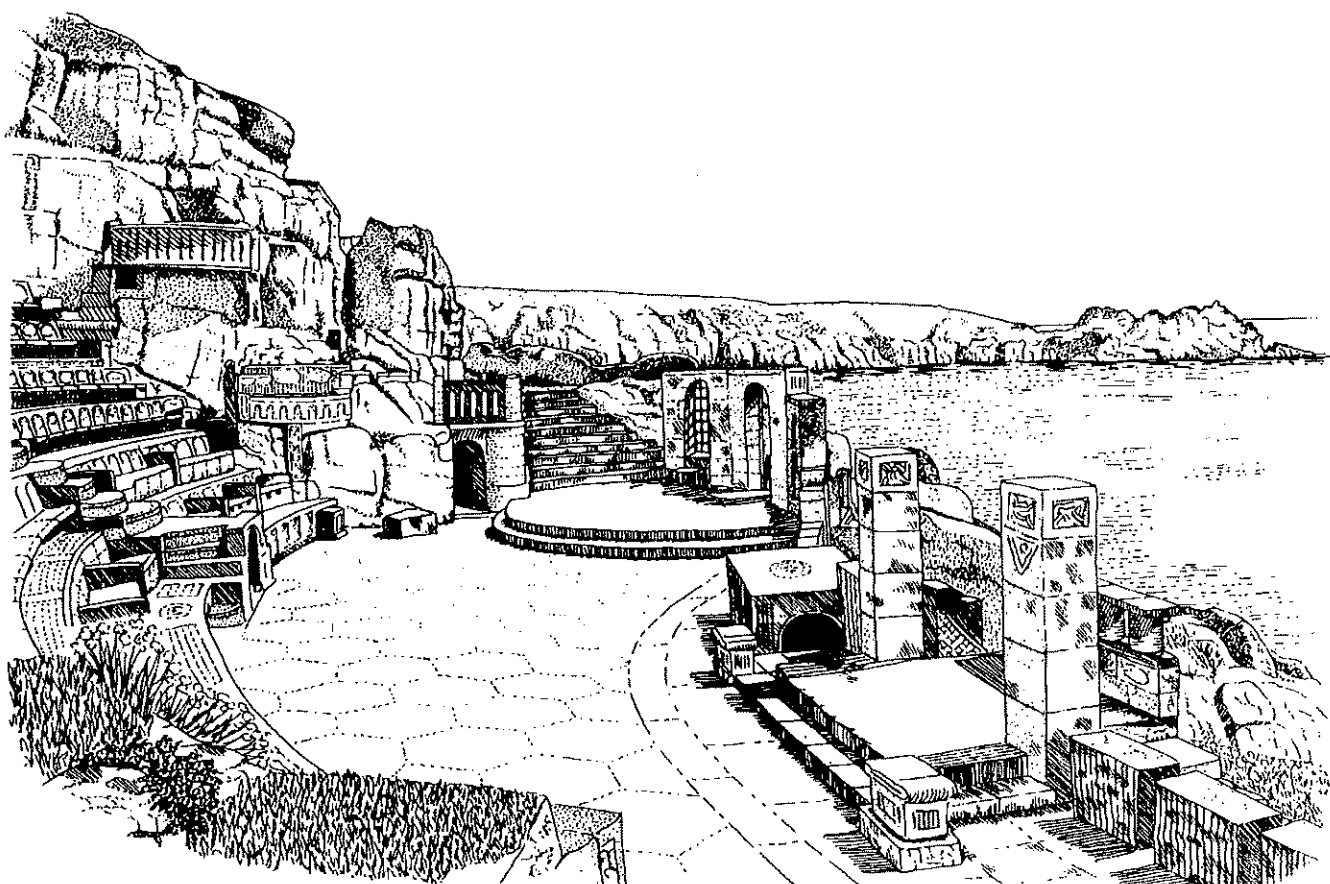


# **The Minack Theatre Trust CIO**

*(Registered Charity Number 1166799)*



## **Trustees' Report and Financial Statements**

**31 December 2022**

The Minack Theatre Trust CIO

A Charitable Incorporated Organisation with a registered charity No: 1166799

Registered in England & Wales, Principal Office: Minack Theatre, Porthcurno, Penzance, Cornwall. TR19 6JU

# CONTENTS

	<i>Page</i>
Trustees' report	2
Reference and administrative details	3
Structure, governance and management	5
Objectives and activities	7
Review of achievements and public benefit for the year	10
Financial review and results for the year	15
Reserves policy	17
Investment policy	17
Plans for future years	18
Statement of Trustees' responsibilities	20
Statement of disclosure to auditor	21
Auditors' report	22
Consolidated statement of financial activities	26
Charity statement of financial activities	27
Consolidated and charity balance sheets	28
Consolidated and charity cash flows	29
Notes to the financial statements	30
2022 Season	45

# TRUSTEES' REPORT

*For the year to 31 December 2022*

The trustees are pleased to present their report together with the audited consolidated financial statements of The Minack Theatre Trust CIO ("the Minack") for the year to 31 December 2022 and can confirm that the latter comply with the requirements of the Charities SORP 2019.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)."

References in these financial statements to "the charity" include The Minack Theatre Trust CIO or its predecessor The Minack Theatre Trust (charity number 271483), depending on the context.

## Reference and Administrative Details

Registered name	The Minack Theatre Trust CIO
Charity registration number	1166799

### Trustees

The Trustees at 31st December 2022	Mr C. J. F. Sinclair Mr M. A. Conboye Mr M. J. Iles Mr J. M. Sinclair Mrs E. R. Smith
------------------------------------	---

There are no committees or subcommittees of the Trustees.

### Officers

Secretary	Mr J. M. Sinclair
-----------	-------------------

### Senior Management Team

Executive Director	Ms Z. M. Curnow
Production Manager	Mr S. J. Hutchings
Associate Director	Mr J. Brolly
Visitor Experience Manager	Ms L. R. Manning
Business Support Manager	Ms M. K. Hall

The principal and operating address of the charity: The Minack Theatre,  
Porthcurno, Penzance, Cornwall TR19 6JU.  
[www.minack.com](http://www.minack.com)

**Bankers**

**Lloyds Bank plc,**  
PO Box 8, Market House,  
Penzance,  
Cornwall TR18 2TN.

**Cazenove Capital Management,**  
1 London Wall Place,  
London Wall  
London EC2Y 5AU.

**Auditors**

**RRL LLP**  
Peat House,  
Newham Road,  
Truro,  
Cornwall TR1 2DP.

**Solicitors**

**Tozers**  
Broadwalk House,  
Southernhay West,  
Exeter,  
Devon EX1 1UA

# **Structure, Governance and Management**

## **Governing instrument**

The charity, which is a Charitable Incorporated Organisation, is governed by its Constitution dated 27 April 2016.

## **Recruitment and induction of trustees**

Following a skills audit, trustees are sought whose skills, knowledge and experience are relevant to the administration of the charity and complement the skills of the existing trustees.

New trustees must be appointed by resolution at a properly convened meeting of the charity trustees. Trustees on appointment are given:

1. A copy of the Charity Commission's publication "The Essential Trustee: What you need to know".
2. A copy of the charity's current constitution.
3. A copy of the charity's latest Trustees' Annual Report and statement of accounts.
4. A copy of the minutes of recent meetings.

They are then given a tour of the Minack and meet the senior management team.

## **Organisation**

The trustees formulate policy. The Secretary is responsible for the administration of the charity. Operational control is delegated to the Executive Director. The rest of the senior management team report to her.

## **Related parties**

The Minack Theatre Limited (Company Registration Number 03833428) is a wholly owned trading subsidiary of The Minack Theatre Trust CIO. See Notes 3 and 11 to the financial statements for a synopsis of its results.

Minack Productions Limited (Company Registration Number 13798938) is a wholly owned trading subsidiary of The Minack Theatre Trust CIO. See Note 11 to the financial statements for a synopsis of its results.

## **Risk Management**

The trustees have assessed the major risks to which the charity is currently exposed, in particular those relating to its finances and its operations (including health and safety) and they are satisfied that systems are in place to monitor and mitigate the charity's exposure to such risks. They are also satisfied that a robust procedure is in place for identifying and evaluating the risks associated with new areas of activity.

The risk management action plan is reviewed in February each year. The most significant risks following the 2023 review are:

1. The risk of accidents due to the hazardous nature of the site.
2. Compromise of IT systems or data.
3. Risk associated with where cash reserves are lodged.
4. Risk associated with concerns over the stability of Maunsell's Hill – the public highway used to access the Minack.
5. Over reliance on key personnel, particularly the Executive Director and the Technical Manager.

## **Heritage Asset**

The trustees consider that the open-air theatre is a 'heritage asset' as described in FRS102. The theatre itself was built during the 1930s by Rowena Cade, the founder. Since the Minack Theatre Trust was originally founded in 1976, repairs have been carried out.

In the opinion of the trustees, reliable information on historic cost or valuation is not available for the theatre. This is due to the lack of information available concerning purchase and building cost and the lack of comparable market values given the uniqueness and location of the theatre itself. Additionally, any valuation would involve costs that are likely to be excessive and unproductive.

The theatre itself is therefore not reported as an asset on the balance sheet, other than recent improvements to the theatre which are reported at cost.

## Objectives & Activities

### Charitable objects

The formal objects of The Minack Theatre Trust CIO are “to educate the public in the dramatic and operatic arts and to further the development of public appreciation and taste in those arts”.

These formal objects translate into three core objectives, which are to:

1. **Engage** the public through creative performance and the living and visual arts embodied in the Minack Theatre.
2. **Enhance** people’s lives through the shared experience of live performance and of visiting the Minack Theatre.
3. **Inspire** people by the remarkable story of Rowena Cade, and young people especially through active participation in creative activities.

The trustees are granted wide powers to achieve these objects, which are set out in the Constitution. Inter alia these relate to:

1. Borrowing money
2. Buying, leasing or hiring property
3. Selling leasing or otherwise disposing of property
4. Employing and remunerating staff
5. Depositing or investing funds



## **Aims and intended impact**

The aims of the charity were reviewed during 2021. The revised aims were adopted by the Trustees on 27 November 2021 and are to:

1. Programme a wide range of theatre and other events to engage a diverse audience and enable active community participation while maintaining standards of excellence.
2. Provide a wide range of creative opportunities, to inspire people, particularly Cornish children and students, to learn and develop all skills associated with live performances.
3. Educate visitors about Rowena Cade, her story and that of the Minack. Inspire them through creative presentation of exhibitions, live narration and digital interpretation.
4. Develop and nurture the natural environment of the Minack, especially the garden, to enhance the experience of visiting the theatre and inspire people through its unique balance of natural and human art.
5. Provide sustainable, modern facilities for audiences, visitors, staff and performers that are suitable to the unique environment of the Minack.
6. Develop and support an outstanding team of versatile people to ensure visitors, performing companies and participants enjoy a life enhancing experience at the Minack.
7. Develop retail and catering strategies to meet the reasonable expectations of visitors given the nature of the site and generate funds to support aims 1 to 6.
8. Generate sufficient funds through core activities to achieve aims 1 to 6 in a viable manner for the very long term.

## **Objectives for the year**

The objectives for the year were to continue working towards achievement of the charity's aims.

## **Strategies to achieve the year's objectives**

1. Create a varied and engaging programme of live performance to attract a large and diverse audience.
2. Build on our educational and outreach programme to engage young people, especially those in hard to reach communities.
3. Continue to develop methods to communicate the story of Rowena Cade and enhance the profile of the Minack Theatre.
4. Maintain robust policies for capital expenditure and financial management

## **Principal activities of the year**

The principal activities of the charity are usually to:

1. Put on theatre performances, music and comedy events throughout the year, and a programme of storytelling performances in the school holidays.
2. Provide a comprehensive participatory programme offering opportunities for local school children, the wider local community and visitors to Cornwall to learn and develop skills associated with the performing arts and theatre in particular.
3. Open the Minack throughout the year for visitors to explore the theatre and garden, and to learn about Rowena Cade and how she created the Minack.

Theatre revenue usually comes from renting the theatre to successive production companies, ticket sales for the Minack's own productions, booking charges and subscriptions from Friends.

Visitors pay for admission to the site where, in the Exhibition Centre and through access to live interpretation and an audio app, they learn how Rowena Cade, the founder of the charity, came to build her remarkable theatre and how her work is being carried forward today.

A café and takeaway outlets provide catering for all visitors and souvenirs are sold through a subsidiary limited company which covenants any profits back to the charity.

## **Auditors**

A resolution to re-appoint RRL LLP as auditors will be proposed at the next trustees' meeting.

## Review of Achievements & Public Benefit for 2022

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives and in planning future activities.

2022 was the Minack's 90<sup>th</sup> anniversary. This was marked through the creation of a temporary exhibition celebrating Rowena Cade's achievement and focussing on productions of *The Tempest* through the 90 years. A sculpture of Ariel was commissioned by local makers, Alice King and Mae Voogd and the education team focussed much of their work around *The Tempest* through the year including a trip by the Acting Academy to Regent's Park Open Air Theatre where they performed informally to arriving audiences. We attracted national media interest for our 90<sup>th</sup> Anniversary including interviews on BBC Breakfast, ITV West Country and BBC Radio Derby.

216,235 people visited the Minack in 2022 (including show audiences), an expected, but significant increase on the 186,200 who visited in 2021. The shows performed to 70% capacity audiences across the traditional season from April to the end of September. A further 9,115 people watched one of 51 performances in March, October and December. After a remarkably dry season to the end of August, 2,669 tickets had to be refunded for nine cancelled performances and refunds were offered on a further five performances in the autumn as the weather significantly disrupted the experience for audiences.

Since 1976, the Minack has been run by a charity and has developed in recent years into a successful producing theatre with an extensive education offer without requiring any arts related funding.

The trustees are committed to taking their responsibility to visitors, the local community and other stakeholders seriously.

The achievements and public benefits that the Minack provided in 2022 against the aims of the charity include:

- I. Programme a wide range of theatre and other events to engage a diverse audience and enable active community participation while maintaining standards of excellence.**
  - a. During 2022 we programmed 292 performances including 43 storytelling shows for children and families. We also held 2 play-reading sessions for an invited audience of friends and local residents. Of our main programme, 92 performances included community or non-professional players, an additional 69 involved children, young people or students and over 90 gave employment to Cornish-based professional companies or performers.
  - b. We staged 4 Minack productions, *The Kiss That Missed*, *Hetty Feather*, *Songs Under the Stars* and *The Firework Maker's Daughter*. *The Firework Maker's Daughter* was also performed at Prideaux Place in partnership with Tête à Tête Opera. *The Kiss That Missed* went on a national tour.
  - c. We also co-produced 2 productions: *Superstition Mountain* with Ha Hum Ah Theatre and *Calvino Nights* in cahoots with Mike Shepherd. *Calvino Nights* also performed at The Lost Gardens of Heligan and *Superstition Mountain* went on a national tour including to the Theatre Royal in Plymouth.

- d. After two seasons of disruption due to the Covid-19 pandemic, we finally welcomed back 13 of our regular community based companies who were originally scheduled to perform in 2020.
- e. Our audience in 2022 came from all parts of the UK, though the largest proportion were from the south-west and London. There were a small number of overseas visitors.
- f. 98,088 people attended a performance at the Minack during 2022. 12% of our audience for performances were aged under 16 (rising to 42% for storytelling shows) and we issued 506 free tickets to carers accompanying people with access needs. Stating an age is an optional feature of our booking system but based on the sample of >20,000 audience members who did give their ages, 23% were 66 and older, 39% were aged 50 – 65, and 26% were 17 – 49.

**2. Provide a wide range of creative opportunities to inspire people, particularly Cornish children and students, to learn and develop all skills associated with live performances.**

- a. In 2022 we expanded our educational programme to provide more creative opportunities and activities for young people.
- b. The Minack Acting and Musical Theatre Academies continued to provide opportunities for young people to develop their skills, including workshops with established professionals in the sector. Our Acting Academy students all achieved either Merit or Distinction in Trinity Acting exams.
- c. Students of the Musical Theatre Academy took part in *Songs Under the Stars* with West End performers Daniel Boys and Daisy Boyles and members of the Acting Academy took leading roles in *Hetty Feather*. The Acting Academy also performed 4 plays commissioned from new writers on the main stage as part of our Emerging Writers scheme.
- d. In September we auditioned entrants for both Academies and have been able to maintain 24 places in each with an extended offer for the older students in the groups to support their progression to the next stage of their education.
- e. The Arts Award programme continued to help students achieve recognised qualifications. In 2022, 19 students passed the introductory 'Discover' level and 14 passed 'Explore'. A further 6 are working towards their 'Explore'. In addition, 3 Minack Academy students gained their Bronze and one their Silver Arts Award, 6 students from our outreach programmes are also working towards their Bronze Arts Award.
- f. Following 2021's successful production of *Ocean World*, we worked again with Cornwall Music Service Trust to produce Kate Stilitz and Jilly Jarman's song cycle, *One Small Bird*. Once again this brought together over 200 students from schools across Cornwall, plus students from the Lockwood Urban School of Dance, the Minack Academies and Cornwall Youth Chamber Choir.
- g. We created a successful education programme for Shakespeare week, based on *The Tempest*. This was offered to schools throughout Cornwall resulting in 674 children from 25 schools experiencing a workshop based on the play all within one week.
- h. We worked with students from 21 schools across west Cornwall (not including those who participated in Shakespeare Week) plus the Isles of Scilly and delivered a total of 6,028 student hours of engagement.

- i. We expanded our outreach work to engage hard to reach children in deprived areas. Working with Three Villages, Trelya and Learn 2 we delivered 1,679 student hours of engagement. We also established Creativity Club, a weekly arts club for 7 to 11 year olds based in The Centre, Newlyn.
- j. We ran a series of twelve 'Play in a Day' workshops which were free to the public, enabling people to enjoy a creative experience without the commitment of our more in-depth programmes. While most of these were offered to specific age ranges of young people, 2 provided an opportunity for adults to participate.
- k. We were delighted to bring back our joint production with the British Theatre Academy, 24 Cornish students aged 10 to 18 joined a similar size group from across the south east to rehearse and present *Moana* at the Minack in October half term week.
- l. Following a change in local provision in Penzance, we formed a new musical theatre group, Rising Stars. This group meets weekly in Penzance and is open to anyone age 8 to 14. Over 45 young people will be staging *Annie Junior* in St John's Hall in Penzance in February 2023.

**3. Educate visitors about Rowena Cade, her story and that of the Minack. Inspire them through creative presentation of exhibitions, live narration and digital interpretation.**

- a. We ran a series of 5 guided tours to tell people the story of the Minack in a variety of imaginative ways, from the story of Billy and Miss Cade to an escape room style treasure hunt. These tours proved very popular and were delivered to a total of 975 people throughout the year.
- b. We continued to offer a digital audio tour, downloadable onto a mobile phone for people to use to view the theatre at their own pace.

**4. Develop and nurture the natural environment of the Minack, especially the garden, to enhance the experience of visiting the theatre and inspire people through its unique balance of natural and human art.**

- a. Throughout 2022 our garden team continued to work to make the Minack garden more accessible and appealing to the public, remodelling paths to create easier access and putting particular emphasis on keeping pathways clear and bedding areas weeded and trimmed.
- b. The garden team developed a new plan for the garden to enable plants to thrive better and to give a better viewing experience to the public. This includes grouping plants in the same area so it is easier to see the differences within plant families such as Eryngiums (Sea Holly) and Agapanthus. We will continue to work on this.
- c. In more exposed areas where high levels of damage occur we have started to use hardy annuals and annual bedding plants that are a cheaper alternative when it comes to being replaced.
- d. We have also continued to plant more hardy perennials, which suffer less damage as they are dormant in the harsher winter months. This also reduces the necessity to replace plants in Spring.

- e. The garden team have thinned out the existing planting to give individual plants more space, making them stronger and more able to cope in winter. This is essential to preserve succulents and South African plants.
- f. The 2021 experiment to lay new turf in the autumn worked well: the grass had longer to root and become stronger and therefore lasted better through the 2022 season. The turf on the well-used rows was renewed again in the autumn of 2022 ready for 2023.
- g. The Minack was awarded Plastic Free status during 2021 as part of Planet PK's bid for the village to be designated Plastic Free and has continued to operate with minimal use of single use plastic products.

**5. Provide sustainable, modern facilities for audiences, visitors, staff and performers that are suitable to the unique environment of the Minack.**

- a. The Estates Management Strategy is now in place. This is a framework within which the buildings and grounds can be developed in order to accommodate the medium to long term strategic aims of the Minack as a theatre and a visitor destination.
- b. Further progress has been made through 2022 to ascertain the structural integrity of Rowena Cade's original work which dates from 1932 to the late 1970s. A detailed survey has been received from a concrete specialist and a maintenance and replacement strategy is now in place to protect the iconic features of the Minack stage and auditorium.

**6. Develop and support an outstanding team of versatile people to ensure visitors, performing companies and participants enjoy a life enhancing experience at the Minack.**

- a. The Minack is one of the area's biggest employers with a total wage and salary bill of £937,558 in 2022 (2021: £791,703).
- b. The Minack employed 35 people year-round and 60 people during the height of the performing season.
- c. All staff age over the age of 21 were paid at least 10p above the 'Real Living Wage' (£9.90 per hour) and were offered flexible working. Over 85% of staff live in the rural area to the west of Penzance. From 1 January 2023 the minimum wage for all staff over the age of 21 will be £11 per hour which remains 10p above the 'Real Living Wage' as determined by the Living Wage Foundation.
- d. Staff training through the year focussed on training the staff in operational aspects such as first aid, safeguarding, fire safety and terrorism awareness. Over the final months of 2022 and into 2023 there is a focus on strengthening management skills of all those with management responsibilities and a refresher course on the Visitor Experience Strategy for all visitor-facing staff.
- e. Over 130 freelance practitioners were engaged on Minack productions and the education programme during the year. 72% of these are based in Cornwall. We recognise the challenges for people working on short term contracts and always work to treat them fairly, offering paid development opportunities and being conscious to ensure planning time is factored into contract arrangements.

**7. Develop retail and catering strategies to meet the reasonable expectations of visitors given the nature of the site and generate funds to support aims 1 to 6.**

Retail and catering provision was affected by a lack of available staff within the area. The café could not be fully opened until July 2022. The spend per head on catering was £1.72, a slight drop on 2021's £1.77.

The Minack continued to source almost all goods for resale from within the Cornish economy and continued to minimise use of single use plastics within this area of operation.

**8. Generate sufficient funds through core activities to achieve aims 1 to 6 in a viable manner for the very long term.**

Unlike most theatres in the UK, the Minack depends almost exclusively on earned income. In 2022 we were able to achieve a surplus to maintain our ongoing programmes and help protect the historic fabric of the Minack Theatre.

In 2022 the Minack made a direct annual contribution to the Cornish economy of over £2m. It attracted 216,235 visitors, of whom 90% had home addresses outside Cornwall. The majority of these visited as part of their holiday in Cornwall, staying locally and spending at other businesses on their way to and from the theatre.

Wherever possible, the Minack sources goods and services from within Cornwall. Over the last twenty years, using Cornish companies, it has completed building projects costing more than £2,000,000.

## Financial review and results for the year

- a. The trustees do not believe that any material difference that may exist between the book values and actual values of assets has any material effect on the ongoing activities of the CIO.
- b. The detailed results are set out on pages 26 to 44 and show the net movement in funds for the year was a surplus of £127,690 (surplus of £415,763 in 2021, deficit of £296,487 in 2020, surplus in 2019: £136,144).
- c. Income from the theatre was £866,059 against £831,293 in 2021, £269,018 in 2020 and £565,460 in 2019 (see note 2 on page 34). Expenditure on Minack productions increased from £326,842 in 2021 to £466,320. Apportioning a share of the overhead cost of operating the theatre and visitor centre, on the basis of the % of visitors who watch a performance, shows the theatre programme cost £86,873 (2021 a contribution of £117,995, 2020: a net cost of £239,790). See note 6 on page 38.
- d. The education programme cost £95,208 in direct costs (2021: £42,827, 2020: 37,778) however there were an additional £72,575 in wages and salaries attributable to this programme (2021: £44,840, 2020: £32,862) and £8,468 of overhead costs, plus £6,621 of income. The net cost of education therefore was £169,630 (2021: £90,690, 2020: £72,076). This cost has been drawn from the designated reserve to support productions and education.
- e. Visitor admissions totalled £864,957 (2021: £754,246, 2020: £366,799). Apportioning a share of the overhead cost of operating the theatre and visitor centre, on the basis of the % who visit rather than see a performance, shows a net income from visitors of £247,943 (2021: net income of £247,893, 2020: net cost of £326,671).
- f. During 2022, £159,415 (2021: £110,179, 2020: £143,890) was spent on repairs and £78,990 (2021: £11,994, 2020: £69,724) on capital items.

Expenditure on projects costing more than £5,000:

- Continued upgrade of theatre lighting: £18,312
- Coffee machine for the takeaway in the car park: £5,222
- Replacement radio microphones: £5,446
- Replacement condensing units for walk in freezers: £5,449
- Replacement speakers for the theatre sound system: £18,592

- g. The charity's wholly-owned subsidiary Minack Theatre Limited generated a net income of £28,458 (2021: £32,269, 2020: £15,819, 2019: £57,771) on trade through its retail shop. The company made a profit on ordinary activities of £7,258 which it gifted back to the charity (2021: £12,935, 2020: loss of £298).



- h. The expenditure associated with staging productions, including research and development, producing, running and closure of productions were made through Minack Productions Limited. Minack Productions Limited plans to claim a payable tax credit (Theatre Tax Relief) for its productions, pursuant to Part 15C of the Corporation Tax Act 2009 of £73,533.
- i. The trustees confirm the availability of assets to fulfil the obligations of the charity without recourse to borrowing.
- j. Voluntary income totalled £22,770 (2021: £18,044). This heading covers the income from the "Friends" subscriptions of £17,488 (2021: £11,955) and donations of £5,282 (2021: £6,089).
- k. The trustees thank all the many donors who have helped the Minack over the years. Without the funds raised in that way, they would be able to do considerably less to improve the Minack.

The trustees thank all the staff of the Minack for their adaptability and support through 2022.

## Reserves policy

All the charity's income has been used in pursuance of its objectives as set out above. The reserves retained in cash and cash equivalents at the year-end are required to:

- a. Fund routine seasonal commitments which will continue to run at a high level. A net cash outflow of over £200,000 can be experienced in the winter. £150,000 has been designated to cover this winter cash outflow, as in the previous year.
- b. Withstand the financial consequences of a significant reduction in visitors, for example due to a season of particularly poor weather, or due to enforced closure arising from an event outside the Minack's control. A 20% reduction in visitors with no associated reduction in expenditure could see a reduction of cash inflow of about £387,500. The amount designated to mitigate this risk remains at £400,000.
- c. Fund unexpected repairs particularly those relating to the construction work carried out by Rowena Cade the founder between 1931 and the late 1970s. As a project is underway to assess the condition of this construction work, this reserve remains at £500,000.
- d. Subsidise three years of Minack Productions and the education programme at £200,000 per year: £600,000.
- e. Provide a capital reserve equating to the written down value of the fixed assets, recognising that these assets are not readily convertible into cash. This reserve is currently £2,234,095.

## Fundraising policy

The charity does not carry out any formal fundraising activity or engage any professional or commercial fundraisers. Therefore the charity does not:

- a. subscribe to any fundraising standards or schemes for fundraising regulation
- b. carry out any monitoring of fundraising activities
- c. receive any complaints about fundraising activity
- d. have any need to protect vulnerable people and other members of the public from inappropriate behaviour connected with fundraising activities.

Occasionally members of the public make donations which are accounted for through the charity's financial management systems.

## Investment policy

The trustees are entitled to place funds in any kind of investments that they see fit.

The current policy of the trustees is to hold surplus funds on short term deposit, applying the income generated to charitable purposes for which the funds are intended.

The trustees recognise that a higher level of return could be obtained by placing funds in riskier equity or other investments. This is outside the parameters of the current investment policy.

Investments generated £7,898 (2021: £137) interest receivable for the year.

## Plans for future years

### Events and Visitors

A season of productions will run from late March until November with a short additional season in December.

This will include Minack productions, co-productions and visiting productions of theatre and musicals, plus a programme of one or 2 night events mainly of music and comedy.

Minack productions will include:

1. A co-production of John Nicholson's adaptation of *The Massive Tragedy of Madame Bovary* with Ha Hum Ah Theatre.
2. A world premiere of a new musical, *Giants* by John Brolly, with music by Ben Sutcliffe.
3. A production of Zinnie Harris' sensitive portrait of a community in crisis, *Further Than the Furthest Thing*.
4. A remount of the 2022 co-production of *Calvino Nights* with Mike Shepherd.
5. A production of *Lullaby of the Tides* by Jan Stroud involving a significant number of children from west Cornwall Schools and being produced in partnership with Cornwall Music Service Trust.
6. A production of *Tom's Midnight Garden*, adapted by David Wood from the book by Philippa Pearce.
7. A co-production with o-region of *FUP*, a remount of Simon Harvey's adaptation of the Jim Dodge book that was originally produced by Kneehigh.

There will be storytelling events in the school holidays, and a programme of appearances by Mark Harandon telling the history of the Minack through the eyes of Rowena Cade's gardener, Billy Rawlings. There will also be opportunities for visitors to learn more about aspects of the Minack through a series of tours.

Improving accessibility to the full experience of the theatre for all visitors remains a priority.

The feasibility and commercial viability of live streaming events from the Minack is also being investigated.

### Taking Part

Having offered over 4,000 sessions in 2022, the education and participatory programme is recovering from the pandemic years. The aim for 2023 is to grow this and continue to provide opportunities to inspire people to take part in performances.

Work with west Cornwall schools will include opportunities to take part in Shakespeare Festivals, regular performance skills workshops for 3 age groups and a developing programme to support delivery of theatre and music skills within the schools. A more extensive programme of workshops will be offered to all Cornish state schools throughout Shakespeare week in March.

There are performance opportunities planned for Cornish young people through the Minack Youth Theatre programme.

- 1) 4 young people age 13 to 18 from across Cornwall are taking principal roles in the Minack production of *Tom's Midnight Garden*, scheduled to perform in August 2023.
- 2) A cast of 14 younger children will perform a new telling of the St Michael's Mount story, *Giants* in April 2023.
- 3) The members of the Acting Academy will perform *Antigone* at the Minack and on a short tour in July 2023.
- 4) The members of the Musical Theatre Academy will perform a showcase, *Stars on the Cliffside* in July 2023.
- 5) 2 groups of musical theatre students will perform in productions alongside students from the British Theatre Academy, *13: The Musical* in August 2023 and *Madagascar* in October 2023.
- 6) Over 200 west Cornish school children will take to the stage as singers, dancers, actors and musicians to perform the musical *Lullaby of the Tides*.
- 7) Rising Stars will continue to offer west Cornwall children the chance to perform in a musical theatre show in Penzance without needing to audition.

In addition, there are many education projects planned including further developing the Minack's out-reach project in the Treneere Estate, Penzance. This area is one of the most deprived neighbourhoods in Cornwall. One project will work in partnership with Moving Stories' production of *Measure for Measure* and will work with Penzance Women's Refuge to develop writing for the disempowered female voice.

The Education Team will produce at least 8 "plays in a day" during the year, including at least one in which adults can take part.

There will be further implementation of the Arts Award programme to accredit young people's efforts, and the continuation of programmes to support playwrights of all ages in partnership with Kernow Education Arts Partnership (KEAP).

All the education activity will be directly funded by the charity and remain free of charge to participants.

### **Additional Plans**

All visitors will continue to be encouraged to book their visit in advance in order to control numbers, giving a less congested experience in the theatre and on the surrounding road network.

In addition to routine repairs and maintenance, there will be a programme of capital projects including improvements to the sound and lighting systems and continued development of the garden. A project to refurbish the Visitor Centre will be implemented during 2023.

A new role of Deputy Technical Manager is being recruited to reduce the risk associated with over reliance on the Technical Manager's skills and knowledge of the theatre.

## Statement of Trustees' responsibilities

The trustees 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).

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year. The financial statements are required by law to give a true and fair view of the state of affairs of the charity and group, and of the financial activities of the charity for that year.

In preparing those financial statements, the trustees are required to:

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

The trustees are required to act in accordance with the Constitution of the charity, within the framework of charity law. They are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and the group and to enable them to ensure that the financial statements comply with the Charities Act 2011.

They are also responsible for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

## Statement of disclosure to auditor

So far as the trustees are aware, there is no relevant audit information of which the charity's auditors are unaware. Additionally, the trustees have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the charity's auditors are aware of that information.

By order of the trustees:-



**M. J. Iles**

For and on behalf of the trustees

The Minack Theatre,  
Porthcurno,  
Penzance,  
Cornwall TR19 6JU.

26 May 2023

# INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE MINACK THEATRE TRUST CIO

## Opinion

We have audited the financial statements of The Minack Theatre Trust CIO (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the consolidated and charity statement of financial activities, the consolidated and charity balance sheets, the consolidated statement of cash flows and notes to the financial statements, including 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 parent charity's affairs as at 31 December 2022, 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 Charities Act 2011.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

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

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.



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

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

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.

As part of our audit work, we obtained an understanding of the legal and regulatory frameworks applicable to the charity and the sector in which they operate. We determined that the laws and regulations that were most significant were those that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, and compliance with the Charities Statement of Recommended Practice. 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 Charity's ability to operate or to avoid a material penalty. These include data protection regulations, health and safety regulations, licensing acts, food safety legislation and employment legislation. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Review of the disclosures in the financial statements and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiries of management concerning actual and potential litigation and claims;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing minutes of trustee meetings and correspondence with regulators;
- Performing audit work in connection with the risk of management override of controls, including testing journal entries for reasonableness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for potential bias.

We also communicate relevant identified laws and regulations and potential fraud risk to all engagement team members and remain alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be

less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*RRL LLP*

**RRL LLP (Statutory Auditor)**

*Peat House  
Newham Road  
TRURO  
Cornwall  
TR1 2DP*

*26*  
*21* May 2023

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

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

incorporating the income & expenditure account for the year ended 31 December 2022

		Unrestricted	Restricted	2022 Total	2021 Total
Income and endowments from:	Note	£	£	£	£
<b>Voluntary income</b>					
Donations, legacies and Friends' subscriptions		22,770	-	22,770	18,044
Grants receivable	9	-	-	-	86,240
<b>Charitable activities</b>					
Income from theatre	1&6				
Minack productions	2	436,821	-	436,821	471,004
Visiting companies	2	429,238	-	429,238	360,289
Education income	6	4,801	-	4,801	768
Booking charges		113,155	-	113,155	69,813
Visitor admissions		864,957	-	864,957	754,246
Catering		385,216	-	385,216	361,548
		2,234,188	-	2,234,188	2,017,668
<b>Other trading activities</b>					
Commercial trading operations	3	73,821	-	73,821	70,996
<b>Investment income</b>		7,898	-	7,898	137
<b>Other</b>					
MPL Theatre Tax Relief Reclaim	2	73,533	-	73,533	-
Profit on the sale of fixed assets		-	-	-	750
<b>Total</b>		2,412,210	-	2,412,210	2,193,835
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Commercial trading operations		41,772	-	41,772	35,602
<b>Charitable activities</b>					
Minack productions	2,5&6	466,320	-	466,320	326,842
Education projects	2,5&6	95,208	-	95,208	42,827
Operating the Theatre and Visitor Centre	1,5,6&7	1,681,220	-	1,681,220	1,372,801
		2,242,748	-	2,242,748	1,742,470
<b>Total</b>		2,284,520	-	2,284,520	1,778,072
<b>Net income</b>	4	127,690	-	127,690	415,763
Transfers between funds		-	-	-	-
<b>Net movement in funds</b>		127,690	-	127,690	415,763
Total funds brought forward		4,537,563	-	4,537,563	4,121,800
<b>Total funds carried forward</b>	21	4,665,253	-	4,665,253	4,537,563

The group has no recognised gains or losses in the year other than the net income as shown above. All income and expenditure relates to unrestricted funds.

# CHARITY STATEMENT OF FINANCIAL ACTIVITIES

incorporating the income & expenditure account for the year ended 31 December 2022

				2022	2021
		Unrestricted	Restricted	Total	Total
Income and endowments from:	Note	£	£	£	£
<b>Voluntary income</b>					
Donations, legacies and Friends' subscriptions		22,770	-	22,770	18,044
Grants receivable	9	-	-	-	86,240
<b>Charitable activities</b>					
Income from theatre	1				
Minack productions	2	436,821	-	436,821	471,004
Visiting companies	2	429,238	-	429,238	360,289
Education income		4,801	-	4,801	768
Booking charges		113,155	-	113,155	69,813
Visitor admissions		864,957	-	864,957	754,246
Theatre and Visitor catering		385,216	-	385,216	361,548
		2,234,188	-	2,234,188	2,017,668
<b>Other trading activities</b>					
Commercial trading operations		21,200	-	21,200	19,334
<b>Investment income</b>		15,156	-	15,156	12,774
<b>Other</b>					
Profit on the sale of fixed assets		-	-	-	750
<b>Total</b>		2,293,314	-	2,293,314	2,154,810
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Commercial trading operations		-	-	-	-
<b>Charitable activities</b>					
Minack productions	2,5&6	395,572	-	395,572	326,842
Education projects	1,2,5&6	95,208	-	95,208	42,827
Operating the Theatre & Visitor Centre	1,5,6&7	1,674,844	-	1,674,844	1,369,676
		2,165,624	-	2,165,624	1,739,345
<b>Total</b>		2,165,624	-	2,165,624	1,739,345
<b>Net income</b>	4	127,690	-	127,690	415,465
Transfers between funds		-	-	-	-
<b>Net movement in funds</b>		127,690	-	127,690	415,465
Total funds brought forward		4,537,563	-	4,537,563	4,122,098
<b>Total funds carried forward</b>	21	4,665,253	-	4,665,253	4,537,563

There were no acquisitions or discontinued activities in the year to 31 December 2022 or the year to 31 December 2020. The charity has no recognised gains or losses in the year other than the net income as shown above. All income and expenditure relates to unrestricted funds.

# CONSOLIDATED AND CHARITY BALANCE SHEETS

at 31 December 2022

		The Group		The Charity	
		2022	2021	2022	2021
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	10	2,234,095	2,254,831	2,234,095	2,254,831
Investments	11	-	-	2	2
		<u>2,234,095</u>	<u>2,254,831</u>	<u>2,234,097</u>	<u>2,254,833</u>
<b>Current assets</b>					
Stocks	1&12	26,868	28,711	9,321	11,879
Debtors	13	138,181	101,608	180,819	134,245
Short term deposits		2,453,146	2,322,631	2,453,146	2,322,631
Cash in hand and at bank		71,937	40,151	41,420	21,584
		<u>2,690,132</u>	<u>2,493,101</u>	<u>2,684,706</u>	<u>2,490,339</u>
<b>Creditors</b>					
Amounts falling due within one year	14	(258,974)	(210,369)	(253,550)	(207,609)
		<u>2,431,158</u>	<u>2,282,732</u>	<u>2,431,156</u>	<u>2,282,730</u>
<b>Net current assets</b>					
		<u>2,431,158</u>	<u>2,282,732</u>	<u>2,431,156</u>	<u>2,282,730</u>
<b>Total assets less current liabilities</b>	16	<u>4,665,253</u>	<u>4,537,563</u>	<u>4,665,253</u>	<u>4,537,563</u>
<b>Funds</b>					
Unrestricted	Designated	1&21	1,650,000	1,650,000	1,650,000
	Capital reserve	1&21	2,234,095	2,234,095	2,254,831
	General	1&21	781,158	781,158	632,732
			<u>4,665,253</u>	<u>4,665,253</u>	<u>4,537,563</u>
<b>Total funds</b>	21	<u>4,665,253</u>	<u>4,537,563</u>	<u>4,665,253</u>	<u>4,537,563</u>

These financial statements were approved and authorised for issue by the Trustees on 26 May 2023.

*M. J. Iles*

**M. J. Iles**

For and on behalf of the Trustees

# STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS

at 31 December 2022

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
<b>Cash flow from operating activities</b>	233,393	589,187	214,185	560,598
<b>Cash flow from investing activities</b>				
Investment income	7,898	137	15,156	12,774
Investment in Minack Productions Ltd	-	-	-	(1)
Purchase of tangible fixed assets	(78,990)	(11,994)	(78,990)	(11,994)
Proceeds from disposal of tangible fixed assets	-	750	-	750
	(71,092)	(11,107)	(63,834)	1,529
<b>Net change in cash and cash equivalents</b>	162,301	578,080	150,351	562,127
<b>Cash and cash equivalents at the start of the year</b>	2,362,782	1,784,702	2,344,215	1,782,088
<b>Cash and cash equivalents at the end of the year</b>	2,525,083	2,362,782	2,494,566	2,344,215

## Reconciliation of net income to cash flow from operating activities

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Net income for the year	127,690	415,763	127,690	415,465
<b>Adjusted for:</b>				
Fixed asset depreciation	99,726	108,464	99,726	108,464
(Profit) on the sale of fixed assets	-	(750)	-	(750)
Investment income	(7,898)	(137)	(15,156)	(12,774)
Movement in stock	1,843	2,123	2,558	(1,016)
Movement in debtors	(36,573)	(1,697)	(46,574)	(14,334)
Movement in creditors	48,605	65,421	45,941	65,543
<b>Cash flow from operating activities</b>	233,393	589,187	214,185	560,598

# NOTES

(forming part of the financial statements)

## 1. Summary of significant accounting policies

### 1.1 General information and basis of preparation

The Minack Theatre Trust CIO is a charitable incorporated organisation, registered in England. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the charity's operations and principal activities are outlined on pages 7 to 9.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

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

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

### 1.2 Consolidation

The consolidated financial statements incorporate those of The Minack Theatre Limited, and Minack Productions Limited, the charity's subsidiary undertakings.

### 1.3 Funds

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

Designated funds 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.

### 1.4 Income recognition

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

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity

has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example, the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). The charity does not utilise the services of volunteers in its operational activities.

Investment income is earned through holding assets for investment purposes. It includes interest. Interest income is recognised using the effective interest method.

Other income includes gains on disposals of tangible fixed assets and an amount equivalent to Minack Productions Limited's corporation tax reclaim under Theatre Tax Relief.

#### *1.5 Expenditure recognition*

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

- Costs of raising funds includes the costs of the commercial trading operations;
- Expenditure on charitable activities includes cost of Minack Productions, operating the Theatre and Visitor Centre and governance costs; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is separately identified in charitable expenditure.

#### *1.6 Support costs allocation*

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

#### *1.7 Intangible assets*

Intangible assets are amortised on a straight-line basis over their useful lives.



### *1.8 Tangible fixed assets*

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

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

Freehold land	nil
Freehold buildings	Straight line depreciation over 50 years
Plant and machinery	Straight line depreciation over 3, 4 or 7 years
Fixtures and fittings	Straight line depreciation over 3, 4 or 7 years

### *1.9 Heritage assets*

Where information on the cost or valuation of heritage assets is not available or the cost of providing such information significantly outweighs any benefit to the users of the financial statements then heritage assets are not recognised on the balance sheet.

### *1.10 Investments*

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

### *1.11 Stocks*

Stocks are stated at the lower of cost and estimated selling price. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

### *1.12 Debtors and creditors receivable / payable within one year*

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

### *1.13 Impairment*

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

### *1.14 Provisions*

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

### *1.15 Leases*

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

*1.16 Employee benefits*

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

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

*1.17 Tax*

The Minack is a registered charity and is exempt from corporation tax.

*1.18 Going concern*

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

*1.19 Judgements and key sources of estimation uncertainty*

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised where the revision only affects that year, or in the year of the revision and future years where the revision affects both current and future years.

## 2. Income from theatre

### 2.1 Income

	2022	2021
	£	£
Rental income due to Minack Theatre Trust CIO	429,238	360,289
Minack production income (see note 2.2)	510,354	471,004
	<u>939,592</u>	<u>831,293</u>

### 2.2 Minack Productions

	2022	2021
	£	£
Minack production income	307,206	366,874
Minack Productions Limited Theatre Tax Relief reclaim	73,533	-
Storytelling income	129,615	104,130
	<u>510,354</u>	<u>471,004</u>
Minack production expenditure	(454,451)	(302,172)
Storytelling expenditure	(11,869)	(24,670)
	<u>(466,320)</u>	<u>(326,842)</u>
Net Minack production income	<u>44,034</u>	<u>144,162</u>

### 3. Other trading activities

This represents income from the sale of goods conducted through its subsidiary The Minack Theatre Limited.

	2022	2021
	£	£
Turnover	73,821	70,996
Cost of sales	(41,772)	(35,602)
	<hr/>	<hr/>
Gross profit	32,049	35,394
Administrative costs and interest payable	(616)	(500)
Governance	(2,975)	(2,625)
	<hr/>	<hr/>
Net income from trading	28,458	32,269
	<hr/>	<hr/>

### 4. Net income in the year for the group

<i>Stated after charging/(crediting):</i>	2022	2021
	£	£
Auditors' remuneration - audit	10,925	7,425
Depreciation	99,726	108,464
Profit on the sale of fixed assets	-	(750)
	<hr/>	<hr/>

## 5. Analysis of charitable expenditure

### Cost of operating the Theatre, Education Programme & Visitor Centre

The Group				2022	2021
	Theatre	Education	Visitors	Total	Total
	£	£	£	£	£
Purchases	73,700	-	88,772	162,472	96,930
Visitor tour costs	-	-	27,562	27,562	34,010
Wages	300,948	32,075	362,491	695,514	571,391
Salaries	48,880	32,000	58,876	139,756	113,788
Printing and stationery	2,919	119	3,396	6,434	4,780
Promoting the Theatre's activities	15,789	646	18,372	34,807	23,724
Repairs and maintenance	72,196	2,954	84,265	159,415	110,179
Light, heat, rates and water	14,745	603	17,158	32,506	16,187
Insurance	9,276	380	10,794	20,450	14,186
Motor and travel	1,720	70	2,001	3,791	1,553
Telephone and postage	1,996	82	2,323	4,401	3,456
Sanitation	15,823	648	18,410	34,881	28,936
Miscellaneous	7,721	316	9,010	17,047	15,378
Bank charges	1,446	-	1,762	3,208	1,696
Credit & debit card charges	29,914	-	36,031	65,945	52,441
VAT (Unrecovered Input Tax)	12,687	-	15,282	27,969	24,994
Depreciation	45,237	1,851	52,638	99,726	108,464
	<u>654,997</u>	<u>71,744</u>	<u>809,143</u>	<u>1,535,884</u>	<u>1,222,093</u>
<b>Management &amp; administration</b>					
Salaries	46,400	8,500	47,388	102,288	106,524
Professional fees	14,518	594	16,892	32,004	36,759
Trustee expenses	54	2	63	119	-
Governance (note 7)	4,956	203	5,766	10,925	7,425
	<u>65,928</u>	<u>9,299</u>	<u>70,109</u>	<u>145,336</u>	<u>150,708</u>
	<u><u>720,925</u></u>	<u><u>81,043</u></u>	<u><u>879,252</u></u>	<u><u>1,681,220</u></u>	<u><u>1,372,801</u></u>

Costs are directly allocated where possible and where not, they are allocated based on a proportion of visitor numbers across the three areas of activity.

## 5. Analysis of charitable expenditure (continued)

### Cost of operating the Theatre, Education Programme & Visitor Centre

The Charity	Theatre	Education	Visitors	2022 Total	2021 Total
	£	£	£	£	£
Purchases	73,700	-	88,772	162,472	96,930
Visitor tour costs	-	-	27,562	27,562	34,010
Wages	300,948	32,075	362,491	695,514	571,391
Salaries	48,880	32,000	58,876	139,756	113,788
Printing and stationery	2,919	119	3,396	6,434	4,780
Promoting the Theatre's activities	15,789	646	18,372	34,807	23,724
Repairs and maintenance	72,196	2,954	84,007	159,157	110,179
Light, heat, rates and water	14,745	603	17,158	32,506	16,187
Insurance	9,276	380	10,794	20,450	14,186
Motor and travel	1,720	70	2,001	3,791	1,553
Telephone and postage	1,996	82	2,323	4,401	3,456
Sanitation	15,823	648	18,410	34,881	28,936
Miscellaneous	7,721	316	8,984	17,021	15,378
Bank charges	1,107	-	1,334	2,441	1,196
Credit & debit card charges	29,914	-	36,031	65,945	52,441
VAT (Unrecovered Input Tax)	12,687	-	15,282	27,969	24,994
Depreciation	45,237	1,851	52,638	99,726	108,464
	<u>654,658</u>	<u>71,744</u>	<u>808,431</u>	<u>1,534,833</u>	<u>1,221,593</u>
<b>Management &amp; administration</b>					
Salaries	46,400	8,500	47,388	102,288	106,524
Professional fees	14,518	594	16,892	32,004	36,759
Trustee expenses	54	2	63	119	-
Governance (note 7)	2,097	104	3,399	5,600	4,800
	<u>63,069</u>	<u>9,200</u>	<u>67,742</u>	<u>140,011</u>	<u>148,083</u>
	<u><u>717,727</u></u>	<u><u>80,944</u></u>	<u><u>876,173</u></u>	<u><u>1,674,844</u></u>	<u><u>1,369,676</u></u>

Costs are directly allocated where possible and where not, they are allocated based on a proportion of visitor numbers across the three areas of activity.

## 6. Net income by charitable activity

The Group					2022	2021
		Theatre	Education	Visitors	Total	Total
	Note	£	£	£	£	£
Direct income	2	866,059	4,801	864,957	1,735,817	1,586,307
Booking charges Minack events		44,485	1,820	51,763	98,068	60,435
Booking charges external events		15,087	-	-	15,087	9,378
Catering		174,741	-	210,475	385,216	361,548
		<u>1,100,372</u>	<u>6,621</u>	<u>1,127,195</u>	<u>2,234,188</u>	<u>2,017,668</u>
Direct Expenditure	2	(466,320)	(95,208)	-	(561,528)	(369,669)
Charitable Expenditure	5	(720,925)	(81,043)	(879,252)	(1,681,220)	(1,372,801)
		<u>(1,187,245)</u>	<u>(176,251)</u>	<u>(879,252)</u>	<u>(2,242,748)</u>	<u>(1,742,470)</u>
Net income/(expenditure) by activity		<u>(86,873)</u>	<u>(169,630)</u>	<u>247,943</u>	<u>(8,560)</u>	<u>275,198</u>

The Charity					2022	2021
		Theatre	Education	Visitors	Total	Total
	Note	£	£	£	£	£
Direct income	2	866,059	4,801	864,957	1,735,817	1,586,307
Booking charges Minack events		44,485	1,820	51,763	98,068	60,435
Booking charges external events		15,087	-	-	15,087	9,378
Catering		174,741	-	210,475	385,216	361,548
		<u>1,100,372</u>	<u>6,621</u>	<u>1,127,195</u>	<u>2,234,188</u>	<u>2,017,668</u>
Direct Expenditure	2	(395,572)	(95,208)	-	(490,780)	(369,669)
Charitable Expenditure	5	(717,727)	(80,944)	(876,173)	(1,674,844)	(1,369,676)
		<u>(1,113,299)</u>	<u>(176,152)</u>	<u>(876,173)</u>	<u>(2,165,624)</u>	<u>(1,739,345)</u>
Net income/(expenditure) by activity		<u>(12,927)</u>	<u>(169,531)</u>	<u>251,022</u>	<u>68,564</u>	<u>278,323</u>

## 7. Governance costs

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Auditor's remuneration	10,925	7,425	5,600	4,800
	<u>10,925</u>	<u>7,425</u>	<u>5,600</u>	<u>4,800</u>

## 8. Staff costs and numbers

The average number of employees in the 2022 season was 52 (2021: 51) and 35 (2021: 35) out of season. There was one employee whose total remuneration fell between £70,000 and £80,000 during the reporting year.

	2022	2021
	£	£
Wages and salaries	845,679	716,177
Social security costs	62,839	49,825
Pension costs	29,040	25,701
	<hr/>	<hr/>
	937,558	791,703
	<hr/>	<hr/>

The charity contributes to a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the fund and amounted to £29,040 (2021: £25,701). There were no outstanding contributions at the year-end (2021: nil).

The total employee benefits of key management personnel for the group was £230,552 (2021: £205,132).

## 9. Grants

The charity received no form of grant or other assistance in 2022:

	2022	2021
	£	£
Coronavirus job retention scheme	-	61,490
Covid19 business grant funding	-	24,750
	<hr/>	<hr/>
	-	86,240
	<hr/>	<hr/>



## 10. Tangible fixed assets

<i>(the Group and the Charity)</i>	<b>Land &amp; Buildings</b>	<b>Fixtures &amp; Fittings</b>	<b>Total</b>
<b>Cost</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1st January 2022	2,847,199	531,349	3,378,548
Additions	-	78,990	78,990
Disposals	-	(25,817)	(25,817)
	<hr/>	<hr/>	<hr/>
At 31st December 2022	2,847,199	584,522	3,431,721
	<hr/>	<hr/>	<hr/>
<b>Depreciation</b>			
At 1st January 2022	669,243	454,474	1,123,717
Disposals	-	(25,817)	(25,817)
Charge for the year	54,806	44,920	99,726
	<hr/>	<hr/>	<hr/>
At 31st December 2022	724,049	473,577	1,197,626
	<hr/>	<hr/>	<hr/>
<b>Net book value</b>			
At 31st December 2022	2,123,150	110,945	2,234,095
	<hr/>	<hr/>	<hr/>
At 31st December 2021	2,177,956	76,875	2,254,831
	<hr/>	<hr/>	<hr/>

All the tangible fixed assets are used for direct charitable purposes. Only those with a value of £500 or more are capitalised. Included in land and buildings is land with a net book value of £157,254 which has not been depreciated.

The charity maintains the open-air Minack Theatre which was acquired in 1976 when the landowner and founder gifted the theatre at no cost to the original charitable Trust.

There have been no acquisitions or disposals of heritage assets during the last five years. The charity does not plan to dispose of the theatre as it is central to the objects of the charity.

The charity aims to maintain the condition of the theatre in a steady state of repair. Any repair work is charged to the Statement of Financial Activities in the year it is incurred. Any significant improvement work is included as a fixed asset addition.

Access to the theatre is obtained by purchasing a ticket for a performance or for a visit.

## II. Investments

	The Group		The Charity	
	2022 £	2021 £	2022 £	2021 £
100% investment in The Minack Theatre Limited and Minack Productions Limited, companies incorporated in England and Wales				
At 31 <sup>st</sup> December 2021 and 31 <sup>st</sup> December 2022	-	-	2	2

A summary of the trading results of The Minack Theatre Limited is shown below:-

	2022 £	2021 £
Turnover	73,821	70,996
Cost of sales and administrative expenses	(66,363)	(57,857)
Interest payable	(200)	(204)
Amount gifted to the charity	(7,258)	(12,637)
Retained in the subsidiary	-	298
Current assets and liabilities of the subsidiary were:		
Current assets	32,186	35,399
Creditors: amounts due within one year	(32,185)	(35,398)
Total net assets	1	1
Aggregate share capital and reserves	1	1

A summary of the trading results of Minack Productions Limited is shown below:-

	2022 £
Turnover	284,162
Cost of sales and administrative expenses	(357,695)
Taxation	73,533
Retained in the subsidiary	-
Current assets and liabilities of the subsidiary were:	
Current assets	121,095
Creditors: amounts due within one year	(121,094)
Total net assets	1
Aggregate share capital and reserves	1

The above companies' registered offices are The Minack Theatre, Porthcurno, Penzance TR19 6JU.

## 12. Stocks

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Goods for resale	26,868	28,711	9,321	11,879
	<u>26,868</u>	<u>28,711</u>	<u>9,321</u>	<u>11,879</u>

## 13. Debtors

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Accrued income and prepayments	138,181	101,608	32,964	101,608
Amount due from Minack Productions Limited	-	-	118,744	-
Amount due from Minack Theatre Limited	-	-	29,111	32,637
	<u>138,181</u>	<u>101,608</u>	<u>180,819</u>	<u>134,245</u>

## 14. Creditors

*Amounts falling due within one year*

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	46,661	30,313	36,301	30,313
Taxation and social security	60,551	14,384	70,608	14,384
Other creditors	19,426	22,909	19,605	22,909
Amount owed to Minack Productions Limited	-	-	-	1
Accruals and deferred income	132,336	142,763	127,036	140,002
	<u>258,974</u>	<u>210,369</u>	<u>253,550</u>	<u>207,609</u>

## 15. Deferred income

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Brought forward	119,817	103,418	119,817	103,418
Amount released to income	(46,152)	(28,489)	(46,152)	(28,489)
Amount deferred in year	41,108	44,888	41,108	44,888
	<hr/>	<hr/>	<hr/>	<hr/>
Carried forward	114,773	119,817	114,773	119,817
	<hr/>	<hr/>	<hr/>	<hr/>

Deferred income comprises advanced ticket sales, unexpired gift vouchers and Supporters' subscriptions for the following financial year.

## 16. Analysis of group net assets between funds

As at 31<sup>st</sup> December 2022

	Unrestricted fund	Restricted fund	2022 Total	2021
	£	£	£	£
Tangible fixed assets	2,234,095	-	2,234,095	2,254,831
Net current assets	2,431,158	-	2,431,158	2,282,732
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 <sup>st</sup> December 2022	4,665,253	-	4,665,253	4,537,563
	<hr/>	<hr/>	<hr/>	<hr/>

## 17. Financial commitments

At 31<sup>st</sup> December 2022, total commitments under non-cancellable operating leases were as follows:

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Operating leases commitments				
Payable within one year	659	349	659	349
Payable within one to two years	659	-	659	-
Payable within two to five years	1,647	-	1,647	-
	<hr/>	<hr/>	<hr/>	<hr/>
	2,965	349	2,965	349
	<hr/>	<hr/>	<hr/>	<hr/>

## 18. Capital Commitments

There are no capital commitments contracted for, but not provided in the financial statements (2021: nil).

## 19. Taxation

The Minack Theatre Trust CIO is a registered charity and the results of its normal activities are not liable to Corporation Tax.

## 20. Related party transactions

The trustees received no remuneration. One incurred £119 travel expenses that were reimbursed (2021: none).

There were no other related party transactions.

## 21. Movement in funds

The Group	Balance at 1 Jan 2022	Incoming Resources	Resources Expended	Transfers	Balance at 31 Dec 2022
	£	£	£	£	£
Unrestricted					
Designated					
Winter cash outflow	150,000	-	-	-	150,000
Losses from reduced visitors	400,000	(29,065)	-	29,065	400,000
Unexpected repairs	500,000	-	-	-	500,000
Productions & education	600,000	-	(256,503)	256,503	600,000
Capital reserve	2,254,831	-	-	(20,736)	2,234,095
General	632,732	2,441,275	(2,028,017)	(264,832)	781,158
	<u>4,537,563</u>	<u>2,412,210</u>	<u>(2,284,520)</u>	<u>-</u>	<u>4,665,253</u>
The Charity	Balance at 1 Jan 2022	Incoming Resources	Resources Expended	Transfers	Balance at 31 Dec 2022
	£	£	£	£	£
Unrestricted					
Designated					
Winter cash outflow	150,000	-	-	-	150,000
Losses from reduced visitors	400,000	(29,065)	-	29,065	400,000
Unexpected repairs	500,000	-	-	-	500,000
Productions & education	600,000	-	(182,458)	182,458	600,000
Capital reserve	2,254,831	-	-	(20,736)	2,234,095
General	632,732	2,322,379	(1,983,166)	(190,787)	781,158
	<u>4,537,563</u>	<u>2,293,314</u>	<u>(2,165,624)</u>	<u>-</u>	<u>4,665,253</u>

The capital reserve equates to the written down value of tangible fixed assets.

## Theatre Shows 2022

<b>Dates</b>	<b>Production</b>	<b>Author / Composer</b>	<b>Company</b>
March 16-24	Superstition Mountain	Carl Grose	Minack and Ha Hum Ah Theatre
April 9-21	Hetty Feather	Jacqueline Wilson adapted by Emma Reeves	Minack
April 25-26	Swim	Liz Richardson	Theatre by the Lake, Keswick and imPOSSIBLE
May 1-19	Calvino Nights	n/a	Minack in cahoots with Mike Shepherd and imPOSSIBLE
May 23-26	Twelfth Night	William Shakespeare	Carnon Downs Drama Group
May 30 - June 3	Carousel	Rodgers and Hammerstein	Redruth Amateur Operatic Society Trust
June 5-9	Jane Eyre	Charlotte Brontë adapted by Polly Teale	Another Way Theatre
June 11-15	Elizabeth I: Virgin on the Ridiculous	n/a	Living Spit
June 20-24	The Odyssey	Homer	David Myne
June 21 – July 1	The Firework Maker's Daughter	David Bruce	Minack
June 28 & 30	One Small Bird	Kate Stilitz and Jilly Jarman	Minack Education
July 3 – 7	Vanity Fair	William Thackeray, adapted by Kate Hamill	Newport Playgoers Society
July 11 – 15	Don Giovanni	Mozart	Surrey Opera
July 17 – 22	The Pirates of Penzance	Gilbert & Sullivan	Illyria
July 25 – 28	David Copperfield	Charles Dickens adapted by Alastair Cording	Miller Centre
August 1 – 5	Little Women	book by Alan Knee, lyrics by Mindi Dickstein and music by Jason Howland	British Theatre Academy
August 8 – 11	Scarlet Pimpernel	Baroness Orczy adapted by Beverley Cross	Geoffrey Whitworth Theatre
August 15 – 19	Merry Wives of Windsor	Shakespeare	Derby Shakespeare
August 21 – 25	The Tempest	Shakespeare	Hertfordshire Players
August 28 – Sept 1	The Coram Boy	Jamila Gavin adapted by Helen Edmundsen	Tower Theatre

<b>Dates</b>	<b>Production</b>	<b>Author / Composer</b>	<b>Company</b>
Sept 5 – 8	Cranford	Elizabeth Gaskell adapted by Robert Alderman	Theatre in the Square
Sept 11 – 15	A Room with a View	E.M. Forster adapted by Ben Oldfield	Bodkin Theatre
Sept 22 – Oct 6	Pride & Prejudice *(Sort Of)	Jane Austen adapted by Isobel McArthur	David Pugh
Oct 10 – 20	Superstition Mountain	Carl Grose	Minack and Ha Hum Ah Theatre
Oct 22 – 26	Horrible Histories: Terrible Tudors	n/a	Birmingham Stage
Oct 28 – 29	Moana Junior	Music & lyrics by Lin-Manuel Miranda, Opetia Foa'i & Mark Mancina. Book adapted by Susan Soon He Stanton	British Theatre Academy and Minack
Dec 13 – 21	Mayvern Festival	Various	Scary Little Girls

## Music and Comedy Events 2022

<b>Dates</b>	<b>Band</b>
April 15	People's String Foundation
April 23-24	Russell Brand
May 7	InTune Choir
May 13	The Fisherman's Friends
May 14	Mevagissey Male Voice Choir
May 20	Sea Dreaming
May 27	Show of Hands
July 8	Music for a Summer's Evening from the Cornish Sinfonia
July 16	Gigspanner Big Band and Raynor Winn
July 29	Songs Under the Stars
August 12	The Oggymen
August 26	Martha Tilston
Sept 2	Leskyn Kernow Big Band
Sept 9	Molly Hocking and Friends
Sept 17-18	Proms (Mount Charles Band)

