



Directors' Report for the year ending 31 March 2026

"It has been a really positive experience so far. I deeply appreciate the level of support, care, and high-quality training provided for the Young Company."

Young Company Member

Clean Break Theatre Company
Annual Report and Financial Statements
31 March 2026

2 Patshull Road London NW5 2LB
Company Limited by Guarantee, Registration number 2690758 (England and Wales)
Charity Registration number 1017560

In memory of Eddy Queens,
a light in Clean Break's community for two decades.

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 2026.

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.

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

Members of the Board

Emily Ashton	Resigned September 2025
Josette Bushell-Mingo	Co-Chair of the Board, Finance Committee
Sarah-Jane Dent	Co-Chair of the Board, Finance Committee, and Development Committee
Joni Emery	Interim Chair Finance Committee
Lara Grace Illori	
Catriona Guthrie	Development Committee
Alison Jefferis	Chair of Development Committee, and interim Finance Committee
Rania Jumaily	Development Committee
Rose Mahon	Resigned May 2025
Carien Meijer	
Winsome Pinnock	Re-appointed September 2025
Alexandra Rowse	Resigned September 2025
Amanda Richardson	
Naima Sakande	
Jess Southgate	
Nola Sterling	

Company Secretary: Natasha Bucknor

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 proud to present this year's annual report as Co-Chairs of Clean Break. We begin, as ever, with thanks to our staff team, fellow Trustees and volunteers, our partners, artists and collaborators, and most importantly to our Members, who continue to be at the heart of all we do.

This has been a year of strong creative work and steady progress, delivered in a challenging environment. Across the sector, financial pressures continue, but Clean Break has met this moment with focus, care and a clear sense of purpose. There has been real momentum — in our Members Programme and in the work that we do with in women's centres and in prisons, in the work that we have commissioned and presented on stages and in unusual spaces, and in building partnerships that extend our reach and deepen our impact.

We have also seen the strength of collaborations this year — through our work with partners, our role in the Remand Collective, and in welcoming Women in Prison into our building. This shared approach is vital as we work together to challenge injustice and support change.

As an organisation, we continue to hold a clear commitment to equity, anti-racism and inclusion, and to doing this work with honesty and care. We are taking time where needed, reflecting on changes in the wider landscape, and ensuring our response is thoughtful, transparent and grounded in our values.

Financially, we remain realistic about the challenges ahead. There has been progress in stabilising our position, but there is more to do. As a Board, we are working closely with the executive team to strengthen resilience and secure a sustainable future, while protecting what matters most — the women we support and the quality and integrity of our work.

As always, we are guided by our core principles:

Collaboration

Compassion

Courage

Creativity

Equity and fairness

Together, we remain a powerful community — creative, determined and committed to Clean Break's mission. This feels more important than ever.

Josette Bushell-Mingo & Sarah-Jane Dent

Co-Chairs, Clean Break

INTRODUCTION

Clean Break is a women's theatre company established by two women in prison 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.

OBJECTIVES AND ACTIVITIES 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 2025-26

2025 was a creatively rich and productive year for Clean Break, set against a backdrop of ongoing organisational and sector-wide challenge. We brought *Scenes from Lost Mothers*, by Gurpreet Kaur Bhatti back to the stage. In December, we hosted the second edition of our fundraising event, *Big Night Out*, and launched the Commissioning' Circle, our new individual giving scheme. Both were warmly received and have helped to grow a deeper community of support around our work.

Our Members Programme continued to thrive, offering a year-round programme of theatre based workshops across the spring, summer and autumn terms. Through this, we engaged with 63 Members providing creative skills development and opportunities for connection. Alongside the core programme, we offered seed commissions enabling Member artists to research and develop short plays, as well as full commissions for writers that we have built long-term relationships with, artists who are deeply connected to, and trained in our practice.

The year also saw the launch of a new project at Clean Break for 18-25 year olds. Beginning in autumn 2025, the Young Company offered a bespoke programme for young women and non-binary people to develop their voice and creative practice and will culminate with a production in 2026.

We further strengthened our collaborative work by joining the Remand Collective, a coalition of partner organisations working across the criminal justice sector, to challenge the unjust and harmful use of remand for women. This partnership reflects our continued commitment to advocacy alongside artistic practice.

Our Equity and Inclusion work continued at pace, with a sustained focus on anti-racism, and anti-ableism. Staff, Trustees and Members have actively contributed through dedicated working groups, shaping organisational change and influencing wider conversations across the sector. In response to developments surrounding the Equality Act, we have sought specialist advice and worked with peer organisations to understand the implications for us as a single sex organisation. As a result, our Trans Inclusion working group is currently paused whilst we take time to reflect and respond with care. Our Climate Justice work continues to develop through a combination of tracking energy usage, training and a commitment to culture change.

We are grateful for the strong and consistent leadership of our Board of Trustees, co-chaired by Josette Bushell-Mingo and Sarah-Jane Dent. Our thanks extend to all Trustees, and members of the Development Committee for their ongoing commitment and support. We are equally thankful to all of the women and non-binary people who volunteer across Clean Break – supporting the Members Programme, working in our kitchen and at events during the year.

Our earned income strategy of hiring spaces in our building and of providing trauma informed theatre and leadership training courses, is beginning to build momentum, following the impact of the Covid pandemic. In February 2026, we were pleased to welcome our partner organisation, Women in Prison, into our Kentish Town home – an important step in strengthening collaboration and sharing resources. We continue to explore partnerships both on and off stage to build resilience and maximise impact.

These achievements have been realised in the context of increasing financial pressures facing the arts and charity sector. We continue to engage closely with sector developments, including the findings of the Hodge Review and Arts Council England interim framework, as we consider the implications for future National Portfolio Funding.

Like many organisation, we remain deeply aware of the ongoing global impact of war, racism, climate injustice, poverty and civil unrest globally, and how these forces affect the communities we serve. In this context, Clean Break continues to campaign, collaborate and co-create with women with lived experience of the criminal justice system – supporting them to use their voices and stories to drive meaningful change.

The following sections set out in more detail our key activities, the approaches we have taken to deliver our aims during 2025-26 and the financial resources that have supported this work.

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



ACHIEVEMENTS AND PERFORMANCE

Create bold, courageous and outstanding theatre that sparks compassion and action in our audiences.

SCENES FROM LOST MOTHERS BY GURPREET KAUR BHATTI

We toured *Scenes from Lost Mothers*, written by Gurpreet Kaur Bhatti, to theatres, universities and in civic settings. Produced in partnership with the University of Hertfordshire and Birth Companions, as part of the Lost Mothers research project, the production brought urgent attention to the experiences of women separated from their babies whilst in prison.

The touring production was cast from Clean Break's Members and included women with lived experience from peer organisations, offering a vital professional acting pathway beyond engagement in our Members programme. Directed by Artistic Director / Joint CEO Anna Herrmann, the production toured nationally until July 2025. Highlights in this period included performances for the Mayor's Office for Police and Crime (MOPAC), and at Portcullis House (Westminster), where it was shared with invited guests.

While the production has ended, the campaign to end the imprisonment of pregnant women and mothers continues. Building on the reach and impact of the touring work, *Scenes from Lost Mothers* will be developed into a film in 2026-2027, extending its ability to engage audiences and influence change.

This partnership has been a strong example of what can be achieved through collaboration and shared goals, amplifying a collective voice to raise awareness, shape dialogue and advocate for systemic change.

Audience feedback:

The evening left me wanting to raise the issue with as many people as possible. And to also find out how I could add my name to a petition that ends the appalling practice of mothers in prison.

This is amazing work and voice for the vulnerable women. Great job and I hope these draw attention to the relevant bodies for the change we need

I was very moved, and the workshop afterwards was very thought provoking and emotional. each performance touched me. The writing was fantastic.

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.

A must see for anybody working with women and families!



COMMISSIONS AND PIPELINE

As a theatre company dedicated to new work, we continued to invest in and support writers at different stages of their creative journeys. During the year, writer babirye bukilwa shared an early draft of their commissioned script. Writer Somebody Jones, alongside Clean Break's Associate Artistic Director, Lakesha Arie-Angelo, delivered a series of workshops for Black women at HMP Downview. These sessions formed part of Somebody's research process for her Clean Break commission, ensuring that the voices and experiences of women with lived experience of the criminal justice system, directly informed the development of the work.

We also offered seed commissions to Member artists Shona Babayemi and Ro Florence, supporting them to develop full-length plays. This included tailored dramaturgical support and culminated in rehearsed readings with professional actors, shared with an invited audience. These sessions created a valuable space for dialogue with audiences engaging directly with the writers and director to offer feedback and helped to shape the next stage of each play's development.

As part of our commitment to sharing learning and amplifying artist voices, Shona and Ro also documented their creative journeys on film for inclusion on [Clean Break's Knowledge Hub](#).

We are also delighted to be working again with writer Gurpreet Kaur Bhatti on her new Clean Break commission, *Baby*, which will be co-produced with Brixton House in autumn 2026. Earlier in the year, we held a two-day research and development workshop at Brixton House, bringing together the creative team to explore the work and help to shape the final draft.

Through this continued investment in commissions and the production pipeline, we are building a strong and sustainable body of new work – rooted in women's lived experience.

Investment in Productions and production pipeline:

Income earned including theatre tax credits £40,405 (2025: £170,406; 2024: £20,242)

Direct costs £140,157 (2025: £291,561; 2024: £122,954)

Support costs £162,406 (2025: £258,308; 2024: £189,523)

Total costs £302,563 (2025: £549,869; 2024: £312,477)

ACTIVITIES AND IMPACT

Invest in and nurture the voices, experience, expertise, and aspirations of our Members (women at risk and with criminal justice experience).

Participation & Outreach

118 sessions delivered to 63 women across four core programmes 

 **9 theatre trips** to London shows offering free tickets to 38 Members & Member artists

21 women receiving direct therapy 

 **9 Masterclasses** delivered by industry professionals to 35 Members & Member artists

74 creative sessions held across 6 women centres and 2 prisons 

MEMBERS PROGRAMME AND SUPPORT

We continued to deliver a comprehensive programme of workshops and training opportunities for our Members at our base in Kentish Town, while extending our reach to support women in prisons and women's centres nationally. This work remains central to Clean Break's mission, providing creative space, skills development and sustained support for women with lived experience of the criminal justice system.

We were pleased to collaborate with a wide range of partner organisations throughout the year, including the Royal Central School of Speech and Drama, The Place, Artmongers, Goldsmiths, the Open Book Project, The Royal Literary Fund, Women in Prison and Advance. These partnerships enrich our programme, bringing specialist expertise and creating meaningful opportunities for our Members.

Members are completing their bursary supported short courses at Royal Central School of Speech and Drama, continuing to build their skills and confidence

in a professional training environment. Alongside this, the Dance project, delivered in partnership with The Place, ran once again in summer 2025, offering Members the opportunity to explore movement practice and performance in a supportive and inclusive space.



Member artists completed their training with Artmongers in mural artistry, resulting in the creation of two murals on Clean Break's building. They also contributed to the development of a mural at HMP Downview, designs were shaped through workshops with women in Downview and painted by the lead artists.

The Lullaby Project, which we were invited to participate in by the Irene Taylor Trust, took place in April-May 2025. Five Members took part, each writing and developing original songs with support from musicians from the Royal Philharmonic Orchestra. The project created a unique opportunity for Members to share personal stories through music and song, supported by world class musicians and culminated in a presentation to an invited audience at Rich Mix in London. The performance was both moving and celebratory, highlighting the creativity of the Members involved.

Feedback from the audience included:

"I loved the performance so, so much! The songs were beautifully composed and performed. Such an amazing opportunity for people to perform with the RPO and to hear people's stories. So uplifting."



During the year we were supported by volunteer therapists from the Institute for the Arts in Therapy and Education (IATE), alongside an independent therapist. Together, they provided 21 one-to-one sessions, in person and online, offering vital emotional and therapeutic support.

We also continued our partnership with the Felix Project and the Earth Natural food shop, receiving weekly surplus food donations. This enabled us to provide breakfast and a hot lunch for Members attending the programme – an important element of care that supports wellbeing, access and a sense of community.

We welcomed 32 new Members during the year, with a total of 118 creative sessions taking place across four core programme strands:

- Creative Space
- Health & Wellbeing
- Theatre Makers
- Writers Circle

In addition, we organised nine theatre trips, offering tickets to 38 Members and Member artists. Creating the opportunity to attend performances free of charge – supporting cultural engagement, a sense of belonging and community.

THE OUTCOMES & IMPACT OF THE MEMBERS PROGRAMME

We regularly invite Members to share anonymous feedback throughout the year, helping us to understand the difference that creative activity and holistic support makes to their lives. Success is reflected in Members reporting improvements in:

- Confidence
- Creative thinking and expression
- Sense of agency
- Increased self-esteem and self-worth
- Having a better understanding of their own experience, helping to reduce feelings of shame
- Sense of purpose and direction
- Belonging and trust within a supportive community

Members consistently tell us that Clean Break has a direct and positive impact on their lives. For many, long-term engagement with the programme provides structure, stability and a consistent source of support.

At the same time, we recognise that our offer must continue to evolve to meet changing needs. While Members benefit from sustained involvement, we need to invest further in a meaningful exit pathway for those who have completed the programme. Developing clear progression routes is a key priority, and we are actively building partnerships with values-led organisations to expand opportunities and support Members' next steps.

Although we deliver activity nationally, our core Members Programme remains centred in our Kentish Town home. We recognise that this limits access for women living outside London, and improving accessibility will be an important focus as we plan for future development.

Member's feedback from the Annual Survey 2025/26

"When you come to Clean Break it's like a home away from home."

"I feel like the new challenges are really helping me to grow and develop skills and more belief in myself. I really like being part of something, growing and learning. I can just be myself and the ability to be able to leave stuff outside and just be in the moment is really helping me."

WOMEN'S CENTRES AND PRISONS

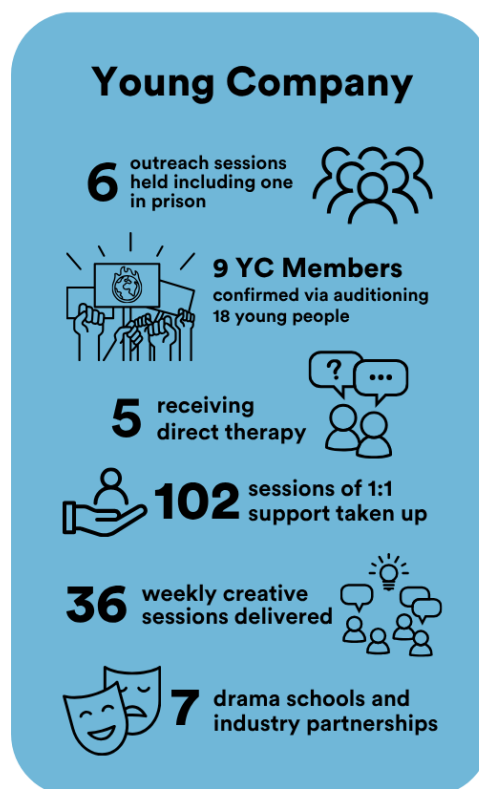
Clean Break facilitators led 74 creative arts sessions across six women's centres and two prisons, extending our work beyond our base and engaging women with experience of the criminal justice system with meaningful creative activity.

We also supported Open Book and Goldsmiths University in delivering a collaborative project at HMP Downview. Over several weeks, participants developed a performance titled *Now tell me if I am guilty*, which was shared with an invited audience. The performance focused on the injustices of joint enterprise and was followed by a Q&A.

LAUNCH OF CLEAN BREAK'S YOUNG COMPANY

Clean Break's Young Company project supported by Triangle Trust, expanded our reach to 18-25 year olds with lived experience of the criminal justice system, or at risk of entering it. As part of this work, we delivered outreach workshops across six partner settings, engaging approximately 36 young people.

From this, nine young people were offered a place on the project, which started in earnest in October 2025, running two days per week and which will end in July 2026. Through a combination of theatre practice and wellbeing-focused activity, the project provides a dedicated space for participants to explore their voices, build confidence and learn new skills. The project activity has been enabled by strong partnerships with drama schools and we are delighted to have built new relationships with LAMDA, RADA, Mountview and Guildhall, alongside our existing partnership with Royal Central School of Speech and Drama. We are grateful for their contribution to the programme and commitment to widening participation.



Young Company feedback:

"Grow & Glow has taught me more than I expected about myself - it has contributed hugely to my self worth, and ability to centre myself and slow down. Grow & Glow gives me a sense of bonding with other Young Company Members as we are all on the same, yet individual to us, journey of self discovery and healing."

"Absolutely amazing! I could write a whole essay about how this young company has improved and changed my life and the general sense of self, but will have to say in short that I would not have it any other way than it has been. Everyone brings in their warm 100% and I am only thrilled to keep going forward."

ASSOCIATE COMPANY: NUBIAN COHEARTS



This year, we were proud to welcome Nubian CoheARTS as Clean Break's first Associate Company. This initiative forms part of a commitment to support and platform women artists with lived experience of the criminal justice system or those on its periphery, at a time when they face significant barriers to entering the arts.

The associateship provides a supported framework for creative development, including access to free rehearsal space, training opportunities, and ongoing support from Clean Break's artistic team. It also offers time and resource for research and development, alongside opportunities to test and share work with audiences.

Nubian CoheARTS is a Black women-led theatre company, creating bold and authentic work which instils hope for women who have faced challenging life experiences. The company was formed by Clean Break Members Jennifer Joseph (*Shakespeare Trilogy*, Donmar Warehouse), and Nicole Hall (*More Than We Can Bear*, Almeida) and Eddy Queens (*Typical Girls*, Sheffield Theatres).

We were deeply saddened by the loss of Eddy Queens during the year following an illness. Eddy was a vital force within the company and the wider Clean Break community. Rest in Power.

"Nubian CoheARTs have had a life changing experience with Clean Break. We're twice the women we were before we came here, and we've never looked back....We're living proof that Clean Break changes lives, and will always be fierce ambassadors and contributors to the work."

Investment in Members and participation work:

Direct costs £268,383 (2025: £178,148; 2024: £175,164)

Support costs £341,242 (2025: £336,617; 2024: £315,083)

Total costs £609,625 (2025: £514,765; 2024: £490,247)

INFLUENCING THE SECTOR

Be a leading force in the sectors we work in and with, altering the theatre and criminal justice ecologies.

LEADERSHIP AND RESEARCH

We hosted special film screenings with accompanying panel talks of *Lollipop* (featuring Member artists) and *Holloway* documentary both directed by Daisy May Hudson. We presented our work at various events this year, including at a European conference on theatre in prisons, convened by Teatro dei Venti in Modena, Italy. We continued to develop and deliver a range of training courses for the sector, including *Leading with Kindness*, which has been widely welcomed by our peers in the arts. Grounded in Clean Break's values and practice, this work supports organisations and individuals to reflect on trauma informed practice, care and inclusion, contributing to wider cultural change across the sector.

SWEATBOX IMPACT PROJECT

The Sweatbox Impact Project in collaboration with the University of Warwick and Queen Mary University of London, aims to evidence the impact of our arts training offer on criminal justice professionals working with women. We delivered 9 half day training sessions across probation, police and prison settings and with Judges and magistrates, between June and October 2025, reaching approximately 100 people. Observation and follow up interviews took place by Professor Caoimhe McAvinchey and Dr Deborah Dean, and key findings will be disseminated at an event in November 2026.

"it was not like any other training I've ever been to before. It's just definitely thinking more about the experiences that people have had. ... some of the materials we covered in the training just opened my eyes to what else goes on in the system and the journey people have before they get to sitting in front of us." Junior Probation Officer

REMAND COLLECTIVE

Clean Break is a founding member of a new initiative focused on ending the unjust and harmful use of remand for women. Brought together by Firebird Foundation, the collective of organisations (Clean Break, Birth Companions, Women in Prison, Hibiscus Initiatives, Not Beyond Redemption, One Small Thing and Howard League for Penal Reform) have met regularly throughout the year, building the collective and designing the project to make a significant impact on women's lives. In October Clean Break organised a residential weekend for women with lived experience of remand



recruited through the partner organisations and together we have begun to transform the way the collective works, with a Governance group made up equally of organisational representatives and women with lived experience. With a theory of change in place, and a new project manager, we are resourced and ready for 2026.

WOMEN IN PRISON

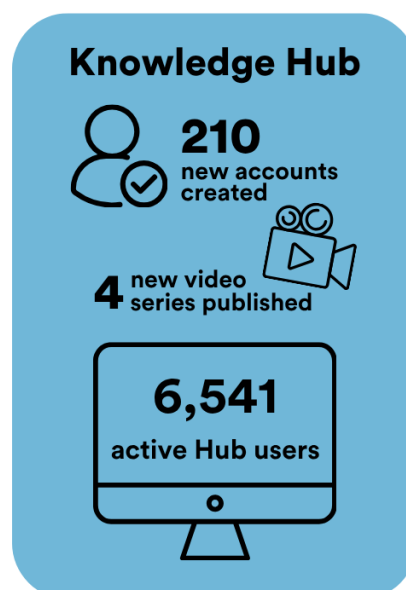
In March, we were pleased to welcome Women in Prison, who relocated their head office, to our building in Kentish Town. As organisations with closely aligned missions, we share much in common. This offers valuable opportunities for collaboration, and we look forward to continuing to work together in the years ahead.

KNOWLEDGE HUB & DIGITAL REACH

We continued to expand our digital reach through the Knowledge Hub, with 210 new accounts created during the year, and 6,541 total active users. This steady growth reflects increasing engagement with our digital resources across a range of audiences.

During the year, we produced a series of video content, including: creative wellbeing for Members, bite-sized training for professionals, and meet our playwrights series with Somebody Jones and Seed-Commission writers. The content was specifically developed to support and engage with three audience groups: women with lived experience, professionals, and theatre enthusiasts.

Extending our reach further, the Creative Wellbeing series was made available on HMPPS Launchpad, enabling women in prisons across the UK to access the material. This represents an important step in widening access to our work and supporting women beyond our physical programme and our London base.



Investment in Leadership & Research:

Income earned £38,101 (2025: £55,406; 2024: £35,163)

Direct costs £56,972 (2025: £54,087; 2024: £71,300)

Support costs £86,819 (2025: £99,190; 2024: £114,155)

Total costs £143,791 (2025: £153,277; 2024: £185,455)

EQUALITY, DIVERSITY & INCLUSION

Drive forward Equality, Diversity & Inclusion in and beyond our organisation.

Equality, diversity, and inclusion are deeply embedded in our mission, values and all areas of our work. Alongside this, we are committed to taking clear, practical action to drive meaningful progress. This work is supported by dedicated working groups, with membership drawn from across our community of staff, Board and Members, to ensure that there is accountability and diversity of voice. These groups report back to the wider community, maintaining openness and transparency across the organisation.

ANTI-RACISM

Our anti-racism work has continued to develop over the year, with progress made on strengthening our reporting mechanisms and further embedding our *Values in Action* document.

We invited Camden Council's Discrimination Hub to deliver a session in our offices, helping to inform and shape the development of our own internal processes and support structures.

We partnered with Courageous Spaces to deliver a series of three online sessions for staff with white identities, focused on building deeper understanding of how race and racism shapes interactions and working relationships. Alongside this, we have continued to offer a facilitated anti-racism healing space for Global Majority staff. This provision remains a vital and valued space, supporting reflection, care and connection, and has had a significant positive impact on those who have taken part.

MEMBERS' ADVISORY GROUP

Members of the Members Advisory Group (MAG) played an active role in shaping organisational dialogue during the year. MAG Members co-facilitated a Town Hall event, creating a space for Members to gather, share ideas and hear more about Clean Break's future plans.

To strengthen the connection between governance and Members, a MAG Member continues to join Board meetings, as an observer, throughout the year.

TRANS-INCLUSION

Following the Supreme Court ruling in April 2025, we have been developing our understanding of the implications for women's organisations, such as Clean Break. This has included engaging with peer organisations across the criminal justice and women's sectors to share learning and reflect best practice.

We remain committed to anti-discriminatory and anti-oppressive approaches, and we will continue to review our policies and practice carefully.

ANTI-ABLEISM

Building on the work that started in 2024, our Anti-ableism working group has continued to meet bi-monthly to identify and progress actions to improve access and inclusion at Clean Break.

Guided by the Social Model of Disability, the group has developed an initial action plan. While some areas of work will require additional funding, progress has already been made in embedding more

inclusive practice. The working group has expanded to include two Members who joined in summer 2025, ensuring that lived experience informs decision making and that a wider range of perspectives is represented.

STRUCTURE, GOVERNANCE AND MANAGEMENT

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 2026 there were 13 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 16 (as of May 2024).

New Trustees are appointed by the existing Board through a formal recruitment and selection process. Trustees serve an initial term of four years and may be re-elected for a further four-year term. In exceptional circumstances, a one-year extension may be agreed.

The Board regularly reviews the composition of its membership to ensure an appropriate balance of skills, experience and diversity and proactively plans for succession; creating a Nominations Committee to lead recruitment. Vacancies are periodically advertised through sector and national recruitment platforms, alongside consideration of direct expressions of interest where appropriate.

All prospective candidates are invited to attend an interview and participate in a formal selection process. Successful candidates are then invited to observe a Board meeting before being formally appointed at the Annual General Meeting (AGM).

During the year, one Trustee was reappointed to the Board, following a period of sabbatical leave. Three Trustees stepped down from the Board, and we thank them for their commitment and contribution to Clean Break.

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 the Associate Artistic Director).

The Co-Chairs oversee the recruitment and appraisal of joint CEOs, meeting them regular and conducting annual appraisals. The joint CEOs are responsible for the management of the organisation and for leading the senior team.

The Board retains overall accountability for the organisation, while delegating operational responsibility of the joint CEOs.

FUTURE PLANS 2026-2027

In 2026-27, we will continue to develop and present new work, including the co-production of *Baby* by Gurpreet Kaur Bhatti with Brixton House in autumn 2026. We will also begin development of a film adaptation of *Scenes of Lost Mothers*, also written by Gurpreet. New commissions will ensure the pipeline for future productions as we continue to build co-producing partners for work in 2027 and beyond.

We will undertake a review of our work with women across all areas of activity - in prison, in the community and through the Members Programme. This will focus on co-creating a refreshed offer with the women we work with, strengthening pathways for Members as they move on from the programme, and widening access so that more women, both in London and nationally, are able to participate.

As part of our ongoing organisational development, we will continue to review and adapt our business model. This includes planned changes to our staffing structure, with some roles being reshaped or combined where appropriate, and an audit of our systems to improve efficiency and consistency across the organisation.

We will maintain a strong focus on partnership working, ensuring we maximise resources, share our expertise and strengthen resilience, while continuing to deliver our mission.

The Board and staff team remain committed to sustaining the quality and impact of our work, while developing new opportunities that align with our strategic aims and the needs of the communities we serve.

WORKFORCE

As of 31 March 2026, Clean Break employed 25 staff with no vacancies. The full-time equivalent staff count was 17.67, with 56% of the team working part-time hours (2025: 19.75 FTE, 35% part-time).

During the year we engaged 32 freelancers (2025: 68) to support delivery across the Members programme and our creative work. This reduction reflects a conscious decision to draw more fully on in-house capacity, helping to manage costs while maintaining continuity and organisational knowledge. Where freelancers were engaged, they brought specialist skills and expertise to complement the team and support specific areas of activity. 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).

Volunteers remain a vital part of Clean Break's community and delivery model. We were supported by 41 volunteers working 1,309 hours across the year (2025: 46 volunteers; 1,402 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, ensuring a structured and meaningful experience. We also found opportunities for our Members to volunteer outside of Clean Break, with eight Members offering 123 hours to several organisations, including, 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. 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. This year's cost-of-living increase was 2% and was awarded equitably.

This chart illustrates our diversity as of 31 March 2026 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. This data supports our ongoing work to understand and improve representation across the organisation.

Workforce Statistics	Clean Break 2025/26				Industry Statistics for Benchmarking			
	Freelancers	Staff	Trustees	Volunteers	ACE (22/23)	Women in the prison system (Dec 24)	England & Wales (census 2021)	London (census 2021)
Sample size	22/32	25/25	13/13	34/41				
Response rate	69%	100%	100%	85%				
	% of those who responded							
Asian	14%	8%	8%	17%	15%	4%	9%	20%
Black	18%	20%	31%	4%		8%	4%	14%
Mixed or multiple ethnic backgrounds	23%	8%	15%	23%		5%	3%	6%
White British or Irish	32%	36%	31%	43%	49%	82%	74%	54%
White Other	5%	24%	15%	11%	7%		6%	6%
Other ethnic group	5%	0%	0%	2%		1%	2%	6%
Prefer not to say / not known	5%	4%	0%	0%	29%	0%		
Disabled or having long-term disability including mental health	36%	28%	15%	37%	9%	74% (mental health only)	18%	13%
Identify as neurodivergent	45%	28%	15%	57%	Not available	Not available	Not available	Not available
Personal experience of the criminal justice system	32%	8%	38%	9%	Not available	100%	Not available	Not available
Socio-economic status (highest earner occupation at 14yrs)								
A & B: higher socio-economic background	46%	32%	52%	46%	39%	Not available	Not available	Not available
C1 & C2: middle socio-economic background	23%	41%	16%	37%	20%			
D & E: lower socio-economic background	8%	27%	24%	3%	13%			
Prefer not to say / not known	23%	0%	8%	14%	27%			

OPERATIONS AND ADMINISTRATION

We remain committed to centering equity and fairness at Clean Break, placing women's voices and lived experience at the heart of what we do. Our resources are directed to deliver these aims, ensuring that our work continues to be both impactful and responsive to the communities we serve.

We recognise that this financial and political climate presents significant challenges for charities across the sector, and Clean Break is no exception. Over the past year, we have renewed our focus on both fundraising and on earned income. This has included developing our hires offer and increasing the use of our building as a space for rehearsal, events and office space.

We have seen positive progress in both areas, surpassing our fundraising target and achieving our income target for hires. Despite these successes, our reserves remain below our preferred level, reflecting the necessary use of reserves to support the organisation's recovery following the impact of the Covid pandemic.

We continue to work closely with our Board and staff team to adapt our business model and delivery approach. This ongoing work is focused on strengthening our financial resilience and ensuring that Clean Break is well-positioned for a sustainable future.

Other earned income 2026: £80,735 (2025: £47,925; 2024: £33,394)

Support Staff 2026: £348,043 (2025: £389,90; 2024: £369,483)

Other support costs 2026: £252,526 (2025: £316,891; 2024: £259,664)

FINANCE AND FUNDING

OVERVIEW

Clean Break's financial goal for 2025-26 was to stabilise finances in an increasingly challenging context. The implementation of a cost saving plan and successes in income generation across earned and fundraised income has led to ending the year in an improved and more stable position than the previous year.

Total income for the year was £1,279,619 (2025: £1,333,042; 2024: £1,233,160), a slight decrease of 4% on last year, reflecting the choice to not hold a major production this year. Fundraised income from donations made up 84% of income (2025: 76% 2024: 90%). Earned income saw success in achieving target for studio hires and challenges in achieving training income. We also recognised £34,136 of income for additional TTR from productions in the previous year, seeing Charitable Activities and Other income reach £200,218 (2025: £319,587).

There is always high risk within income targets and this has been managed carefully throughout the year to ensure that reserves remained intact. Whilst there were challenges in achieving income targets for training delivery and merchandise sales, all other areas of income generation met or exceeded target, and the risk for the shortfall was managed through cost controls.

Total expenditure for the year was £1,300,355 (2025: £1,431,082; 2024: £1,180,997), a decrease of 9% on the prior year. Production and production pipeline expenditure was lower than the previous year at £302,563 (2025: £549,869). Expenditure in the delivery of Leadership, training and research activity was £143,791 also lower than the previous year (2025: £153,277). However, expenditure on the Members programme and programmes in Women's Centres and Prisons was higher than the

previous year at £609,625 (2025: £514,765). This is reflective of our increase in programming from the previous year, including the delivery of a programme for a new Young Company at Clean Break.

Expenditure was also affected this year by higher utility bills, IT services and building maintenance including unplanned urgent repairs and inflationary personnel increases.

The year closed showing an in-year deficit of £20,736 (2025: deficit £98,040). This was an improvement on the planned deficit, and therefore a factor in the year ending with free reserves increased by £60,819.

At 31 March 2026, Clean Break held total funds of £901,764 (2025: £922,500), of which £692,525 are fixed assets and £209,239 reserve funds. Within reserves, restricted funds stood at £114,314 (2025: £128,852) and unrestricted free reserves were £94,925 (2025: £34,106; 2024: £81,999).

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 £1,079,401 (2025: £1,013,455; 2024: £1,108,730) with unrestricted income exceeding last years unrestricted income by £78k and increasing the total percentage of unrestricted donated income to 62% (2025: 58%). Fundraising costs we're higher this year at £164,369 (2025: £154,144), reflective of consistency in staffing and additional fundraising event activity.

Highlights included:

- Trusts and Foundations income saw a 50% increase from the previous year to £504,016 (2025: £335,511; 2024: £418,016).
- Corporate partnerships income increased by 18% to £90,792, recognising a refreshed strategy and growth despite the loss of one long standing partner (2025: £65,142; 2024: £77,642).
- Running two Big Give campaigns, which matched the previous year's success, however, campaign income was down overall with the omission of a Radio 4 Appeal in this year £59,374 (2025: £86,765; 2024: £35,780).
- Individual Giving continued to be strong, raising £49,774 (2025: £57,693; 2024: £32,120) from regular giving, one-off gifts (outside of the Big Give campaign), events and challenges, as well as the launch of our new Commissioning Circle which supports our commissioning pipeline.

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 £119,483 (2025: £271,662; 2024: £91,036), a substantial difference compared with last year when we held the financial weight of two productions. Projects in prisons and women centres and research partnerships with universities saw growth in unrestricted income and are an essential part of Clean Breaks business model.

Highlights included:

- Training and income for Clean Breaks' leadership expertise was lower this year, generating £38,110 (2025: £55,406), reflective of our concentrated effort in market research and product development in this area.

- Studio Hire income increased 61% on the previous year, generating £73,206 (2025: £47,282; 2024: £30,758). This year marked the first year we achieved our ambitious target for hires, putting us on track to achieve pre-covid income levels from our building by year end 2026/27.
- Service delivery in women's centres and prisons provided £40,968 of unrestricted income (2025: £35,808; 2024: £30,000).

EXPENDITURE

Expenditure on charitable activities totalled £1,055,979 (2025: £1,217,911; 2024: £988,179), reflecting the following:

- The revival of our young artists programme and launch of Clean Break's Young Company
- The collaborative delivery of the Remand Collective project
- The cost saving measure to break from delivering a theatre production
- An increase in staffing costs £887,617 across direct and indirect activities (2025: £864,391; 2024: £834,895). Staff were awarded a cost-of-living inflationary rise in salaries of 2% in the spring.
- Support costs (including overheads and depreciation) were £600,569 (2025: £706,791; 2024: £629,147) reflective of an overall reduction in expenditure from the previous year.

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.

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.

At 31 March 2026, Clean Break held total funds of £901,764 (2025: £922,500), of which £692,525 are fixed assets and £209,239 reserve funds. Within reserves, restricted funds stood at £114,314 (2025: £128,852) and unrestricted free reserves were £94,925 (2025: £34,106; 2024: £81,999).

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.

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 quarterly, 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. Risk management is a standing agenda item for all trustee meetings.

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 2026, 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:



Sarah-Jane Dent

Co-Chair of the Board

21 July 2026

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 2026 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 2026 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:

Independent auditor's report
Clean Break Theatre Company
Year ended 31 March 2026

-) 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

31 July 2026

Consolidated statement of financial activities Year to 31 March 2026

	Notes	Unrestricted funds £	Restricted funds £	2026 Total funds £	Unrestricted funds £	Restricted funds £	2025 Total funds £
Income and expenditure							
Income from:							
Donations and Legacies	1	665,857	413,544	1,079,401	587,883	425,572	1,013,455
Charitable activities	2	119,483	-	119,483	271,662	-	271,662
Other	3	80,735	-	80,735	47,925	-	47,925
Total income		866,075	413,544	1,279,619	907,470	425,572	1,333,042
Expenditure on:							
Raising funds	5	164,369	-	164,369	154,144	-	154,144
Charitable activities	6	627,897	428,082	1,055,979	818,303	399,608	1,217,911
Other	7	80,007	-	80,007	59,027	-	59,027
Total expenditure		872,273	428,082	1,300,355	1,031,474	399,608	1,431,082
Net income / (expenditure) before transfers		(6,198)	(14,538)	(20,736)	(124,004)	25,964	(98,040)
Gross transfers between funds	17	-	-	-	102,965	(102,965)	-
Net movement in funds and net income (expenditure)	9	(6,198)	(14,538)	(20,736)	(21,039)	(77,001)	(98,040)
Reconciliation of funds:							
Fund balances brought forward at 1 April		793,648	128,852	922,500	814,687	205,853	1,020,540
Fund balances carried forward at 31 March		787,450	114,314	901,764	793,648	128,852	922,500

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

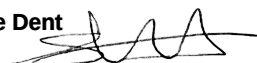
All of the charity's activities derived from continuing operations during the above two financial periods.

Balance sheets Year to 31 March 2026

	Notes	Group		Charity	
		2026	2025	2026	2025
		£	£	£	£
Fixed Assets					
Tangible assets	13	692,525	759,542	692,525	759,542
Investments	14	-	-	1	1
		692,525	759,542	692,526	759,543
Current Assets					
Debtors	15	140,959	263,326	141,565	263,991
Cash at bank and in hand		201,546	95,988	200,939	95,322
		342,505	359,314	342,504	359,313
Creditors: amounts falling due within one year	16	(133,266)	(196,356)	(133,266)	(196,356)
Net current assets		209,239	162,958	209,238	162,957
Total net assets		901,764	922,500	901,764	922,500
Represented by:					
The funds of the charity					
Restricted funds	17				
. Restricted income funds		114,314	128,852	114,314	128,852
Unrestricted funds	18				
. General fund (reserves)		94,925	34,106	94,925	34,106
. Building fund		508,589	531,131	508,589	531,131
. Tangible fixed assets fund		183,936	228,411	183,936	228,411
		901,764	922,500	901,764	922,500

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

Sarah-Jane Dent
Co-Chair



Approved on:

21.07.2026

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

Consolidated statement of cash flows Year to 31 March 2026

	Notes	2026 £	2025 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	<u>108,655</u>	<u>(125,767)</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		<u>(3,097)</u>	<u>(103,198)</u>
Net cash used in investing activities		<u>(3,097)</u>	<u>(103,198)</u>
Change in cash and cash equivalents in the year		105,558	(228,965)
Cash and cash equivalents at 1 April	B	95,988	324,953
Cash and cash equivalents at 31 March	B	<u>201,546</u>	<u>95,988</u>

Notes to the statement of cash flows for the year to 31 March 2026

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

	2026 £	2025 £
Net movement in funds (as per the statement of financial activities)	(20,736)	(98,040)
Adjustments for:		
Depreciation charge	70,114	73,304
Losses on disposal of fixed assets	-	-
Decrease/(increase) in debtors	122,367	(201,455)
(Decrease)/increase in creditors	(63,090)	100,424
Net cash (used in) provided by operating activities	<u>108,655</u>	<u>(125,767)</u>

B Analysis of cash and cash equivalents

	2026 £	2025 £
Analysed as follows:		
Cash at bank and in hand	201,546	95,988
Total cash and cash equivalents	<u>201,546</u>	<u>95,988</u>

Principal accounting policies Year to 31 March 2026

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 2026.

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 2026, 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 2026, 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 2026

1 Income from donations and legacies

Current year	Unrestricted funds £	Restricted funds £	2026 Total funds £
General			
General donations	40,682	9,092	49,774
Legacy donations			-
The Big Give campaign donations	59,374	-	59,374
	<u>100,056</u>	<u>9,092</u>	<u>109,148</u>
Statutory Grants			
Arts Council England: National Portfolio	223,718	-	223,718
The National Lottery Community Fund		60,644	60,644
Women's Equality Party	3,300	-	3,300
MOPAC Snaresbrook Crown Court	87,783	-	87,783
	<u>314,801</u>	<u>60,644</u>	<u>375,445</u>
Trusts & Foundations			
The 29th May 1961 Charitable Trust	-	5,000	5,000
The AB Charitable Trust	30,000	-	30,000
Backstage Trust	35,000	-	35,000
Chalk Cliff Trust	-	5,000	5,000
City Bridge Trust	-	454	454
Cockayne Foundation	-	15,000	15,000
Crucible Foundation	-	60,000	60,000
Fidelity UK Foundation	-	34,421	34,421
Firebird Foundation	70,000	40,350	110,350
Garfield Weston Foundation	30,000	-	30,000
Impact London Collective	12,500	-	12,500
Inner London Magistrates	-	5,000	5,000
John Ellerman Foundation	30,000	-	30,000
Mary Kinross Charitable Trust	35,000	-	35,000
Stavros Niarchos Foundation	-	30,000	30,000
The Tallow Chandlers' Company	-	5,000	5,000
Trees of the Leigh Trust	3,000	-	3,000
Triangle Trust 1949 Fund	-	53,291	53,291
Victoria Wood Foundation	-	5,000	5,000
	<u>245,500</u>	<u>258,516</u>	<u>504,016</u>
Corporate Funding			
Avison Young	500	31,816	32,316
Columbia Threadneedle Foundation	-	35,000	35,000
Doughty Street Chambers	5,000	-	5,000
Red Lion Chambers	-	1,000	1,000
&Us	-	500	500
University of Hertfordshire	-	16,976	16,976
	<u>5,500</u>	<u>85,292</u>	<u>90,792</u>
2026 Total donations & legacies	<u>665,857</u>	<u>413,544</u>	<u>1,079,401</u>

Notes to the financial statements Year to 31 March 2026

1 Income from donations and legacies

Prior 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
	<u>143,568</u>	<u>890</u>	<u>144,458</u>
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
	<u>220,173</u>	<u>248,171</u>	<u>468,344</u>
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
	<u>199,000</u>	<u>136,511</u>	<u>335,511</u>
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
	<u>25,142</u>	<u>40,000</u>	<u>65,142</u>
2025 Total donations & legacies	<u>587,883</u>	<u>425,572</u>	<u>1,013,455</u>

Notes to the financial statements Year to 31 March 2026

2 Income from charitable activities

Current year	Unrestricted funds £	Restricted funds £	2026 Total funds £
Fees, ticket sales and recharges from:			
Productions and Production pipeline			
Productions & related engagement activity	3,269	-	3,269
Production pipeline: commissions and R&D	3,000	-	3,000
	6,269	-	6,269
Research & Leadership activities			
Leadership activities: workshops, talks, training, mentoring	38,110	-	38,110
	38,110	-	38,110
Members programme & other services			
Members groups, support services and related engagement activity	-	-	-
Prison projects & other outreach	-	-	-
	-	-	-
	44,379	-	44,379
Service level agreements from:			
Members programme & other services			
Members groups, support services and related engagement activity	37	-	37
Women's Centres service delivery	40,931	-	40,931
	40,968	-	40,968
Theatre tax relief from:			
Productions and Production pipeline			
Productions & related engagement activity	34,136	-	34,136
	34,136	-	34,136
Total income from charitable activities	119,483	-	119,483
Previous 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
Performance-related grants 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

Notes to the financial statements Year to 31 March 2026

3 Other income

Current year	Unrestricted funds £	Restricted funds £	2026 Total funds £
Room hire	73,206	-	73,206
Sundry income	7,529	-	7,529
Total other income	80,735	-	80,735

Previous 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

Notes to the financial statements Year to 31 March 2026

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 2026 were:

	2026 £	2025 £
Current assets	607	666
Creditors: amounts falling due within one year	(606)	(665)
	<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 2026 is shown below.

	2026 £	2025 £
Turnover	40,001	186,087
Cost of sales	(36,651)	(182,737)
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	(34,136)	(37,393)
Loss for the year before taxation	(34,136)	(37,393)
Taxation for the year	34,136	37,393
Loss for the year	<u>-</u>	<u>-</u>

5 Expenditure on raising funds

Current year	Unrestricted funds £	Restricted funds £	2026 Total funds £
Fundraising costs			
Direct costs: Staff	143,948	-	143,948
Direct costs: Events	11,387	-	11,387
Direct costs: Subscriptions, resources & general expenses	3,983	-	3,983
Support costs	5,051	-	5,051
2026 Total expenditure on raising funds	164,369	-	164,369

Previous 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

6 Expenditure on charitable activities

Current year	Direct costs (incl direct staff costs) £	Support costs (note 8) £	2026 Total £
Productions and Production pipeline			
Productions & related engagement activity	79,274	77,841	157,115
Production pipeline: commissions and R&D	60,883	84,565	145,448
	140,157	162,406	302,563
Research & Leadership activities			
Leadership activities: workshops, talks, training, mentoring	46,170	75,052	121,222
Research & heritage activities	10,802	11,767	22,569
	56,972	86,819	143,791
Members programme & other services			
Members groups, support services and related engagement activity	215,668	315,632	531,300
Womens' Centres delivery	17,154	9,820	26,974
Prison projects & other outreach	35,561	15,790	51,351
	268,383	341,242	609,625
2026 Total expenditure on charitable activities	465,512	590,467	1,055,979

6 Expenditure on charitable activities (continued)

Previous year	Direct costs (incl direct staff costs) £	Support costs (note 7) £	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
	<u>291,561</u>	<u>258,308</u>	<u>549,869</u>
Research & Leadership activities			
Leadership activities: workshops, talks, training, mentoring	43,461	81,838	125,299
Research & heritage activities	10,626	17,352	27,978
	<u>54,087</u>	<u>99,190</u>	<u>153,277</u>
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
	<u>178,148</u>	<u>336,617</u>	<u>514,765</u>
2025 Total expenditure on charitable activities	<u>523,796</u>	<u>694,115</u>	<u>1,217,911</u>

7 Other expenditure

Current year	Unrestricted funds £	Restricted funds £	2026 Total funds £
Direct costs: Room hire	54,483	-	54,483
Support costs: Room hire	5,051	-	5,051
Other costs	20,473	-	20,473
2026 Total other expenditure	<u>80,007</u>	<u>-</u>	<u>80,007</u>
Previous 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	<u>59,027</u>	<u>-</u>	<u>59,027</u>

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

8 Support costs

	2026 £	2025 £
Support staff (note 10)	348,043	389,900
Depreciation	70,114	73,304
Governance costs	36,180	35,755
Other costs	146,232	207,832
Total support costs	<u>600,569</u>	<u>706,791</u>

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:

	2026 £	2025 £
Staff costs	932,379	889,388
Auditor's remuneration (including irrecoverable VAT):		
Statutory audit services - charity	11,709	11,615
Depreciation	70,114	73,304

10 Employees and staff costs and remuneration of key management personnel

Staff costs during the year were as follows:

	2026 £	2025 £
Wages and salaries	788,052	778,755
Social security costs	89,967	71,542
Pension costs	24,386	24,432
Total employee costs	902,405	874,729
Freelance fees	29,975	14,659
Total staff costs	932,380	889,388

During the year, the average number of employees, expressed as average head count, was 25 (2025: 24), and as a full time equivalent was 17.67 (2025: 19.75). Employee costs and employee numbers include staff on casual and variable hours contracts.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2026 No.	2025 No.
£60,001 - £70,000	1	1

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 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 £357,011 (2025: £375,539).

11 Members of the Board

Two Board members received remuneration in respect of their services totalling £320 (2025: £3,895 of which £3,729 of this was remunerated before the board member joined the board)

Out of pocket travel, accommodation and childcare expenses totalling £57 (2025: £293) were reimbursed to or paid on behalf of two members of the Board (2025: two members of the Board).

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 £	2026 Total £
Cost				
At 1 April 2025	1,126,999	321,662	189,068	1,637,729
Additions		2,137	960	3,097
Disposals		(28,056)	(18,215)	(46,271)
At 31 March 2026	<u>1,126,999</u>	<u>295,743</u>	<u>171,813</u>	<u>1,594,555</u>
Depreciation				
At 1 April 2025	595,868	118,869	163,450	878,187
Disposals		(28,056)	(18,215)	(46,271)
Charge for the year	22,542	36,880	10,692	70,114
At 31 March 2026	<u>618,410</u>	<u>127,693</u>	<u>155,927</u>	<u>902,030</u>
Net book values				
At 31 March 2026	<u>508,589</u>	<u>168,050</u>	<u>15,886</u>	<u>692,525</u>
At 31 March 2025	<u>531,131</u>	<u>202,793</u>	<u>25,618</u>	<u>759,542</u>

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

14 Investments

	Group		Charity	
	2026	2025	2026	2025
	£	£	£	£
Investment in subsidiary	<u>-</u>	<u>-</u>	<u>1</u>	<u>1</u>

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 2026

15 Debtors

	Group 2026 £	2025 £	Charity 2026 £	2025 £
Grants receivable	3,390	40,804	3,390	40,804
Amounts owed by subsidiary undertaking	-	-	606	665
Other debtors	49,361	75,904	49,361	75,904
Theatre tax credits	71,529	37,393	71,529	37,393
Prepayments and accrued income	16,679	109,225	16,679	109,225
	140,959	263,326	141,565	263,991

16 Creditors: amounts falling due within one year

	Group 2026 £	2025 £	Charity 2026 £	2025 £
Expense creditors	17,313	28,831	17,313	28,831
Social security and other taxes	19,157	17,231	19,157	17,231
Grants received in advance	-	-	-	-
Earned income received in advance	17,835	18,193	17,835	18,193
VAT control account	10,598	11,465	10,598	11,465
Other creditors	330	-	330	-
Accruals	68,033	120,636	68,033	120,636
	133,266	196,356	133,266	196,356

Deferred income comprises grants and earned income received in advance.

	Group 2026 £	2025 £	Charity 2026 £	2025 £
Balance as at 1 April	18,193	17,465	18,193	17,465
Amount released to income	(18,193)	(17,465)	(18,193)	(17,465)
Amount deferred in year	17,835	18,193	17,835	18,193
Balance as at 31 March	17,835	18,193	17,835	18,193

Notes to the financial statements Year to 31 March 2026

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 2025 £	Income £	Expenditure £	Transfers £	At 31 March 2026 £
Restricted income funds					
By funder:					
&Us	-	500	(500)	-	-
The 29th May 1961 Charitable Trust	-	5,000	(5,000)	-	-
Avison Young	-	31,816	(31,816)	-	-
Chalk Cliff Trust	-	5,000	(5,000)	-	-
City Bridge Trust	-	454	(454)	-	-
Cockayne Foundation	-	15,000	-	-	15,000
Columbia Threadneedle Foundation	-	35,000	(35,000)	-	-
Crucible Foundation	-	60,000	(60,000)	-	-
Fidelity UK Foundation	50,564	34,421	(46,796)	-	38,189
Firebird Foundation	-	40,350	(30,350)	-	10,000
Individual donations for specified purposes	397	9,092	(6,477)	-	3,012
Inner London Magistrates	-	5,000	(5,000)	-	-
Red Lion Chambers	-	1,000	(1,000)	-	-
The National Lottery Community Fund	57,894	60,644	(118,538)	-	-
Stavros Niarchos Foundation	-	30,000	(30,000)	-	-
Tallow Chandlers Benevolent Fund	-	5,000	(5,000)	-	-
Triangle Trust 1949 Fund	19,997	53,291	(38,675)	-	34,613
University of Hertfordshire	-	16,976	(3,476)	-	13,500
Victoria Wood Foundation	-	5,000	(5,000)	-	-
	128,852	413,544	(428,082)	-	114,314

Group and charity: previous 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)	-	(0)
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

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.

Fund balances held at 31 March 2026 towards the specified purposes are expected to be spent in the next financial year.

Transfers between funds represent:

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

18 Unrestricted funds

Group and charity: current year	At 1 April 2025 £	Income £	Expenditure £	Transfers and new designations £	At 31 March 2026 £
General fund	34,106	866,075	(872,273)	67,017	94,925
Land & Buildings fund	531,131	-	-	(22,542)	508,589
Other fixed assets fund	228,411	-	-	(44,475)	183,936
	793,648	866,075	(872,273)	-	787,450

Group and charity: previous 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

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:

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 2026 £
Fund balances at 31 March 2026 are represented by:						
Tangible fixed assets	-	-	508,589	183,936	-	692,525
Net current assets	94,925	-	-	-	114,314	209,239
Total net assets	94,925	-	508,589	183,936	114,314	901,764

Group and charity: previous year

	General fund £	Keystone Resilience Fund £	Building fund £	Tangible 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

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 £320 for their services as speakers and facilitators, as disclosed in Note 11 (2025: two Trustees, Sarah Jane Dent and Nola Sterling, received a total of £3,895 for their services as a performer and event speaker).

Members of the Board, the Development Committee, the Executive Team and Senior Management Team made donations with a total value of £970 during the year (2025: £3,366).

THANKS

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

Specialists Jennifer Jones and Susie Italiano (Financial Consultants), Nancy Poole (Press and PR Consultant) and Henri Seebohm (Clinical Supervisor).

Our Patrons for their ambassadorial support, in particular Sharon Duncan Brewster and Baroness Helena Kennedy KC who generously gave their time for our fundraising campaigns this year. We would also like to thank comedian Desiree Burch for fundraising on our behalf, actress Maxine Peake for being our Big Give Christmas Challenge Ambassador, and all those who gave their time to perform at our Big Night Out fundraiser.

Avison Young, Columbia Threadneedle Investments and MSD UK for providing corporate volunteers to help with DIY, gardening and catering support.

Akta Photography, Mary Ward Legal, Forward Trust and the Cranfield Trust for providing invaluable pro bono support.

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

&us

Chalk Cliff Trust

The Colin David & Family Charitable Trust

Crucible Foundation

David Richenthal Foundation

Doughty Street Chambers

Impact London Collective

Inner London Magistrates

Katie Bradford Arts Trust

Leigh Trust

Mary Kinross Charitable Trust

Red Lion Chambers

Tallow Chandlers' Benevolent Fund

University of Hertfordshire

The Victoria Wood Foundation

Women's Equality Party



IMAGE CREDITS

- Anja Kulesa
 - Page 11: Commissioning Circle launch (middle top right)
- Clean Break
 - Page 11: Young Company (bottom right)
- Henry Curtis
 - Page 11: Dance at the Place (top left, bottom left)
 - Page 15: Dance rehearsals at the Place
- Tracey Anderson
 - Page 11: Members Programme (middle left, top right)
 - Page 16: Lullaby Project
 - Page 18: Young Company
 - Page 19: Nubian CoheARTS
- University of Hertfordshire
 - Page 11: *Scenes from Lost Mothers* (middle bottom right)