



Directors' Report for the year ending 31 March 2025

"Clean Break is a beacon in the dark and never fails to produce excellent theatre."

(Audience Member - Scenes from Lost Mothers)

Clean Break Theatre Company

Annual Report and Financial Statements

31 March 2025

2 Patshull Road London NW5 2LB

Company Limited by Guarantee, Registration number 2690758 (England and Wales)

Charity Registration number 1017560

The members of the Board present their statutory report together with the consolidated financial statements of Clean Break Theatre Company (the company) and its trading subsidiary, Clean Break Productions Limited, for the year ended 31 March 2025.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 30 to 51 of the attached financial statements and comply with the charitable company's memorandum and articles of association, 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 United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

TABLE OF CONTENTS

Co-chair introduction	6
Introduction	8
Principal aims and objects of the charity.....	8
Public benefit	9
Context for 2024-25.....	10
Create bold, courageous and outstanding theatre that sparks compassion and action in our audiences	13
<i>The Trials and Passions of Unfamous Women</i>	13
<i>Scenes from Lost Mothers</i> by Gurpreet Kaur Bhatti	14
Commissions and Pipeline	15
Invest in and nurture the voices, experience, expertise, and aspirations of our Members...	16
Members programme and support	16
<i>Beyond: Members' Festival</i>	16
Members' Pathways	17
Participation and outreach work, in prisons and in the community.....	17
Be a leading force in the sectors we work in and with	19
Knowledge Hub: accelerating our digital reach	19
Leadership and research	19
Drive forward equality, diversity and inclusion in and beyond our organisation.....	21
Anti-racism.....	21
Members' Advisory Group	21
Trans-inclusion.....	21
Anti-ableism.....	22
Structure and governance	22
Members of the Board	22
Key management personnel.....	23
Workforce	23
Operations and administration	25
Finance and funding	26
Overview	26
Income	26
Expenditure.....	27
Reserves.....	28

Risk management..... 28

Going concern 28

Statement of the members of the Board’s responsibilities..... 29

Independent auditor’s report to the members of Clean Break Theatre Company31

Consolidated statement of financial activities Year to 31 March 2025..... 35

Thanks 55

Image credits 56

REFERENCE AND ADMINISTRATIVE DETAILS ABOUT THE CHARITY, ITS BOARD AND ITS ADVISERS

Members of the Board

Emily Ashton	Chair of the Finance Committee
Josette Bushell-Mingo	Co-Chair of the Board, appointed July 2024
Sarah-Jane Dent	Co-Chair of the Board, appointed July 2024
Joni Emery	Appointed July 2024
Lara Grace Ilori	
Catriona Guthrie	
Alison Jefferis	Chair of Development Committee
Rania Jumaily	
Rose Mahon	
Carien Meijer	
Winsome Pinnock	Sabbatical (2024/25)
Alexandra Rowse	Maternity leave (April – September 2024)
Amanda Richardson	
Naima Sakande	
Jess Southgate	
Nola Sterling	

Company Secretary: Erin Gavaghan (April -September 2024), Natasha Bucknor (October – March 2025)

Executive Team: Anna Herrmann (Artistic Director & Joint CEO) & Natasha Bucknor (Interim Executive Director & Joint CEO)

Senior Management: Lakesha Arie-Angelo (Associate Artistic Director), Saffi Jones (Head of Finance & Operations), Sally Muckley (Head of Development & Communications), Jacqueline Stewart (Head of Participation, & Deputy CEO)

Auditor: Goldwins

Solicitors: Bates Wells Braithwaite 10 Queen Street Place, London, EC4R 1BE

Bankers

CAF Bank Ltd 25 Kings Hill Avenue, Kings Hill West Malling, Kent ME19 4JQ	Co-operative Bank plc PO Box 101, 1 Balloon Street Manchester, M60 4EP
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CO-CHAIR INTRODUCTION

We are delighted to present our first annual report as Co-Chairs for Clean Break. We thank our team and colleagues and offer ongoing gratitude to all our Members who continue to be at the heart of all we do. Together we are a force of creativity and demonstrate our commitment to women with experience of the criminal justice system. Everybody deserves a second chance. A huge thanks to out-going Co-Chairs Alison Frater and Tanya Tracey setting the standard and steering Clean Break through the past few years. As well as Trustee Alex Rowse, for her role as interim co-chair.

This has been a year like no other. The speed and force of both governmental and legislative change as well as a continued challenge in funding, has seen us live our values of care and transparency and reflect on who we are and who we want to be. The work of anti-racism together with the whole approach of leading with kindness is an example to all, and again, Clean Break lives the work. It is not just talk. That is inspiring.

The ramifications of the Supreme Court ruling on the definition of 'woman' in the Equality Act are yet to be fully understood. We remain vigilant to any clarification and will hold timely and robust conversations when the need arises.



The work that has been achieved this past year has been creative and brilliant, investing in Members and artists, touring work and co-producing an international collaboration which has whetted our appetite for extending the remit of Clean Break internationally. The period ahead includes seed commissions, partnerships and deep work on securing our future. On writing this introduction, we have just returned from a strategic day together leaning into the future guided by the CEOs and our consultant through a strong and important discussion concerning our financial position, our strategic plan and what are the best options for us as an organisation. We are assured and believe what was discussed was done in a robust and thoughtful way.

We are sharing with you the words drafted by Sarah-Jane which we use at the onset of each quarterly Board meeting to remind us of why we are here.

Our core values and principles are Collaboration, Compassion, Courage, Creativity, Equity and Fairness. Our message is one of hope helping women to give them a voice, a second chance.

Changing lives and saving lives. Ever reminding us to place these women at the heart of everything we do. Principles before personalities.

"It's been another exciting year for Clean Break with many highlights. It's a privilege and I'm grateful to be co-chair alongside Josette. As someone with lived experience who has found her voice, it is so important to be seen and heard and part of a wonderful community. We will carry the message of courage and hope and keep putting our Members at the heart of Clean Break." Sarah-Jane Dent

"Clean Break remains one of the most iconic, important and exciting companies in the UK. It offers care and resilience, lives its values and through the right of the arts, allows every person to be their best. We look forward to meeting our challenges and our continued success together. It's an honour to share the chairship with Sarah-Jane." Josette Bushell-Mingo

Josette Bushell-Mingo and Sarah-Jane Dent

Co-Chairs of Clean Break Theatre Company

June 2025

INTRODUCTION

Clean Break is a women's theatre company established by two women prisoners in 1979 at HMP Askham Grange in Yorkshire.

We are the only organisation of our kind in the UK and since our founding we have been producing award winning theatre productions which share the untold stories of women who are criminalised with audiences across the UK. We also work directly with women themselves through theatre, creativity and holistic support, both from our studios in Kentish Town, north London and in prisons and women centres around the country.

PRINCIPAL AIMS AND OBJECTS OF THE CHARITY

Our charitable objects as stated in our governing document are

- To advance education for the public benefit through the promotion of the arts with particular but not exclusive reference to imprisonment of women
- To help rehabilitate and re-integrate women ex-prisoners and offenders by promoting and developing the creative, artistic and practical abilities of such persons.

We no longer use the term 'offenders' in our communications internally or externally as we recognise that this label is stigmatising and unhelpful. Instead, we speak of 'women with lived experience of the criminal justice system' to emphasise that they are women first and foremost. We refer to women who attend our on-site and online programme of activities as our Members. They either have lived experience of the criminal justice system or identify as at risk of entering it, with drug/alcohol use and/or mental health needs. Members can be currently attending or have attended in the past and want to maintain an ongoing affiliation with Clean Break. Member artists are those who have progressed into professional creative careers and are employed by us.



PUBLIC BENEFIT

The members of the Board confirm that they have complied with their duty under the Charities Act 2011 to ensure the charity provides public benefit. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed its guidance in this area.

The annual report gives a detailed description of the activities undertaken by the charity during the period in furtherance of its charitable purposes, and the Board are satisfied that all such activities provide public benefit.

Specifically, we define our beneficiaries as

- Clean Break Members, as participants and artists engaged in our work
- Women with lived experience of the criminal justice system and those at risk of entering it, in the wider community including prison
- Artists and freelance creatives who contribute to, create and deliver work
- Professionals who train with us to improve their practice
- Members of the public engaging with Clean Break's work on stage, online and in print

Our Vision: A society where women can realise their full potential, free from criminalisation.

Clean Break was established for and by women with lived experience of the criminal justice system. They remain at the core of our work which is designed to enable them to realise their full potential in society.

Our Mission: Producing ground-breaking theatre which puts women's voices at its heart and creates lasting change by challenging injustice in and beyond the criminal justice system.

As a theatre company, we make bold, courageous and outstanding theatre that impacts positively on the lives of women in the criminal justice system. We do this in collaboration with artists, Members, partners in the criminal justice sector, in theatre and beyond. We engage with audiences to provoke dialogue and mobilise them to make change with us.



Our Values: Creativity, Courage, Compassion, Collaboration, and Equity and Fairness

CONTEXT FOR 2024-25

2024 proved to be a year of great output for Clean Break with a mainstage production, a small-scale tour, as well as a three-day Members festival, our first ever digital film festival, and inaugural Big Night Out fundraising event. We also carried out the final phase of our capital make-over which saw us transform our home of 25 years into a more trauma-informed and welcoming space for everyone.

Alongside such achievements it was also a year of significant organisational change and challenge. We bid farewell to our previous Co-Chair Alison Frater and welcomed the duo of Josette Bushell-Mingo and Sarah-Jane Dent as our new Co-Chairs following an open recruitment process. We also said goodbye to Erin Gavaghan, Executive Director and Joint CEO since 2018, who returned to her home in Canada in October. These changes in our leadership brought additional pressures and we are pleased to have achieved a smooth transition and found an Interim Executive Director in Natasha Bucknor who brings new expertise and shares our values and ambitions.

Our team has worked incredibly hard and been flexible and responsive to opportunities that have arisen, particularly in relation to achieving our fundraised and earned income targets. This is vital in making our business model of mixed income generation a success and ensuring we can continue to provide our core services and activities and invest in future work. Thanks to the ongoing support of two funders, we continued to invest additional capacity in earned income and resilience, and innovated new ideas, including producing a Summit for Women in Prison – using our event management and producing skills for a different purpose. Despite our best efforts we have not fully achieved our income targets, which was partly due to our closure over the summer months for our refurbishment. This shortfall has required us to use our reserves for a third consecutive year and to re-examine our income targets and our strategy for growth for our hires and training moving forward. In March 2025 we began a review of our business model thanks to the pro bono consultancy support via the Cranfield Trust, and we will see the outcome of this in 2025/26 and beyond.

Our Members continued to be centred in the life of the company across the year – being forefronted in our produced work, and engaging actively across all aspects of the company's organisational development – being part of the Board of trustees, of working groups, recruitment panels, capital work project design, Town Hall discussions, as well as the ongoing evolution of our Members Advisory Group. This path to shared power and flourishing community is ever richer and stronger since its inception in our new Business plan of 2018.

In a similar way, equality, diversity and inclusion which underpins all our work, and is articulated in our fourth strategic aim, has seen strong progress across the year, as we were gripped with more determination following the racial violence which broke out in the summer of 2024. Since the implementation of our antiracism action plan in 2022 we have completed 24 out of the 39 actions, with a further 14 actions underway and only one outstanding to date. We have also put our Anti-ableism working group on its feet this year, so now have four working groups made up of trustees, volunteers, Members and staff working towards specific goals.

The climate has been a hard one for all organisations in our sectors. With many theatre companies' business models no longer fit for purpose, we have seen a number of our peers close their doors, and we feel their loss. Ongoing underfunding and short-term funding of the women's sector continues to have a negative impact on services. However, the new Labour Government brought with it some seemingly more progressive news for women's justice, with the creation of the Women's Justice Board and a renewed commitment to reducing the women's prison population. As

we write, the recent review of the Sentencing Guidelines suggests more positive news for a fairer more humane justice system, with fewer short sentences and more investment signalled in community solutions. We find ourselves with cautious optimism about the road ahead.

Below you can read further about our key activities and approaches used to deliver our aims in 2024-25 and how this was supported financially.

Create bold, courageous and outstanding theatre that sparks compassion and action in our audiences.	Invest in and nurture the voices, experience, expertise, and aspirations of our Members (women at risk and with criminal justice experience).
Be a leading force in the sectors we work in and with, altering the theatre and criminal justice ecologies.	Drive forward equality, diversity and inclusion in and beyond our organisation.



**ACTIVITIES AND IMPACT
OF THE CHARITY**



**CREATE BOLD, COURAGEOUS AND OUTSTANDING THEATRE THAT SPARKS COMPASSION
AND ACTION IN OUR AUDIENCES**



**THE TRIALS AND PASSIONS OF UNFAMOUS
WOMEN**

In June we opened *The Trials and Passions of Unfamous Women*, a co-commission with London's International Festival of Theatre (LIFT) in association with Brixton House. We are incredibly proud of this production, working in partnership with Brazilian theatre artists, Janaina Leite and Lara Duarte, alongside Rachel Valentine Smith and our own Member artists Athena Maria, Dominique Lavine Wood-Whyte, Kim Teresa (KT) Marsh, Sarah-Jane Dent, and Yvonne Wickham. The work was developed in English, written in Portuguese and translated back into English. It was formally innovative and explored the lives of historic, mythic women and the personal stories and passions of Clean Break Members on stage.

"Honesty and vulnerability are at the centre of the whole project, the stripping back of societal stigmas and solicitors' wigs in order to reveal the very human realities of what it means to be a part of this world and what can cause someone to transgress." Broadway World

We produced *Trials and Passions of Unfamous Women* in partnership with LIFT and Brixton House. Clean Break invested £59,387 of funds on the production over a two-year period and, as lead TTR claimant for the production, processed £152,064 of investment and £105,849 of co-production, earned and raised income within the year, including Box Office income of £11,860 –distributed amongst the co-producing partners.

SCENES FROM LOST MOTHERS BY GURPREET KAUR BHATTI

We produced *Scenes from Lost Mothers*, in partnership with University of Hertfordshire and Birth Companions Lived experience team, as part of the [Lost Mothers research project](#). The play was developed from Dr Laura Abbott's research and Birth Companion's lived experience team testimonies, and an emotional rehearsed reading of the first draft with the Lost Mothers project team in May led to further development. The touring production was cast from our Members and women with lived experience from peer companies, as an acting pathway beyond their engagement on our Members programme. Directed by Anna Herrmann, it toured 15 venues nationally across February and March including universities, conferences, law firms, women's centres and two public performances at Royal Central School of Speech and Drama.

This was an incredibly successful partnership, demonstrating the power of a strong collective voice to bring attention to the experiences of women separated from their babies due to incarceration.

Audience feedback:

"Congratulations on a wonderful play. Poignant, moving and powerful. Shocking that these practices still exist but the research sounds compelling and the optimism for driving meaningful change was palpable in the room."

"The context of the play was brilliantly set and, as the stories unfolded, the inhumanity of the prison system in relation to mothers and their babies was powerfully exposed."

£30,287 was invested in 2025, earning £39,657.



COMMISSIONS AND PIPELINE

As a theatre company dedicated to new work and platforming untold stories, we have a number of playwrights under commission every year. Each playwright requires a different level of research, engagement and support to develop her play before it is ready for the stage. This year we continued to work with Yasmin Joseph, Gurpreet Kaur Bhatti, babirye bukilwa and Emma Dennis Edwards, whilst making a new commission to Somebody Jones part way through the year. Somebody Jones has been supporting our Members writers group as well as delivering workshops in a local women's centre as part of her research. The work with Yasmin culminated in a rehearsed reading in February of the second draft of her play. We have greatly benefitted from expanding our artistic department with Lakesha Arie-Angelo, our new Associate Artistic Director, joining the team last March.

We also did a call out to our Members for a new writing seed commission, which saw us receive 13 expressions of interest, of which we shortlisted eight, offering them each a fee to develop their pitch. We will offer two Members a seed commission in 2025/26 and work with them over the year offering support and dramaturgy.

Investment in Productions and production pipeline:

Income earned including theatre tax credits £133,013 (2024: £20,242; 2023: £78,974)

Direct costs £291,561 (2024: £122,954; 2023: £258,850)

Support costs £258,308 (2024: £189,523; 2023: £249,411)

Total costs £549,869 (2024: £312,477)

INVEST IN AND NURTURE THE VOICES, EXPERIENCE, EXPERTISE, AND ASPIRATIONS OF OUR MEMBERS

MEMBERS PROGRAMME AND SUPPORT

Our core on-site **Members programme** runs Monday to Wednesday offering four different courses: **Health & Wellbeing**, **Theatre Makers**, **Writers Circle** and **Creative Space**.

Enhancing the core programme, we also offer additional opportunities each year. This year we ran a comedy course in partnership with The Comedy School, reigniting a partnership from pre-pandemic times, and a summer dance project in partnership with The Place. Alongside this, we ran five **masterclasses** engaging with 34 women, including sessions on musical theatre, writing and comedy. We are thankful for all the artists who have offered their expertise. On top of providing 17 tickets to Members and Member artists for our own productions of *The Trials and Passions of Unfamous Women* at Brixton House as well as 16 tickets to *Scenes from Lost Mothers* at Royal Central School of Speech and Drama, we were able to take 30 Members to see five other performances providing **34 free tickets to theatre productions** on stages across London.

Underpinning our creative offer is our holistic support provided by our specialist support team. Across the year we provided regular support and advocacy, addressing a range of issues including mental health, drug relapses, access to digital services, liaising with statutory services, debt advice, provision of food, and seeking refuge from domestic violence.

Through our partnership with the Institute for Arts in Therapy and independent therapists, we have been able to offer 277 hours of direct therapy to 23 women across the year.

BEYOND: MEMBERS' FESTIVAL

Clean Break held its second Members Festival in July 2024. The festival planning began in September 2023 and was co-created by our Members Festival Committee who met regularly across the year to make decisions around all aspects of the festival, including the name, theme, timings and programme content. The festival showcased our Members' personal creative projects as well as our core programme performances, and included short plays, dance, monologues, workshops as well as a planting seeds workshop. It was a delight to host Clean Break's founders, Jacqui and Jenny, amongst the 121 guests attending the festival.



around the question ‘Can prison be a place of safety for young adults?’ Attended by an average of five young adults each session, they created their own performance which they performed to senior staff at the prison. Participants commented on developing confidence, communication skills and creativity.

“Thank you for coming and helping us learn who we are, you have made a massive difference and brought out the best in us” Project participant, October 2024

We returned to HMP Downview in January to deliver the third year of our partnership with Open Book, (part of Goldsmith University). This final phase of the project saw us deliver a performance project, ‘*Now You Tell Me If I’m Guilty*’ alongside a music production strand, evaluated by Greenwich University. A group of seven women attended regularly, with five completing the course.

Investment in Members and participation work:

Direct costs £178,148 (2024: £175,164; 2023: £216,537)

Support costs £336,617 (2024: £315,083; 2023: £209,760)

Total costs £514,765 (2024: £490,247; 2023: £507,297)

Income earned through grants and fees for services £58,354 (2024: £34,480)

Members Pathway and Prison Participation Direct Costs: £33,032

Direct Costs: £202,132 (2024: £175,164)

BE A LEADING FORCE IN THE SECTORS WE WORK IN AND WITH

KNOWLEDGE HUB: ACCELERATING OUR DIGITAL REACH

November 2024 marked one year since the launch of Clean Break's digital Knowledge Hub, part of Bloomberg's fully funded Digital Accelerator programme. Creating content for the Hub is a key part of our digital strategy, and having a bespoke platform to share our work has enabled us to increase Clean Break's digital presence and audience engagement. In the year 2024/25, the Knowledge Hub was visited 17,201 times by 7,511 active users, and total website views were up 50% compared to the previous year.

The Digital Accelerator Programme has now concluded, but its impact continues to be felt. With the help of training and equipment provided by Bloomberg Philanthropies, we are now making high quality video content in-house and continue to populate the Knowledge Hub with a stream of content which engages audiences and supports Clean Break's mission.

In October, we held our first online Film Festival, hosted on our Knowledge Hub. The festival enabled us to build relationships with values-aligned filmmakers, test and expand the capabilities of the Hub and position Clean Break as an active participant in the filmmaking community. We exceeded our festival pass sales target by 40% and gained 136 new Knowledge Hub account holders. During the two-week festival, over 1,500 users visited the Hub.



"Incredible! So moving, each so powerful in its own unique way. One of the most impactful programmes of shorts I've ever seen." Audience Member



LEADERSHIP AND RESEARCH

Our leadership work has taken an upward trajectory this year, as part of our strategic aim to both share our expertise as well as generate earned income for the organisation moving forward. This has included securing a contract to produce Women in Prison's 40th Anniversary Summit, as well as an increase in paid for consultancy, workshops, panel talks and presentations. We also produced a short series of monologues from past Clean Break plays, performed by Member artists, to contribute to five events across the year, including our own Festival of Being Human, held in partnership with University of Oxford in November, to mark Clean Break's 25th year in our studios.

Our **Leading with Kindness** offer has seen a welcome uptake with organisations booking our training, from Belfast to Glasgow and many cities across England. Our new digital adverts and taster content have produced positive outcomes in terms of uptake on all our public sales courses. We are committed to growing this area of our earned income generation to strengthen our sustainability and were joined by a new staff member in October to help catalyse this, which has increased costs but is expected to show a return on investment in the next financial year.

We generated £42,861 across our offer of speaking engagements, training courses and workshops. (2024: £35,163; 2023: £35,514)

Our commitment to learning and research has been ongoing across the year and relationships with academics continued to thrive – ranging from University of Hertfordshire with *Scenes from Lost Mothers*, University of Sheffield with delivery in HMP Styal, Goldsmiths University with HMP Downview, our Women Theatre Justice partners at Queen Mary University and Warwick Business School as well as our ongoing long term partnership with Royal Central School of Speech and Drama. We also had a Masters’ student from South Bank University attached to the company this year, which will deepen next year with a collaborative PhD that has been awarded. Two Member artists delivered the final phase of the **Transformative Justice** project, which continued with workshops through to June, and concluded in September at South Bank University with a panel discussion and presentation on the project findings.

Investment in Leadership & Research:

Income earned £55,406 (2024: £35,163; 2023: £35,514)

Direct costs £54,087 (2024: £71,300; 2023: £30,678)

Support costs £99,190 (2024: £114,155; 2023: £39,204)

Total costs £153,277 (2024: £185,455; 2023: £69,882)

DRIVE FORWARD EQUALITY, DIVERSITY AND INCLUSION IN AND BEYOND OUR ORGANISATION

Equality, diversity, and inclusion are deeply embedded in our mission, values and all activities. Alongside integrating these in our work, we are taking specific, tangible action to drive progress. This is monitored by working groups, with membership drawn from across our community to ensure that there is accountability and diversity of voice. In turn, reporting is to the community including the staff and trustees to maintain transparency.

ANTI-RACISM

We continue to invest in and progress our anti-racism practice, led by the action plan we agreed in April 2022. Our team is held to account by a working group that includes Members, staff and Trustees; and our CEOs report quarterly on our progress to our whole community. We have accomplished much in our plans this year including:

- Placing our Action and Accountability commitment to antiracism on our website;
- Hosting our second annual company-wide anti-racism take-over afternoon, held in May 2024, attended by over 30 people;
- Welcoming Dr Romarilyn Ralston, African American feminist abolitionist, for an inspiring afternoon of presentation and Q&A;
- Progressing the development of our values in action and inclusion reporting mechanism;
- Running an ongoing healing space for our global majority staff and securing additional funds to offer this to our wider community in light of racist violence witnessed over the summer.

Financial investment was in undertaking the healing spaces and supporting the take-over day.

MEMBERS' ADVISORY GROUP

Keeping women's voices at the heart and ensuring that our Members' voices are amplified and central to company life is vital to our sustainability. Our ambition to have Members represented in decision making structures continues to strengthen. This year Members have formed part of recruitment panels for leadership roles, they have contributed to company strategy days, and to working groups. The Member Advisory Group (MAG) has gained strength, meeting monthly, to consider aspects of the company. In March MAG members co-chaired our annual Town Hall event, welcoming our Co-Chair Sarah-Jane Dent to speak to Members alongside the leadership team.

TRANS-INCLUSION

As part of our commitment to anti-oppressive practices, Clean Break has historically operated as a trans and intersex inclusive women's service. In light of the recent Supreme Court ruling on the definition of 'woman' in the Equality Act 2010, we are reviewing our Trans Inclusion Policy. We are committed to anti-discriminatory and anti-oppressive practice.

Our Trans inclusion working group has been strongly led by our staff team, with good allyship and support from trustees. Our policy was operational in 2024/25, and training was delivered by members of our working group for the whole staff team. Actions progressed included:

- Celebrating Pride month as a community
- Inviting the sharing of pronouns across company activity
- Challenging transphobia through our anti-bullying and safer spaces frameworks
- Replenishing our trans inclusion working group membership
- Developing an inclusion and awareness training offer for our Members.

On writing this report in summer 2025, we have responded to the EHRC consultation on the new Equality Act definition of woman and shared the challenges we anticipate in practically implementing the law and the impact it will have on our community. We are working with our Board of Trustees and the women's sector and seeking legal advice to understand the implications for our organisation moving forward.

ANTI-ABLEISM

Since April 2024, our Anti-ableism working group has been meeting every two months progressing actions to improve access and inclusion for everyone at Clean Break. The group's aim is to challenge the systemic exclusion of disabled people by embracing the Social Model of Disability. Following an external access audit some recommendations were implemented in 24/25 while other larger scale building improvements are on hold due to required funding.

The group and some other staff members received further access training in the autumn, and members of the working group are regularly attending the DWP's Disability Confident Employer network trainings and information sessions. Both trustees and staff are represented on the group with the intention of recruiting Members to join in summer 2025.

STRUCTURE AND GOVERNANCE

The charity is constituted as a company limited by guarantee and is therefore governed by a Memorandum and Articles of Association. The maximum liability of members in the event of a winding up is £1. At 31 March 2025 there were 15 members who are all Directors of the company.

The charity has one active, wholly owned trading subsidiary, Clean Break Productions Limited. Any profits go to support the charity.

MEMBERS OF THE BOARD

The members of the Board constitute directors of the charity for the purposes of the Companies Act 2006 and trustees for the purposes of charity legislation. At any one time there must be a minimum of six members but never more than sixteen (as of May 24). New members of the Board are elected by existing members. Members of the Board are required to retire after four years' service but are eligible for re-election for up to a further four years; and in extraordinary circumstances can have their term extended by a further year.

The Board regularly reviews the diversity of its members and proactively plans for succession; creating a Nominations Committee to lead recruitment. In 2024, the trustees led an open recruitment to find new Co-Chairs to lead the Board who were welcomed at the July 2024 AGM.

KEY MANAGEMENT PERSONNEL

Key management personnel for Clean Break are the Board of trustees (who do not receive remuneration for their services as trustees), the Executive Team (Artistic Director and Executive Director who are joint CEOs) and the Senior Management Team (Head of Participation & Deputy CEO, Head of Finance & Operations, Head of Development & Communications and Associate Artistic Director).

WORKFORCE

As of 31 March 2025, we employed 26 staff with no vacancies. The full-time equivalent staff count was 17 with 35% of the team working part-time hours (2024: 21 FTE, 36% part-time).

We engaged 68 freelancers (2024: 65) across the year in addition to our staff team to realise our work. This included playwrights on commission, actors and artists who created work and facilitated sessions in our programmes; it also includes the individuals who lent their expertise to our talks and events (both internally and externally facing).

Our volunteers are a vital part of how we deliver our ambitions. We were supported by 46 volunteers working 1,402 hours across the year (2024: 49 volunteers; 1,340 hours). Our volunteers supported a range of projects including the delivery of our Members programme; delivered Art/Drama Therapy to Members; cooked meals for Members and staff, cared for our courtyard garden and supported our administration. Our volunteers are led and supported by our experienced Volunteer Manager. We also found opportunities for our Members to volunteer outside of Clean Break, with 17 Members offering 255 hours to Brixton House, Donmar Warehouse, as well as We Make Camden and Big Night Out as front of house placements.

Clean Break is accredited with the Living Wage Foundation and committed to fair pay as an ITC Ethical Manager. Pay and Reward Review Policy sets out the systems in place to set and review pay. This year, staff earning less than £40,000 per year were awarded an increase based on benchmarking with other organisations in the sector. A cost-of-living increase is considered by the Board annually and if approved is awarded to all staff who have completed their probationary period. A cost-of-living increase of 1% was awarded to all staff equitably.

This chart illustrates our diversity as of 31 March 2025 and includes some benchmarking from Arts Council England (22/23), the known make-up of the diversity of women in prison (Bromley Briefings, Prison Reform Trust published twice annually) and UK ethnicity data from the 2021 census. The disproportionate number of Black and minoritised women in the penal system compared to the general population clearly indicates the systemic challenge of racism that needs addressing.

	Clean Break 2024/25				Industry Statistics for Benchmarking			
Workforce Statistics	Freelancers	Staff	Trustees	Volunteers	ACE (22/23)	Women in prison (Dec 24)	England & Wales (census 2021)	London (census 2021)
Sample size	29/68	26/26	15/15	30/46				
Response rate	43%	100%	100%	65%				
	% of those who responded							
Asian	3%	4%	0%	10%	15%	4%	9%	20%
Black	34%	23%	29%	7%		8%	4%	14%
Mixed or multiple ethnic backgrounds	10%	16%	21%	14%		5%	3%	6%
White British or Irish	41%	46%	36%	56%	51%	82%	74%	54%
White Other	0%	12%	14%	7%	7%		6%	6%
Other ethnic group	10%	0%	0%	6%		1%	2%	6%
Prefer not to say / not known	0%	0%	0%	0%	26%	0%		
Disabled or having long-term disability including mental health	28%	27%	36%	33%	9%	62% (mental health only)	18%	13%
Identify as neurodivergent	31%	41%	20%	40%	Not available	Not available	Not available	Not available
Personal experience of the criminal justice system	34%	8%	33%	13%	Not available	100%	Not available	Not available
Socio-economic status (highest earner occupation at 14yrs)								
A & B: higher socio-economic background	61%	58%	56%	60%	39%	Not available	Not available	Not available
C1 & C2: middle socio-economic background	14%	28%	7%	26%	20%			
D & E: lower socio-economic background	19%	12%	28%	9%	13%			
prefer not to say / not known	3%	4%	7%	3%	27%			

OPERATIONS AND ADMINISTRATION

With our values centred, we aim to run our organisation with equity and fairness, placing women's voices and sustainability at the heart. Our general support costs (overheads and admin) reflect the financial impact of this aim.

We achieve this aim by ensuring that our governance framework is strong; our Members are represented; our staff team is thriving; our business model is fit for purpose; and our operational systems and processes are robust.

Costs reflecting the financial impact of this aim are naturally embedded within and allocated across all of our activities but mostly reflected in our support costs. This year's support costs, including support staff, totalled £706,791 making up 53% of our expenditure (2024: £629,147, 53%; 2023: £637,282, 51%)

The economic landscape remains a challenge, and while we continued to rely on fundraising for our income, we are beginning to see growth in our earned income generation to balance this. However, as we were not able to reach our projected income targets for the year, we have once again had to utilise reserves to balance the year end.

Over the year we generated £47,282 in hires income (2024: £30,758; 2023: £24,249; 2022: £8,312); whilst it's positive to see this income stream strengthening, hires fell short of target by more than £50,000.

This year was the final phase of a three-year capital refurbishment project and included a significant change to the internal layout of the downstairs of the building, vastly improving the welcome area and dining area, considering space, colour, sound sensitivity and trauma informed designed principles. We took an important step by switching to 100% renewable energy across our site - an intentional and values-driven move, particularly in the face of rising utility costs. Inspired by the work we undertook through the Mayor's Business Climate Challenge and the insights gained from our energy audit, our Climate Justice Team has continued to monitor usage closely and seek out practical ways to further reduce emissions. These quieter but deliberate actions reflect our long-term commitment to environmental responsibility and maintaining a low-carbon, climate-conscious space for our community.

Other earned income 2025: £47,925 (2024: £33,394)

Support Staff 2025: £389,900 (2024: £369,483)

Other support costs 2025: £316,891 (2024: £259,664)

FINANCE AND FUNDING

OVERVIEW

In 2024/25 Clean Break's income streams and delivery models were tested, flexed and strengthened as we started to make strides in adapting to the current climate. Whilst the funding and commercial environments continue to present huge challenges in the arts sector, this year saw the strengthening of Clean Break's unrestricted income streams. We held the financial weight of a major production and found cost efficient ways to deliver impact whilst investing in the refurbishment of our Kentish Town building.

Total income for the year was £1,333,042 (2024: £1,233,160; 2023: £967,203), an increase of 7% on last year and continuing the growth trajectory of the past two years. Fundraised income from Donations made up 76% of income (2024: 90%; 2023: 82%), an indication of the growth of other income streams. Production income was significant as we held the financials for the producing group of *Trials and Passions of Unfamous Women*; a marked difference to the previous year when the Production was financially held by the National Theatre.

Total expenditure for the year was £1,431,082 (2024: £1,180,997; 2023: £1,243,068), an increase of 21% on the prior year. Direct expenditure on productions and production pipeline made up a greater share compared with previous years 20% (2024: 9%) and is reflective of the delivery of two productions and the artistic vision as we lead up to our 50th year. The Members programme and delivery in prisons and women's centres cost more this year due to inflationary rises and the update of salary and fee structures to meet the market. Expenditure was also affected this year by higher utility bills, IT services and building maintenance, including unplanned repairs.

The year closed with an in-year deficit of £98,040 (2024: surplus £53,452). While disappointing compared with last year's surplus, the outcome was stronger than the budgeted deficit and we invested £103,325 in building improvements and equipment through Arts Council Capital funding and Bloomberg resilience fund.

At 31 March 2025, Clean Break held total funds of £922,500 (2024: £1,020,540), of which £759,542 are fixed assets and £162,958 reserve funds. Within this, restricted funds stood at £128,852 (2024: £205,853), and unrestricted free reserves were £34,106 (2024: £81,999).

Trustees designated £20,175 of free reserves for inflationary staff reward, and a further £27,718 of reserves was absorbed by operational costs due to income falling short of target. Free reserves therefore declined significantly during the year and remain below the company's reserves policy target.

INCOME

Clean Break follows the fundraising practices as per section 13 of the Charities (Protection and Social Investment) Act 2016. Clean Break does not currently work with any commercial or professional fundraisers. Clean Break has received no complaints relating to fundraising during the year. If any complaints are received, these would be dealt with by the trustees and Leadership Team.

Donations totalled £1,013,455 (2024: £1,108,730; 2023: £789,108). While slightly below last year's strong performance, income remained ahead of budget. We saw an 8% increase in unrestricted donations, improving our ratio of unrestricted to restricted donated income. This was achieved without additional fundraising costs.

Highlights included:

- Launching two Big Give campaigns and a Radio 4 Appeal, doubling our campaign income from the previous year £72,816 (2024: £35,780).
- Individual Giving almost doubled, raising £62,530 (2024: £32,120) from regular giving, one-off gifts (outside of the Big Give campaign), events and challenges. A highlight being, Clean Breaks first Big Night Out fundraiser held in London's West End, which will return in 2025.
- Trusts and Foundations income saw a 22% decrease from the previous year £327,511 (2024: £418,016; 2023: £226,256).
- Corporate partnerships were maintained however income was 15% lower than the previous year £65,642 (2024: £77,642)

We are incredibly grateful to the regular funders who continued to support our work and those new supporters who are helping to secure our future. Earned income from charitable activities was £271,662 (2024: £91,036; 2023: £153,388), a substantial difference compared with last year when our main production was financially held by a partner. Projects in prisons and women centres and partnerships with universities saw net growth of income and are being increasingly recognised as an essential part of Clean Breaks business model.

Highlights included:

- As co-producer of *The Trials and Passions for Unfamous Women*, Clean Break saw £105,849 in co-production contributions and a modest £11,860 in box office income.
- Training and income for Clean Breaks leadership expertise and research grew 58% on the previous year, generating £55,406 (2024: £35,163).
- Hires income increased 55% on the previous year, generating £47,595 (2024: £30,758; 2023: £24,249). However, income from space hire did not meet the £105,000 target, demonstrating the continued challenge of rebuilding this income stream.
- Service delivery in women's centres and prisons provided £35,808 of unrestricted income (2024: £30,000).

EXPENDITURE

Expenditure on charitable activities totalled £1,217,911 (2024: £988,179), reflecting the following:

- Full costs of two productions: *The Trials and Passions of Unfamous Women* in partnership with LIFT and Brixton House and *Scenes from Lost Mothers* in partnership with Hertfordshire University.
- An increase in staff costs £864,391 across direct and indirect activities (2024: £834,895), with staff numbers broadly stable, and costs reflecting inflationary increases. Staff were awarded a cost-of-living inflationary rise in salaries of 1% in the spring.
- Support costs (including overheads and depreciation) rose to £706,791 (2024: £629,147), driven by building costs such as utilities, building maintenance, IT services, and increased depreciation following recent capital works.
- Expenditure on raising funds was stable at £154,144 (2024: £154,029; 2023: 157,152) with growth in fundraising income achieved without significant increase in fundraising expenditure.

RESERVES

Clean Break's Trustees review and revise the charity's reserves policy annually considering the charity's financial position, planned activities and the financial risks ahead. The policy as included has been updated to reflect current needs and is monitored quarterly by trustees.

Reserves Policy

The Board agreed that the reserves target for the charity is to maintain a minimum of £250,000 in free reserves to support the charity, being equivalent to 3 months operating costs (2022-23 this was £244k).

These reserves are also considered in relation to the following financial risks:

- Funds to cover short term cashflow requirements: the business model sometimes necessitates payment of salaries, operating overheads and project costs ahead of receipt of related funding or earned income. There is also a secured overdraft in place to support cashflow of this nature.
- Contingency against income targets not yet met for the year ahead, across all sources of income generation.

Should reserves need to be utilised, this decision will be taken by the trustees. Following any use of reserves, a plan to rebuild them will be implemented without delay.

Trustees will review this policy annually.

As at March 2025, total funds are £922,500 (2024: £1,020,540; 2023: 968,377), of which £759,542 are fixed assets and £162,958 reserve funds. Within this, restricted funds stood at £128,852 (2024: £205,853), and unrestricted free reserves were £34,106 (2024: £81,999; 2023: £143,628).

Investment Policy

Free Unrestricted Funds held above the Reserves target will be invested in suitable notice period bank accounts that offer a higher yield than the instant access bank accounts currently in use. The aim is to maximise returns while maintaining appropriate access to funds, in line with the charity's risk profile and financial needs.

RISK MANAGEMENT

Risk management remains a key consideration as all charities are navigating an uncertain world. Risk management is a standing agenda item for all trustee meetings.

Identified risks are listed in a register which outlines the nature of each individual risk and rates them either high, medium or low risk with regards to both probability and impact. A risk management approach is agreed for each listed risk and a net risk rating after mitigation of either high, medium or low is assigned. Ratings are reviewed regularly, and progress is actively monitored.

GOING CONCERN

The trustees have considered the requirement that the financial statements should be prepared on a going concern basis unless they intend to liquidate the charity or cease operations or have no realistic alternative but to do so.

Trustees have discussed the impact on the charity and the sectors it operates in relation to the on-going global conflicts and lingering economic hardships, in the context of the charity's resources, policies, processes and plans for the twelve months ahead.

In making their assessment, the Trustees have considered whether there is a material uncertainty that the charity can continue as a going concern and how this should be presented in the financial statements. They have concluded that on-going uncertainty does not constitute a material uncertainty related to going concern.

Trustees continue to identify the risks relating to the company's ongoing operations and discuss the strategies designed to manage them regularly through the risk register.

Trustees have highlighted the rebuilding of reserves and increasing the diversification and growth of income as priorities needed to maintain the charity as a going concern in the future.

Despite a challenging landscape, Clean Break has demonstrated its' ability to manage the financial risk through careful planning, regular reforecasting and continuous risk assessment; the past three years have required operations to be supported by use of reserves due to a slower than anticipated growth of earned income. An overdraft facility is in place, if necessary for cashflow, although this has not been used in recent years. Work on a new business model is underway to achieve greater sustainability and budgets for the next 3 years are balanced and intend to rebuild reserves.

Trustees have therefore concluded that the financial statements of Clean Break for the year ended 31 March 2025, should be prepared on a going concern basis.

STATEMENT OF THE MEMBERS OF THE BOARD'S RESPONSIBILITIES

The members of the Board (who are also directors of Clean Break for the purposes of company law) are responsible for preparing the report of the Board and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the members of the Board to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure of the charitable company, for that period.

In preparing these financial statements the members of the Board are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The members of the Board are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also

responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Board members confirms that:

- so far as the Board member is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the Board member has taken all the steps that she ought to have taken as a Board member in order to make herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Approved by members of the Board and signed on their behalf by:



Josette Bushell Mingo and Sarah-Jane Dent
Co-Chair of the Board

2025

Independent auditor's report
Clean Break Theatre
Company Year ended 31 March 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CLEAN BREAK THEATRE COMPANY

Opinion

We have audited the financial statements of Clean Break Theatre Company for the year ended 31 March 2025 which comprise the consolidated Statement of Financial Activities, the group and charitable parent company's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charitable parent company's affairs as at 31 March 2025 and of 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 matter prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 the 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 they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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 are set out below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charitable parent company's policies and procedures relating to:
 - Detecting, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting of the risks of fraud and responding whether they have knowledge of any actual or suspected fraud;
 - The internal controls in place to mitigate risks related to fraud or non-compliance with laws and regulations.
- We obtained an understanding of the legal and regulatory framework that the group and the charitable parent company operate in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charitable parent company from our professional and sector experience.
- We performed analytical procedures to detect any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

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. 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 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 auditor's 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 charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Anthony Epton (Senior Statutory Auditor)
for and on behalf of

Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Year to 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	Unrestricted funds £	Restricted funds £	2024 Total funds £
Income and expenditure							
Income from:							
Donations and Legacies	1	587,883	425,572	1,013,455	542,638	566,092	1,108,730
Charitable activities	2	271,662	-	271,662	91,036	-	91,036
Other	3	47,925	-	47,925	33,394	-	33,394
Total income		907,470	425,572	1,333,042	667,068	566,092	1,233,160
Expenditure on:							
Raising funds	5	154,144	-	154,144	154,029	-	154,029
Charitable activities	6	818,303	399,608	1,217,911	591,375	396,804	988,179
Other	7	59,027	-	59,027	38,789	-	38,789
Total expenditure		1,031,474	399,608	1,431,082	784,193	396,804	1,180,997
Net income / (expenditure) before transfers		(124,004)	25,964	(98,040)	(117,125)	169,288	52,163
Gross transfers between funds	17	102,965	(102,965)	-	116,451	(116,451)	-
Net movement in funds and net income (expenditure)	9	(21,039)	(77,001)	(98,040)	(674)	52,837	52,163
Reconciliation of funds:							
Fund balances brought forward at 1 April		814,687	205,853	1,020,540	815,361	153,016	968,377
Fund balances carried forward at 31 March		793,648	128,852	922,500	814,687	205,853	1,020,540

There were no other recognised gains or losses other than those stated above.

All of the charity's activities derived from continuing operations during the above two financial periods.

Balance sheets Year to 31 March 2025

	Notes	Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
Fixed Assets					
Tangible assets	13	759,542	729,648	759,542	729,648
Investments	14	-	-	1	1
		759,542	729,648	759,543	729,649
Current Assets					
Debtors	15	263,326	61,871	263,991	61,879
Cash at bank and in hand		95,988	324,953	95,322	324,944
		359,314	386,824	359,313	386,823
Creditors: amounts falling due within one year	16	(196,356)	(95,932)	(196,356)	(95,932)
Net current assets		162,958	290,892	162,957	290,891
Total net assets		922,500	1,020,540	922,500	1,020,540
Represented by:					
The funds of the charity					
Restricted funds	17				
. Restricted income funds		128,852	205,853	128,852	205,853
Unrestricted funds	18				
. General fund (reserves)		34,106	81,999	34,106	81,999
. Keystone Resilience fund		-	3,040	-	3,040
. Building fund		531,131	553,673	531,131	553,673
. Tangible fixed assets fund		228,411	175,975	228,411	175,975
		922,500	1,020,540	922,500	1,020,540

**Approved by members of the Board
and signed on their behalf by:**

Member of the Board

Approved on:

Clean Break Theatre Company
Company Registration Number 2690758 (England and Wales)

Consolidated statement of cash flows Year to 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(125,767)	139,682
Cash flows from investing activities:			
Purchase of tangible fixed assets		(103,198)	(119,165)
Net cash used in investing activities		(103,198)	(119,165)
Change in cash and cash equivalents in the year		(228,965)	20,517
Cash and cash equivalents at 1 April	B	324,953	304,436
Cash and cash equivalents at 31 March	B	95,988	324,953

Notes to the statement of cash flows for the year to 31 March 2025

A Reconciliation of net movement in funds to net cash (used in) provided by operating activities

	2025 £	2024 £
Net movement in funds (as per the statement of financial activities)	(98,040)	52,163
Adjustments for:		
Depreciation charge	73,304	58,250
Losses on disposal of fixed assets	-	-
(Increase)/decrease in debtors	(201,455)	24,440
Increase in creditors	100,424	4,829
Net cash (used in) provided by operating activities	(125,767)	139,682

B Analysis of cash and cash equivalents

	2025 £	2024 £
Analysed as follows:		
Cash at bank and in hand	95,988	324,953
Total cash and cash equivalents	95,988	324,953

Principal accounting policies Year to 31 March 2025

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of accounting

These financial statements have been prepared for the year to 31 March 2025.

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet incorporate the financial statements of Clean Break Theatre Company and its subsidiary, Clean Break Productions Limited for the year ended 31 March 2025, as Clean Break Theatre Company owns 100% of the issued share capital of Clean Break Productions Limited. Further details are given in note 4 to the accounts.

No separate statement of financial activities has been presented for the charity alone as permitted by section 408 of the Companies Act 2006

Assessment of going concern

The Trustees have considered the requirement that the financial statements should be prepared on a going concern basis. They have concluded that it is appropriate that the financial statements be prepared on a going concern basis.

In making this assessment, the Trustees have considered whether there is a material uncertainty that the charity can continue as a going concern and how this should be presented in the financial statements. They have concluded that whilst the degree of uncertainty described in the Report of the Board warrants transparent disclosure, it does not constitute a material uncertainty related to going concern.

The risks are being managed through ongoing risk assessment of the external environment, strong focus on key stakeholder communication, continuous monitoring of progress against income targets and regular review and reforecasting of expenditure and cashflows. The charity has on-going support from its bankers and funders.

Taking into account the above, as well as the charity's cost base and reserves position at 31 March 2025, and having looked at least 12 months from the date of signing these accounts, the Trustees have concluded that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Income recognition

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity must fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Grants from government and other agencies have been included as income from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has or will be granted, the state has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity.

Expenditure recognition

Expenditure is included in the statement of financial activities when incurred and includes any attributable VAT which cannot be recovered.

Expenditure comprises the following:

- a. The costs of raising funds include the salaries, direct costs and overheads associated with generating donated income.
- b. The costs of charitable activities include expenditure on the charity's primary charitable purposes as described in the report of the Board.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect of its compliance with regulation and good practice.

Support costs including governance costs are apportioned based on the proportion of time spent on each activity by staff.

Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Tangible fixed assets

All assets costing more than £500 and with an expected useful life exceeding one year are capitalised. Where assets are depreciated in accordance with this policy, a full year's depreciation is expensed in the year of acquisition.

a. Freehold land and buildings

Freehold land and buildings are included in the financial statements at cost.

Freehold buildings are depreciated at a rate of 2% per annum on a straight-line basis in order to write the buildings off over their estimated useful economic life to the charity. No depreciation is charged on freehold land.

b. Building improvements and refurbishment

Building improvements are capitalised at cost and depreciated at the rate of 10% per annum based on cost in order to write them off over their estimated useful lives. Refurbishment is capitalised at cost and depreciated at a rate of 20% per annum in order to write it off over its estimated useful life.

c. Equipment, fixtures and fittings

Equipment, fixtures and fittings are capitalised at cost and depreciated at the rate of 20% per annum based on cost in order to write them off over their estimated useful lives.

Fund accounting

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects.

Designated funds represent monies or assets set aside by the Trustees, out of general funds, for specific purposes.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets for the purpose of calculating depreciation;
- the estimation of the value of assets disposed of in year;
- the estimate of the holiday pay accrual;
- the provision for bad and doubtful debts; and
- estimating future income and expenditure flows for the purpose of assessing going concern.

Notes to the financial statements Year to 31 March 2025

1 Income from donations and legacies

Current year	Unrestricted funds £	Restricted funds £	2025 Total funds £
General			
General donations	56,803	890	57,693
Legacy donations	-	-	-
The Big Give campaign donations	86,765	-	86,765
	143,568	890	144,458
Statutory Grants			
Arts Council England: National Portfolio	220,173	-	220,173
Arts Council England: Capital grant	-	68,512	68,512
The National Lottery Community Fund	-	179,659	179,659
	220,173	248,171	468,344
Trusts & Foundations			
The 29th May 1961 Charitable Trust	-	5,000	5,000
The AB Charitable Trust	16,500	2,585	19,085
Backstage Trust	30,000	-	30,000
City Bridge Trust	-	25,000	25,000
City Bridge Trust	-	4,396	4,396
Crucible Foundation	60,000	-	60,000
Fidelity UK Foundation	-	51,533	51,533
Firebird Foundation	30,000	11,000	41,000
Charles S French Charitable Trust	-	3,000	3,000
Golsoncott Foundation	-	1,000	1,000
Mackintosh Foundation	-	2,000	2,000
Mary Kinross Charitable Trust	35,000	-	35,000
Noel Coward Foundation	-	3,500	3,500
Red Lion Chambers	-	500	500
Royal Victoria Hall Foundation	-	2,000	2,000
Sharegift	7,500	-	7,500
Swire Charitable Trust	20,000	-	20,000
The Tallow Chandlers' Company	-	5,000	5,000
Triangle Trust 1949 Fund	-	19,997	19,997
	199,000	136,511	335,511
Corporate Funding			
Columbia Threadneedle Foundation	-	35,000	35,000
Doughty Street Chambers	5,000	-	5,000
GMS Estates Ltd	17,142	-	17,142
Payne Hicks Beach / New Square	-	5,000	5,000
SheerLuxe	3,000	-	3,000
	25,142	40,000	65,142
2025 Total donations & legacies	587,883	425,572	1,013,455

Notes to the financial statements Year to 31 March 2025

1 Income from donations and legacies

Prior year	Unrestricted funds £	Restricted funds £	2024 Total funds £
General			
General donations	36,533	325	36,858
Legacy donations	-	-	-
The Big Give campaign donations	42,064	-	42,064
	<u>78,596</u>	<u>325</u>	<u>78,921</u>
Statutory Grants			
Arts Council England: National Portfolio	220,173		220,173
Arts Council England: Capital grant		112,843	112,843
The National Lottery Community Fund		141,135	141,135
	<u>220,173</u>	<u>253,978</u>	<u>474,151</u>
Trusts & Foundations			
The 29th May 1961 Charitable Trust	-	5,000	5,000
The AB Charitable Trust	16,500	-	16,500
Austin & Hope Pilkington Trust	-	5,000	5,000
Backstage Trust	30,000	29,626	59,626
Bruce Wake Charitable Trust	-	2,500	2,500
CAF Keystone Fund	49,727	-	49,727
The City Bridge Trust	-	50,000	50,000
Colin David & Family Charitable Trust	2,500	-	2,500
Crucible Foundation	-	60,000	60,000
D'Oyly Carte	-	4,000	4,000
Fidelity UK Foundation	-	63,913	63,913
Impact 100 Merit Award/Prism the Gift Fund	35,000	-	35,000
Inner London Magistrates	12,500	-	12,500
John Ellerman Foundation	30,000	-	30,000
McGrath Charitable Foundation - Capital	-	2,750	2,750
Mary Kinross Charitable Trust	30,000	-	30,000
Stavros Niarchos Foundation		20,000	20,000
Swire Charitable Trust	20,000	-	20,000
The Tallow Chandlers' Company	-	4,000	4,000
Victoria Wood Foundation	-	5,000	5,000
	<u>226,227</u>	<u>251,789</u>	<u>478,016</u>
Corporate Funding			
Bloomberg	-	25,000	25,000
Columbia Threadneedle Foundation	-	35,000	35,000
GMS Estates Ltd	17,142	-	17,142
TMT Finance	500	-	500
	<u>17,642</u>	<u>60,000</u>	<u>77,642</u>
2024 Total donations & legacies	<u>542,638</u>	<u>566,092</u>	<u>1,108,730</u>

Notes to the financial statements Year to 31 March 2025

2 Income from charitable activities

Current year	Unrestricted funds £	Restricted funds £	2025 Total funds £
Fees, ticket sales and recharges from:			
Productions and Production pipeline			
Productions & related engagement activity	121,320	-	121,320
Production pipeline: commissions and R&D	11,693	-	11,693
	133,013	-	133,013
Research & Leadership activities			
Leadership activities: workshops, talks, training, mentoring	55,406	-	55,406
	55,406	-	55,406
Members programme & other services			
Members groups, support services and related engagement activity	-	-	-
Prison projects & other outreach	10,042	-	10,042
	10,042	-	10,042
	198,461	-	198,461
Service level agreements from:			
Members programme & other services			
Members groups, support services and related engagement activity	-	-	-
Women's Centres service delivery	35,808	-	35,808
	35,808	-	35,808
Theatre tax relief from:			
Productions and Production pipeline			
Productions & related engagement activity	37,393	-	37,393
	37,393	-	37,393
2025 Total income from charitable activities	271,662	-	271,662
Previous year	Unrestricted funds £	Restricted funds £	2024 Total funds £
Fees, ticket sales and recharges from:			
Productions and Production pipeline			
Productions & related engagement activity	16,081	-	16,081
Production pipeline: commissions and R&D	4,339	-	4,339
	20,420	-	20,420
Research & Leadership activities			
Leadership activities: workshops, talks, training, mentoring	35,163	-	35,163
	35,163	-	35,163
Members programme & other services			
Members groups, support services and related engagement activity	-	-	-
Prison projects & other outreach	4,480	-	4,480
	4,480	-	4,480
	60,063	-	60,063
Performance-related grants from:			
Members programme & other services			
Members groups, support services and related engagement activity	-	-	-
Women's Centres service delivery	30,000	-	30,000
	30,000	-	30,000
Theatre tax relief from:			
Productions and Production pipeline			
Productions & related engagement activity	973	-	973
	973	-	973
2024 Total income from charitable activities	91,036	-	91,036

Notes to the financial statements Year to 31 March 2025

3 Other income

Current year	Unrestricted funds £	Restricted funds £	2025 Total funds £
Room hire	47,282	-	47,282
Sundry income	643	-	643
Total other income	47,925	-	47,925

Previous year	Unrestricted funds £	Restricted funds £	2024 Total funds £
Room hire	30,758	-	30,758
Sundry income	2,636	-	2,636
Total other income	33,394	-	33,394

Notes to the financial statements Year to 31 March 2025

4 Investment in trading subsidiary

The charity controls 100% of the share capital of Clean Break Productions Limited (Company No. 09753638) which was incorporated on 28 August 2015. Its principal activity is the production of theatre shows.

The net assets and liabilities of Clean Break Productions Limited at 31 March 2025 were:

	2025 £	2024 £
Current assets	666	9
Creditors: amounts falling due within one year	(665)	(8)
	<u>1</u>	<u>1</u>
Aggregate share capital and reserves	<u>1</u>	<u>1</u>

A summary of its trading results for the period ended 31 March 2025 is shown below.

	2025 £	2024 £
Turnover	186,087	33,644
Cost of sales	(182,737)	(30,294)
Gross profit	<u>3,350</u>	<u>3,350</u>
Administrative expenses	(3,350)	(3,350)
Operating loss	<u>-</u>	<u>-</u>
Gift aid payment	(37,393)	(973)
Loss for the year before taxation	(37,393)	(973)
Taxation for the year	37,393	973
Loss for the year	<u>-</u>	<u>-</u>

5 Expenditure on raising funds

Current year	Unrestricted funds £	Restricted funds £	2025 Total funds £
Fundraising costs			
Direct costs: Staff	136,537	-	136,537
Direct costs: Events	8,022	-	8,022
Direct costs: Subscriptions, resources & general expenses	3,247	-	3,247
Support costs	6,338	-	6,338
2025 Total expenditure on raising funds	154,144	-	154,144

Previous year	Unrestricted funds £	Restricted funds £	2024 Total funds £
Fundraising costs			
Direct costs: Staff	141,469	-	141,469
Direct costs: Events	4,026	-	4,026
Direct costs: Subscriptions, resources & general expenses	3,341	-	3,341
Support costs	5,193	-	5,193
2024 Total expenditure on raising funds	154,029	-	154,029

6 Expenditure on charitable activities

Current year	Direct costs (incl direct staff costs) £	Support costs (note 8) £	2025 Total £
Productions and Production pipeline			
Productions & related engagement activity	234,275	132,486	366,761
Production pipeline: commissions and R&D	57,286	125,822	183,108
	291,561	258,308	549,869
Research & Leadership activities			
Leadership activities: workshops, talks, training, mentoring	43,461	81,838	125,299
Research & heritage activities	10,626	17,352	27,978
	54,087	99,190	153,277
Members programme & other services			
Members groups, support services and related engagement activity	151,344	302,728	454,072
Womens' Centres delivery	13,511	11,972	25,483
Prison projects & other outreach	13,293	21,917	35,210
	178,148	336,617	514,765
2025 Total expenditure on charitable activities	523,796	694,115	1,217,911

6 Expenditure on charitable activities (continued)

Previous year	Direct costs (incl direct staff costs) £	Support costs (note 7) £	2024 Total £
Productions and Production pipeline			
Productions & related engagement activity	76,513	113,162	189,675
Production pipeline: commissions and R&D	46,441	76,361	122,802
	122,954	189,523	312,477
Research & Leadership activities			
Leadership activities: workshops, talks, training, mentoring	44,854	79,728	124,582
Research & heritage activities	26,446	34,427	60,873
	71,300	114,155	185,455
Members programme & other services			
Members groups, support services and related engagement activity	151,157	286,088	437,245
Womens' Centres delivery	12,015	11,582	23,597
Prison projects & other outreach	11,992	17,413	29,405
			-
	175,164	315,083	490,247
2024 Total expenditure on charitable activities	369,418	618,761	988,179

7 Other expenditure

Current year	Unrestricted funds £	Restricted funds £	2025 Total funds £
Direct costs: Room hire	44,586	-	44,586
Support costs: Room hire	6,338	-	6,338
Other costs	8,103	-	8,103
2025 Total other expenditure	59,027	-	59,027
Previous year	Unrestricted funds £	Restricted funds £	2024 Total funds £
Direct costs: Room hire	25,273	-	25,273
Support costs: Room hire	5,193	-	5,193
Other costs	8,323	-	8,323
2024 Total other expenditure	38,789	-	38,789

Other costs relate to business development as funded through FidelityUK investment in our commercial income generation and improved resilience financially.

8 Support costs

	2025 £	2024 £
Support staff (note 10)	389,900	369,483
Depreciation	73,304	58,250
Governance costs	35,755	43,845
Other costs	207,832	157,569
Total support costs	706,791	629,147

Support costs are allocated to expenditure on raising funds, expenditure on charitable activities and other expenditure (notes 5 to 7).

9 Net movement in funds

This is stated after charging:

	2025 £	2024 £
Staff costs	889,388	834,895
Auditor's remuneration (including irrecoverable VAT):		
Statutory audit services - charity	11,615	10,083
Depreciation	73,304	58,250

10 Employees and staff costs and remuneration of key management personnel

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	778,755	736,717
Social security costs	71,542	64,993
Pension costs	24,432	23,850
Total employee costs	874,729	825,560
Freelance fees	14,659	9,335
Total staff costs	889,388	834,895

During the year, the average number of employees, expressed as average head count, was 24 (2024: 28), and as full time equivalents was 19.75 (2024: 21.0). Employee costs and employee numbers include staff on casual and variable hours contracts.

Two employees earned between £60,001 and £70,000 per annum, including taxable benefits (2024: three); one employee earned between £70,001 and £80,000 (2024: one).

Total staff costs includes the cost of freelance consultants engaged to supplement the core staff team, for example PR, HR and Finance support, either on an interim basis when a permanent role is vacant, or on a longer term basis where consultancy support is more suitable than an in-house role.

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis comprise the members of the Board, the Executive Team (Artistic Director & Executive Director and Interim Executive Director) and the Senior Management Team (Associate Artistic Director, Head of Development & Communications, Head of Finance and Operations, Head of Participation & Deputy CEO).

The total remuneration (including taxable benefits and employer's pension and national insurance contributions) of the key management personnel was £375,539 (2024: £334,782).

11 Members of the Board

Two Board members received remuneration in respect of their services totalling £3,895 (£3,729 of this was remunerated before the board member joined the board in July 2024.)

Out of pocket travel, accommodation and childcare expenses totalling £293 (2024: £548) were reimbursed to or paid on behalf of two members of the Board (2024: three members of the Board).

Notes to the financial statements Year to 31 March 2025

12 Taxation

Clean Break Theatre Company is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

13 Tangible fixed assets

Group and charity	Freehold land and buildings £	Building improve- ments £	Equipment, furniture and fittings £	2025 Total £
Cost				
At 1 April 2024	1,126,999	231,417	176,115	1,534,531
Additions		90,245	12,953	103,198
Disposals				-
At 31 March 2025	<u>1,126,999</u>	<u>321,662</u>	<u>189,068</u>	<u>1,637,729</u>
Depreciation				
At 1 April 2024	573,326	82,623	148,934	804,883
Disposals				-
Charge for the year	22,542	36,246	14,516	73,304
At 31 March 2025	<u>595,868</u>	<u>118,869</u>	<u>163,450</u>	<u>878,187</u>
Net book values				
At 31 March 2025	<u>531,131</u>	<u>202,793</u>	<u>25,618</u>	<u>759,542</u>
At 31 March 2024	<u>553,673</u>	<u>148,794</u>	<u>27,181</u>	<u>729,648</u>

A first charge over freehold land and buildings was granted to CAF Bank as security for an overdraft facility.

14 Investments

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Investment in subsidiary	-	-	1	1

Clean Break owns 100% of the share capital of Clean Break Productions Limited (Company No. 09753638) which was incorporated on 28 August 2015 and registered in England. It commenced trading during the period ended 31 March 2016. Its principal activity is the production of theatre shows.

Notes to the financial statements Year to 31 March 2025

15 Debtors

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Grants receivable	40,804	24,245	40,804	24,245
Amounts owed by subsidiary undertaking	-	-	665	8
Other debtors	75,904	27,494	75,904	27,494
Theatre tax credits	37,393	-	37,393	-
Prepayments and accrued income	109,225	10,132	109,225	10,132
	263,326	61,871	263,991	61,879

16 Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Expense creditors	28,831	16,971	28,831	16,971
Social security and other taxes	17,231	19,482	17,231	19,482
Grants received in advance	-	-	-	-
Earned income received in advance	18,193	17,465	18,193	17,465
VAT control account	11,465	10,382	11,465	10,382
Other creditors	-	4,507	-	4,507
Accruals	120,636	27,125	120,636	27,125
	196,356	95,932	196,356	95,932

Deferred income comprises grants and earned income received in advance.

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Balance as at 1 April	17,465	3,194	17,465	3,194
Amount released to income	(17,465)	(3,194)	(17,465)	(3,194)
Amount deferred in year	18,193	17,465	18,193	17,465
Balance as at 31 March	18,193	17,465	18,193	17,465

Notes to the financial statements Year to 31 March 2025

17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations held on trust to be applied for specific purposes:

Group and charity: current year	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
Restricted income funds					
By funder:					
The 29th May 1961 Charitable Trust	-	5,000	(5,000)	-	-
The AB Charitable Trust	-	2,585	(2,585)	-	-
Arts Council England: Capital grant	-	68,512	(8,747)	(59,765)	-
Backstage Trust - capital	29,626	-	-	(29,626)	-
Bloomberg	60,925	-	(52,218)	(8,707)	-
Bruce Wake Charitable Trust	2,500	-	-	(2,500)	-
City Bridge Trust	-	29,396	(29,396)	-	-
Columbia Threadneedle Foundation	-	35,000	(35,000)	-	-
Fidelity UK Foundation	33,328	51,533	(34,297)	-	50,564
Firebird Foundation	-	11,000	(11,000)	-	-
Charles S French Charitable Trust	-	3,000	(3,000)	-	-
Golsoncott Foundation	-	1,000	(1,000)	-	-
Individual donations for specified purposes	83	890	(576)	-	397
McGrath Charitable Foundation	2,750	-	(383)	(2,367)	-
Mackintosh Foundation	-	2,000	(2,000)	-	-
The National Lottery Community Fund	58,614	179,659	(180,379)	-	57,894
Noel Coward Foundation	-	3,500	(3,500)	-	-
Payne Hicks Beach / New Square	-	5,000	(5,000)	-	-
Red Lion Chambers	-	500	(500)	-	-
Royal Victoria Hall Foundation	-	2,000	(2,000)	-	-
Stavros Niarchos Foundation	18,027	-	(18,027)	-	-
Tallow Chandlers Benevolent Fund	-	5,000	(5,000)	-	-
Triangle Trust 1949 Fund	-	19,997	-	-	19,997
	205,853	425,572	(399,608)	(102,965)	128,852

Group and charity: previous year	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Restricted income funds					
By funder:					
The 29th May 1961 Charitable Trust	-	5,000	(5,000)	-	-
Arts Council England: Capital grant	-	112,843	(5,154)	(107,689)	-
Austin & Hope Pilkington Trust	0	5,000	(5,000)	-	-
Backstage Trust - capital	-	29,626	-	-	29,626
Bloomberg	106,200	25,000	(61,513)	(8,762)	60,925
Bruce Wake Charitable Trust	-	2,500	-	-	2,500
City Bridge Trust	-	50,000	(50,000)	-	-
Columbia Threadneedle Foundation	-	35,000	(35,000)	-	-
Crucible Foundation	-	60,000	(60,000)	-	-
D'Oyly Carte	-	4,000	(4,000)	-	-
Fidelity UK Foundation	-	63,913	(30,585)	-	33,328
Individual donations for specified purposes	622	325	(864)	-	83
McGrath Charitable Foundation	-	2,750	-	-	2,750
The National Lottery Community Fund	28,694	141,135	(111,215)	-	58,614
Stavros Niarchos Foundation	17,500	20,000	(19,473)	-	18,027
Tallow Chandlers Benevolent Fund	-	4,000	(4,000)	-	-
Victoria Wood Foundation	-	5,000	(5,000)	-	-
	153,016	566,092	(396,804)	(116,451)	205,853

Restricted income funds are presented by funder to reflect how the charity manages its restricted funding. Many funders support Clean Break's activities across a number of charitable activities; for example, a funder may support a range of activities involving and supporting Members: productions and projects, commissions, the Members' programme and related infrastructure and equipment.

18 Unrestricted funds

Group and charity: current year	At 1 April 2024 £	Income £	Expenditure £	Transfers and new designations £	At 31 March 2025 £
General fund	81,999	907,470	(1,028,434)	73,071	34,106
Keystone Resilience Fund	3,040	-	(3,040)	-	-
Land & Buildings fund	553,673	-	-	(22,542)	531,131
Other fixed assets fund	175,975	-	-	52,436	228,411
	814,687	907,470	(1,031,474)	102,965	793,648

Group and charity: previous year	At 1 April 2023 £	Income £	Expenditure £	Transfers and new designations £	At 31 March 2024 £
General fund	143,628	667,068	(773,433)	44,736	81,999
Housing for Women fund	3,000	-	(3,000)	-	-
Keystone Resilience Fund	-	-	(7,760)	10,800	3,040
Land & Buildings fund	576,215	-	-	(22,542)	553,673
Other fixed assets fund	92,518	-	-	83,457	175,975
	815,361	667,068	(784,193)	116,451	814,687

During 2023-24, a new designated Keystone Resilience fund was created to enable completion of the work on the development of the CRM database. This was fully spent in 2024-25 on CRM database development.

Transfers between funds represent:

Funds set aside specifically towards activities in the next financial year (transfer from General fund to Housing for Women fund).

Annual depreciation charged on the building and tangible fixed assets (transfer from Other fixed assets fund and Land & Buildings fund to General fund).

Restricted and unrestricted funding spent on new tangible fixed assets (transfers from Restricted Income funds and General fund to Other fixed assets fund).

Release of Restricted Income funds to the unrestricted General fund where restrictions have extinguished (transfers from Restricted income funds to General fund).

Temporary cashflow support from the General fund to cover expenditure on activities to be funded from Restricted Income funds not yet received (transfers from General fund to Restricted income funds, reversed in the year that the Restricted funds are received).

19 Analysis of net assets between funds

Group and charity: current year

	General fund £	Keystone Resilience Fund £	Land & Building fund £	Other fixed asset fund £	Restricted funds £	Total 2025 £
Fund balances at 31 March 2025 are represented by:						
Tangible fixed assets	-	-	531,131	228,411	-	759,542
Net current assets	34,106	-	-	-	128,852	162,958
Total net assets	34,106	-	531,131	228,411	128,852	922,500

Group and charity: previous year

	General fund £	Keystone Resilience Fund £	Building fund £	Tangible fixed asset fund £	Restricted funds £	Total 2024 £
Fund balances at 31 March 2024 are represented by:						
Tangible fixed assets	-	-	553,673	175,975	-	729,648
Net current assets	81,999	3,040	-	-	205,853	290,892
Total net assets	81,999	3,040	553,673	175,975	205,853	1,020,540

20 Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding £1.

21 Related party transactions

Two Trustees, Sarah Jane Dent and Nola Sterling, received a total of £3,895 for their services as a performer and event speaker, as disclosed in Note 11 (2024: two Trustees, Nola Sterling and Alison Frater received a total of £450 for event speaker services).

Members of the Board, the Development Committee, the Executive Team and Senior Management Team made donations with a total value of £3,366 during the year (2024: £4,335).

THANKS

So many individuals and companies contributed to Clean Break this year, in particular we would like to thank:

Jennifer Jones, Financial Consultant

Nancy Poole, Press and PR Consultant

Henri Seebohm, Clinical Supervisor

Our Patrons for their ambassadorial support, in particular Harriet Walter, Lia Williams and Zawe Ashton who generously gave their time for our fundraising campaigns this year.

Our staff team, trustees, commissioned artists, workshop leaders and all our volunteers who have all worked incredibly hard in support of the charity, with passion, commitment and creativity.

Our academic partners, theatre partners and women's sector partners.

OUR FUNDERS

29th May 1961 Charitable Trust

Austin and Hope Pilkington Trust

Cadbury Trust

Charles S French Charitable Trust

Crucible Foundation

David Richenthal Foundation

Debtors' Relief Funds Charity

Doughty Street Chambers

Golsoncott

Katie Bradford Arts Trust

The Mackintosh Foundation

Mary Kinross Charitable Trust

Noel Coward Foundation

Payne Hicks Beach

Red Lion Chambers

Royal Victoria Hall

Sharegift

Sheerlux

The Swire Charitable Trust

Tallow Chandlers' Benevolent Fund

The Victoria Wood Foundation



IMAGE CREDITS

Ellie Kurttz

- Page 8: *Trials & Passions of Unfamous Women* rehearsals
- Page 12: *Trials & Passions of Unfamous Women* (middle left)

Tracey Anderson

- Page 6: Members Festival *Beyond*
- Page 12: Members Programme (top left & right, middle top right, bottom right), Members Festival *Beyond* (bottom left)

University of Hertfordshire

- Page 12: *Scenes from Lost Mothers* (bottom right)