capital Building Campaign	500,767	-	(25,021)	-	475,746
ACE - Small Scale Capital	60,794	-	(19,247)	-	41,547
Capital works inc external lighting	2,559,889	-	(105,956)	-	2,453,933
Salisbury Arts Centre 2018 remedial works	143,025	-	(15,912)	-	127,113
Access Project	27,540	-	-	-	27,540
	<u>3,731,182</u>	<u>-</u>	<u>(214,543)</u>	<u>-</u>	<u>3,516,639</u>
TOTAL OF FUNDS	<u>5,048,183</u>	<u>4,151,988</u>	<u>(4,869,460)</u>	<u>-</u>	<u>4,330,711</u>

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
UNRESTRICTED FUNDS					
DESIGNATED FUNDS					
Capital Building appeal	424,925	-	-	(424,925)	-
Capital and repairs & other	170,802	-	-	(170,802)	-
Artistic development and box office reserve	100,000	-	-	-	100,000
Building R&R and improvements	69,000	-	-	-	69,000
Development	28,043	13,614	-	-	41,657
Unrestricted fixed assets	-	-	-	995,225	995,225
	<u>792,770</u>	<u>13,614</u>	<u>-</u>	<u>399,498</u>	<u>1,205,882</u>
GENERAL FUNDS					
General fund	298,196	3,073,487	(2,893,669)	(366,800)	111,214
Non-charitable trading funds	(62)	159,565	(159,598)	-	(95)
	<u>298,134</u>	<u>3,233,052</u>	<u>(3,053,267)</u>	<u>(366,800)</u>	<u>111,119</u>
FREE RESERVES					
	<u>298,134</u>	<u>3,233,052</u>	<u>(3,053,267)</u>	<u>(366,800)</u>	<u>111,119</u>
TOTAL UNRESTRICTED FUNDS	<u>1,090,904</u>	<u>3,246,666</u>	<u>(3,053,267)</u>	<u>32,698</u>	<u>1,317,001</u>

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. STATEMENT OF FUNDS (CONTINUED)

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
RESTRICTED FUNDS					
Theatre Development Fund	255,295	-	(3,835)	-	251,460
Eda Moore Legacy	48,667	-	(669)	-	47,998
SDC Capital Grant	2,294	-	(2,294)	-	-
National Lottery Capital Grant	184,029	-	(44,320)	-	139,709
Capital Building Campaign	525,788	-	(25,021)	-	500,767
Arts Council Sustain	4,904	-	(4,904)	-	-
Catalyst	1,549	-	-	(1,549)	-
ACE - Small Scale Capital	80,041	-	(19,247)	-	60,794
Capital works inc external lighting	2,665,845	-	(105,956)	-	2,559,889
Small capital project	3,753	-	(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	158,938	-	(15,913)	-	143,025
Access Project	27,540	-	-	-	27,540
	<u>3,989,792</u>	<u>-</u>	<u>(225,912)</u>	<u>(32,698)</u>	<u>3,731,182</u>
TOTAL OF FUNDS	<u>5,080,696</u>	<u>3,246,666</u>	<u>(3,279,179)</u>	<u>-</u>	<u>5,048,183</u>

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. STATEMENT OF FUNDS (CONTINUED)

DESIGNATED FUNDS

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.

Capital building appeal and Capital and repairs & other: This represents funds designated to support the capital building programme and other capital requirements.

Unrestricted fixed assets: This is the net book value of fixed assets funded by unrestricted reserves.

GENERAL FUNDS

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

Non-charitable Trading Funds: This represents the net assets of Playhouse Services Limited and Salisbury Playhouse Productions Limited.

RESTRICTED FUNDS

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 than any unapplied funds should be held in trust for and transferred to a further named beneficiary. The balance shown at the year end consists of the total legacy receivable to date less the amount so far depreciated.

National Lottery Capital Grant and Capital Building Campaign: In 2005, the Theatre launched the capital building campaign to raise funds to build a rehearsal space and community and education space.

ACE 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.

Capital Works: The grants were made in respect of capital expenditure on St. Edmunds Church which had 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 the expenditure each year is equivalent to the amount of depreciation charged against that expenditure.

Salisbury Arts Centre 2018 Remedial Works: This fund comprises grant funding from Wiltshire Council, following the merger in February 2018 towards the central capital expenditure on Salisbury Arts Centre including work on lighting, drains, fire systems and technical controls and an amount each year will be released, less the amount so far depreciated.

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

SDC Capital Grant: These funds arose from capital grants received in order to assist the funding of the

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. STATEMENT OF FUNDS (CONTINUED)

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 the year end consists of the total grants received to date less the amount so far depreciated.

Arts Council Sustain: In October 2009 Arts Council England awarded the Theatre £400,000 spread over two years as part of its sustained 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 the year end consists of the total funds received less the amount so far depreciated

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.

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	904,932	3,489,099	4,394,031
Current assets	944,659	27,540	972,199
Creditors due within one year	(942,259)	-	(942,259)
Creditors due in more than one year	(93,260)	-	(93,260)
TOTAL	814,072	3,516,639	4,330,711

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	967,685	3,731,182	4,698,867
Current assets	1,175,744	-	1,175,744
Creditors due within one year	(674,762)	-	(674,762)
Creditors due in more than one year	(151,666)	-	(151,666)
TOTAL	1,317,001	3,731,182	5,048,183

WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

18. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2023 £	Group 2022 £
Net expenditure for the year (as per Statement of Financial Activities)	(717,472)	(32,513)
ADJUSTMENTS FOR:		
Depreciation charges	320,564	333,800
Interest received	(735)	(32)
Interest paid	5,544	2,993
(Increase) / Decrease in stocks	(11,388)	281
Increase in debtors	(232,549)	(83,728)
Increase in creditors	244,164	152,330
NET CASH (USED IN) / PROVIDED BY OPERATING ACTIVITIES	(391,872)	373,131

19. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group 2023 £	Group 2022 £
Cash in hand	368,763	816,245
TOTAL CASH AND CASH EQUIVALENTS	368,763	816,245

The charity only cash balance is £300,356 (2022: £800,452).

20. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2022 £	Cash flows £	Other non- cash changes £	At 31 March 2023 £
Cash at bank and in hand	816,245	(447,482)	-	368,763
Debt due within 1 year	(11,667)	11,667	(35,000)	(35,000)
Debt due after 1 year	(151,666)	23,406	35,000	(93,260)
	652,912	(412,409)	-	240,503

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

21. NATIONAL LOTTERY GRANT

Wiltshire Creative (as The Salisbury Arts Theatre Limited) has been the 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 £95,805.

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 purpose for which it was obtained, or fails to complete the project;
- The recipient fails to comply with the conditions of the grant.

22. PENSION COMMITMENTS

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and in the year amounted to £36,311 (2022: £30,779). £6,887 (2022: £3,780) was payable to the fund at the balance sheet date and is included in other creditors.

23. MEMBERS' LIABILITY

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £NIL for the debts and liabilities contracted before he/she ceases to be a member.

24. RELATED PARTY TRANSACTIONS

The Charity has not entered into any related party transactions during the year, nor are there any outstanding balances owing between related parties and the Charity. The Charity has taken advantage of the exemption in FRS102 Section 33.1A and not disclosed transactions with group entities.

25. CONTROLLING PARTY

The Charity is controlled by its Trustees

**WILTSHIRE CREATIVE
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

26. PRINCIPAL SUBSIDIARIES

The following were subsidiary undertakings of the Charity and included in the consolidation:

Names	Company number	Registered office or principal place of business	Class of shares	Holding
Salisbury Playhouse Productions Limited	09217165	Salisbury Playhouse, Malthouse Lane, Salisbury, Wiltshire, SP2 7RA	Ordinary	100%
Playhouse Services Limited	02694718	Salisbury Playhouse, Malthouse Lane, Salisbury, Wiltshire, SP2 7RA	Ordinary	100%

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	(Loss)/(Deficit) for the year £	Net assets £
Salisbury Playhouse Productions Limited	619,025	(629,360)	(10,335)	(10,430)
Playhouse Services Limited	308,808	(308,808)	-	-