

THE JOSEPH ROWNTREE THEATRE LIMITED

England & Wales · Charity number 1098329

Details

Status	Registered
Legal form	Charitable company
Company number	04695301
Registered	2003-07-02
Register	View on the Charity Commission register

Contact

Address	Haxby Road York YO31 8TA
Phone	01904501935
Email	secretary@jrtheatre.co.uk
Website	www.josephrowntreetheatre.co.uk

Activities

Objects: 3. The Charity's objects (the 'Objects') for the benefit of the people of York and the surrounding areas (the 'Community') are: 3.1 The advancement of the arts, education and community through the provision of a theatre and associated facilities and to be a venue for social activities and meetings likely to benefit the Community. 3.2 To facilitate the presentation of arts of all types both by and for the Community. 3.3 To advance the knowledge and understanding of the Community in all of the performing arts by enabling access to them. 3.4 To facilitate training and provide volunteer experience in all aspects of theatre operation and management.

Activities: We are a thriving, York based, community theatre and social hub, hiring out our space and facilities to groups and individuals, and providing a venue for social activities and meetings likely to benefit the communities we serve.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** CITY OF YORK AND SURROUNDING AREA
- City Of York
- North Yorkshire

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£302,494	£249,740	-	-
2023-08-31	£353,811	£565,026	-	-
2022-08-31	£226,979	£173,298	-	-
2021-08-31	£91,261	£112,630	-	-
2020-08-31	£168,025	£126,541	-	-

Trustees

Name	Role	Appointed
DANIEL MARK SHRIMPTON	Chair	
Barbara Boyce		2019-10-07
DAVID GRAHAM HOLIDAY		
HELEN LOUISE LAY		2012-11-22
Kathryn Rebecca Tinson		2024-08-07
MOIRA TAIT		
Peter Hamilton Murray		2025-12-09
Samuel Armstrong		2025-03-30
Sian Goodwin		2017-03-06
Siona Mackelworth		2022-05-23
Susie Young		2015-01-05
Thomas Edward Massey		2025-07-26

THE JOSEPH ROWNTREE THEATRE LIMITED

England & Wales - Charity number 1098329

Accounts



THE JOSEPH ROWNTREE THEATRE LIMITED
ANNUAL REPORT
And Financial Statements
2023/2024

THE JOSEPH ROWNTREE THEATRE LIMITED

A company limited under guarantee. Registered Company Number (England & Wales): 04695301. Registered Charity Number (England & Wales): 1098329. UK VAT Registration Number: 883 2897 70. Licensed by the City of York Council for public entertainment and the performance of stage plays.

Annual Report & Financial Statements 2023/24 (For the year ended 31 August 2024)

Principal Office and Trading Address

The Joseph Rowntree Theatre Limited
Joseph Rowntree Theatre
Haxby Road
York
YO31 8TA

Independent Examiner

Guy Baragwanath
C&GB Associates
37-39 Westgate
Thirsk
YO7 1QR

Solicitors

Lupton Fawcett
Stamford House
Piccadilly
York
YO1 9PP

Bankers

HSBC
Parliament Street
York
YO1 8XS

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Welcome

Our annual report and accounts, yet again, provides you with an overview of what has been another successful year for the Joseph Rowntree Theatre.

As a charity we rely so much on the hard work of the fantastic community of York which gets involved to support the theatre in all areas of the charity. There are over 180 volunteers undertaking visible roles such as front of house stewards, stage managers and crew along with our box office and bar teams as well as the less visible roles of marketing, fundraising, finance and building maintenance activities. Finally, our trustees all hold operational roles ensuring the theatre runs smoothly.

Trustees meet together on a quarterly basis where they focus on long term planning and the strategic direction of the theatre. Between the quarterly meeting trustees meet in smaller groups ensuring the operational requirements of the theatre are met. The charity continues to be in a strong position but the trustees remain ever mindful of the economic challenges.

As a team of trustees and volunteers the charity is able to provide a professionally run theatre for everyone at an affordable price. The total time given freely by our volunteers and trustees for the year across the theatre is estimated to be 30,100 hours.

Through the wonderful work of our volunteers, we are able to provide a community facility for people to perform in amateur productions as well as creating a space in the city for touring and one-off shows.

Financially the charity delivered an overall surplus to the year ending 31st August 2024 of £52,754 (2022/23: deficit of £211,215). Lasts year's deficit was as a result of significant expenditure to repair and replace the theatre's roofs.

Since completing the roof work our focus has moved on to enhancing the theatre experience for our audience through the provision of a new building at the front of the theatre, which will provide a home for our bar along with a place for audience members to meet. The building will also house two much needed additional toilets. Our surplus for this year is earmarked for that building and fundraising is well underway to raise the additional funds to cover the £130,000 for the construction and fit out costs.

The hire of the theatre is our main revenue stream and this year was another successful one. For the period September 2023 to August 2024 the theatre was the stage for 158 performances (2022/23: 145). The year featured 68 different events (2022/23: 55) from 48 groups/hirers (2022/23: 38). The theatre was used for 218 days (2022/23:220) which includes set up and rehearsals as well as performances.

The theatre welcomed 34,404 ticketholders for performances in 2023/24 (2022/23: 31,361) with a value of £541,600 (2022/23: £446,434). Overall occupancy was 59% with an average ticket price of £15.44 (2022/23, 52% and £14.55).

The importance of fundraising continues to grow. Whilst the operational costs of running the theatre are met through event hire and refreshment sales, our fundraising provides the funds to meet the challenges of enhancing and improving the theatre for future generations.

Our fundraising activity over the year raised £47,879 gross (2022/23: £47,440). This was combined with grants and donations which amounted to £29,673 (2022/23: £117,574). This drop in grants and donations reflects the money raised to meet our roofing costs last year. However, we need to continue to review how we can increase our fundraising income. This is a challenge for the charity if it wants to meet its objectives of significantly enhancing the theatre building for all users. We are very grateful to our many friends and supporters who have responded to our fundraising campaigns and continue to do so.

During the year we were pleased to welcome Marie Dennis as a trustee. John Atkin, Alastair Bush, Helen Ella and Anna Perret left the board due to a change in their personal circumstances. We are grateful to all Trustees, past and present, for their hard work and dedication.

In the coming financial year the trustees will continue to work on their plans to enhance the Joseph Rowntree Theatre for all its users. In addition, a new strategy will be developed looking at the next seven to ten years to ensure the Joseph Rowntree Theatre continues to be relevant and responsive to the needs of the community it serves.

Throughout 2025 we will be marking the 90th anniversary of the theatre's opening along with remembering our namesake, Joseph Rowntree, who died 100 years ago. During 2023 and 2024 a small team have been working to gather and enhance the theatre's archive. This has brought out a number of significant new pieces of information about how the theatre came into being - it only took 6 months from the decision to build the theatre to its opening. The archive also records the significant impact and contribution the theatre has made to the lives of so many people over the 90 years.

As well as sharing the history of the Joseph Rowntree Theatre through its archive we will be celebrating 90 years with a back tie ball in June and many other events over the course of the year.

Daniel Mark Shrimpton
Managing Director and Chair of Trustees

THEATRE HISTORY

Origins

The Joseph Rowntree Theatre is a significant part of the Rowntree heritage, York's most illustrious contribution to civil society. The theatre's construction in 1935 was funded by the Joseph Rowntree Village Trust a forerunner of today's Joseph Rowntree Foundation. The Joseph Rowntree Theatre Limited is an independent charity and has no financial or other formal connection to the Joseph Rowntree Foundation or other Rowntree Charities, though their occasional support is appreciated.

At the heart of Joseph Rowntree's aspirations, was a commitment to creating a supportive community to which everybody would choose to belong. His Cocoa Works are often cited as a model of enlightened late Victorian employment; from the outset the factory had a workers' committee and offered such things as health care, football, hockey, swimming, allotments, singing and drama. So the opening of the theatre by Seebohm Rowntree in 1935 was a logical extension of the company's community commitment, reflecting his family's Quaker values: respect for individual worth, absolute integrity and reliability in financial matters, openness and honesty. The Quaker tradition continues today with representation on the charity's board and amongst its many volunteers. In April 2022 we added our bit of (nonsense) history by unveiling Gus the Theatre Cat (from CATS) crawling furtively up the front of the theatre, taking his place among the many other Mystery Cats of York, and putting us on the tourists' Cat Trail.

In 1954 the Executive Officer of the Village Trust, Mr L.E. Waddilove, wrote (in *One Man's Vision*, George Allen and Unwin, 1954) that the theatre "is available to residents in the city generally, and meets the needs of amateur dramatic and operatic societies whose limited resources are not equal to the hire of a theatre used by professional companies, but whose standards none the less justify a building equipped and furnished to a comparable standard." 89 years on from its opening in 1935 the theatre still meets these needs, having developed equipment and furnishings to meet modern day standards while keeping the iconic characteristics of the 1935 building. The theatre has also, now, become attractive to some professional companies, tribute bands, university groups and such as the UK Ultimate Physiques Northern Championships and The National Association of Flower Arranging Societies.

The Yearsley Swimming Pool and our gem of a theatre are the only remaining Rowntree buildings still used for their original purpose.

Aims

The original purpose of the building is still relevant today. Under the direction of the Charity Commission's guidelines and its own Constitution, the Joseph Rowntree Theatre Limited board continues to provide a facility for the benefit of local operatic, drama groups, schools and other organisations.

Current Organisation

In 2001 the theatre began to run independently, and a Charitable Company was established to oversee the day-to-day operations of the theatre.

The Joseph Rowntree Theatre Limited was incorporated in March 2003, and gained registered charity status. Until 2012 Nestlé UK Ltd and its employees gave the board support to instigate a number of improvements to enable the continued operation of the theatre and to ensure its on-going presence in the community. In 2012 York St John University purchased the freehold of the Joseph Rowntree Theatre from Nestlé UK Ltd. At that point the charity ceased to have any support, financial or otherwise and was now wholly responsible for all aspects of the theatre's operation. In August 2017 the board of trustees finalised the purchase of the freehold of the theatre from York St John University.

VISION

The trustees have established a vision and a set of values for the charity for the period to 2027 and beyond:

To be an inspiring community hub for performing arts and other entertainment.

VALUES



OBJECTS

Our Charitable Objects for the benefit of the people of York and the surrounding areas are:

- The advancement of the arts, education and community through the provision of a theatre and associated facilities and to be a venue for social activities and meetings likely to benefit the Community.
- To facilitate the presentation of arts of all types both by and for the Community.
- To advance the knowledge and understanding of the Community in all of the performing arts by enabling access to them.
- To facilitate training and provide volunteer experience in all aspects of theatre operation and management.

In pursuing its Objects, the charity will have regard to its Basis and Principles, being:

Basis

To be a vibrant community facility open to all.

Principles

- Respecting the unique worth of each person and group using the theatre's facilities.
- Encouraging people to fulfil their potential whether employed by or volunteering in support of the Charity, or in producing performances or displays in the theatre.
- Exercising responsible stewardship of the theatre land and buildings.
- Recognising the urgent need to operate the theatre in an environmentally sustainable way.

DIRECTORS' & TRUSTEES' REPORT

The directors (who are also trustees of the charity and are listed in the report below) are pleased to present their report together with the financial statements of the charity for the year ended 31 August 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Financial Summary

The Charitable Company had a surplus of £52,754 after depreciation, compared with last year's deficit of £211,215.

Income in the year amounted to £302,494 (2022/23: £353,811), whilst expenditure totalled £249,740 (2022/23: £565,026). The board continues with its policy of raising funds before committing to new items of expenditure.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit when planning the activities of the charity.

Principal Funding Sources

The Charitable Company's main operating income is generated through hiring out the theatre to other organisations: £110,963 (2022/23: £94,630), front of house sales: £41,052 (2022/23: £41,028), fundraising events: £47,879 (2022/23: £47,440), box office earnings: £23,601 (2022/23: £19,461), bar sales: £43,101 (2022/23: £27,167), and grants and donations: £29,673 (£2022/23: £117,574). During the year we continued to offer a box office split method of hire, for some shows, as opposed to our standard hire charge based on time in the theatre. Other income in 2023/24 included publicity income and bank interest.

A ten-year loan of £100,000, taken out in October 2022, is being paid off in monthly instalments. The unrestricted operating fund represents the Charitable Company's free reserves, which are retained for the general running costs of the theatre. The fund is now £81,766 (2022/23: £29,266). Total funds (including the ten year loan liability and the value of the building) at the end of the year amount to £455,281 (2021/22: £402,527).

Funds have been deployed to improve the theatre over the past nineteen years and a total of £662,312 (2022/23: £641,509) has been invested in fixed assets to date. Fixed assets are depreciated over the term of the asset's remaining useful life on a straight-line basis. The net book value of theatre improvements at 31/8/24 was £213,841 (2022/23: £221,752), and land and buildings £233,710 (2022/23: £235,482)

The level of reserves is felt to be sufficient to provide adequate financial flexibility. Potential development plans will require additional funding, which will be obtained before the board enters into any commitments.

Box Office

We sold 34,404 tickets with a value of £541,600 for performances in 2023/24. 81% of these tickets were bought online, with the remainder sold by our helpful box office team, either in person at the theatre (6%) or over the phone (13%).

DIRECTORS' & TRUSTEES' REPORT

In addition to selling tickets for productions the box office provides a source of donations for the theatre.

We continue to work hard to utilise many features of our box office system for the benefit of our hirers and audience members. Examples include fundraising campaigns, selling theatre gift vouchers, being able to sponsor a seat online and the operation of our 'Friends of Joseph Rowntree Theatre' scheme.

Hire of the Theatre

During the 2023/24 we welcomed 158 performances (2022/23: 145) being staged by 69 different events (2022/23: 55), from 48 organisations (2022/23: 38).

Productions

2023/24 events included:

The George Harrison Project (Fat Old Dad) | **The Great American Songbook** (Joseph Rowntree Theatre/Don Pears) | **The Counterfeit Sixties** (Counterfeit Group) | **A Century Of Swing** (Down For The Count) | **Priscilla Queen Of Disaster** (It's OK Susie) | **Steve Cummings** (Duncan Steer) | **Meatcloud** (Wyrley Music & Promotions) | **Sleeping Beauty** (Victoria Rooke School of Dance) | **Steve Cassidy Band & Friends** (Steve Cassidy) | **West Side Story** (Be Amazing Arts) | **One Night In Dublin** (One Night In Dublin) | **Simon Yates – Touching The Void** (Simon Yates) | **Disney's Frozen Jr.** (York Stage) | **School Of Rock** (York Light Youth) | **Autumn Theatre Festival** (Joseph Rowntree Theatre) | **A Christmas Carol** (NE Theatre York) | **Cinderella** (Rowntree Players) | **Christmas Showtime With Don Pears & Friends** (Joseph Rowntree Theatre) | **Christmas Gala Concert** (Shepherd Group Brass Band) | **One Iota Live** (One Iota) | **Peter Panto** (PQA) | **One Night Of Classic Rock** (Bev Jones Music Company) | **The 80s Movie Mixtape** (80s Movies Mixtape) | **Young Frankenstein** (Pick Me Up Theatre) | **CURTAINS** (Joseph Rowntree Theatre Company) | **Princess Ida** (University of York Gilbert & Sullivan Society) | **Into The Woods** (Central Hall Musical Society) | **York Community Choir Festival** (Joseph Rowntree Theatre) | **Billy Meets Cliff** (Diamond Entertainments) | **The Hypnotist – Red Raw** (The Hypnotist Ltd) | **Step Back In Time** (Spotlight Dance Academy) | **Shakers** (Rowntree Players) | **Flying Ducks And All That Jazz** (Flying Ducks Youth Theatre) | **Soul Train** (King of Tunes) | **Celine Dion Tribute Show** (Wyrley Music & Promotions) | **Music Night: A Musical Variety** (Joseph Rowntree Theatre/Don Pears) | **Beauty And The Beast** (Be Amazing Arts) | **21st Century ABBA** (Wyrley Music & Promotions) | **Sleeping Beauty** (Pat Veale School of Dance) | **Fiddler On The Roof** (NE Theatre York) | **The Upbeat Beatles** (John Wilson Productions) | **That's Variety** (That's Variety) | **Steve Cassidy Band & Friends** (Steve Cassidy) | **Showcase 2024** (Anna's Academy of Dance) | **The Lightning Thief: The Percy Jackson Musical** (York St John Musical Performance Society) | **The Wizard Of Oz** (York Musical Theatre Company) | **Pinocchio And Ponchetta** (The York School of Dance & Drama) | **Once Upon A Time** (En Pointe Dance School) | **Inspired By Nature's Form** (National Association of Flower Arrangers) | **The High Jinx Magic Illusion and Circus Show** (High Jinx Entertainments) | **Sherlock's Excellent Adventure** (Our Star Theatre Company) | **The Carpenters Masquerade** (Wyrley Music & Promotions) | **Reach For The Stars** (York Dance Works) | **Dance, Dance, Dance** (Charlie's School of Dance) | **Dance Fever 2024** (Yvonne Hoque Academy of Dance) | **Green Day's American Idiot** (Bright Light Musical Productions) | **Grimm Tales** (Rowntree Players) | **Sleeping Beauty** (Let's Dance) | **Seriously Collins** (Wyrley Music & Productions) | **West Side Story** (NE Theatre York) | **One Night Of Live, Loud And Local** (Steve Coates Productions with BJMC) | **One Night Of Broadway Hits** (Steve Coates Productions with BJMC) | **A Midsummer Night's Dream & Twelfth Night: A Shakespeare Double Bill** (440 Theatre) | **Homecare's Got Talent** (Visiting Angels Living Assistance) | **Extreme Queen**

DIRECTORS' & TRUSTEES' REPORT

(Wyrley Music & Promotions) | **UKUP Northern Championships** (UK Ultimate Physiques) | **Film – The Greatest Showman** (Joseph Rowntree Theatre) | **Meatloud – Bat Out Of Hades** (Wyrley Music & Promotions)

Raising Funds

Our fundraising events for the year raised a total of £47,879 gross (2022/23: £47,440). Donations amounted to £29,673 (2022/23: £117,574). Costs of fundraising and running events for the theatre were £15,792 (2022/23: £21,406).

Our own theatre company staged the 'Curtains' musical, once again to much acclaim and raised £8.181 after costs. Plans are in hand for 'Beauty and the Beast' in February 2025.

March saw the welcome return of the York Community Choir Festival with eight concerts over seven days, with 35 choirs (four from one school!) and just under 1,000 individuals taking part. The festival has become a much-loved fixture in the calendars of choirs near and far; so much so that we are now reaching choirs from further afield keen to capitalise on the opportunity to sing in a larger venue than that which they are used to. The festival is open to all styles, abilities and age groups and a huge success for the theatre's outreach work. The festival raised £7,343.

Don Pears' singers and musicians did us proud as usual with 'The Great American Songbook', 'Christmas Showtime' and 'Music Night – A Musical Variety'. Our theatre company and other local supporters helped make the Autumn Theatre Festival a great success.

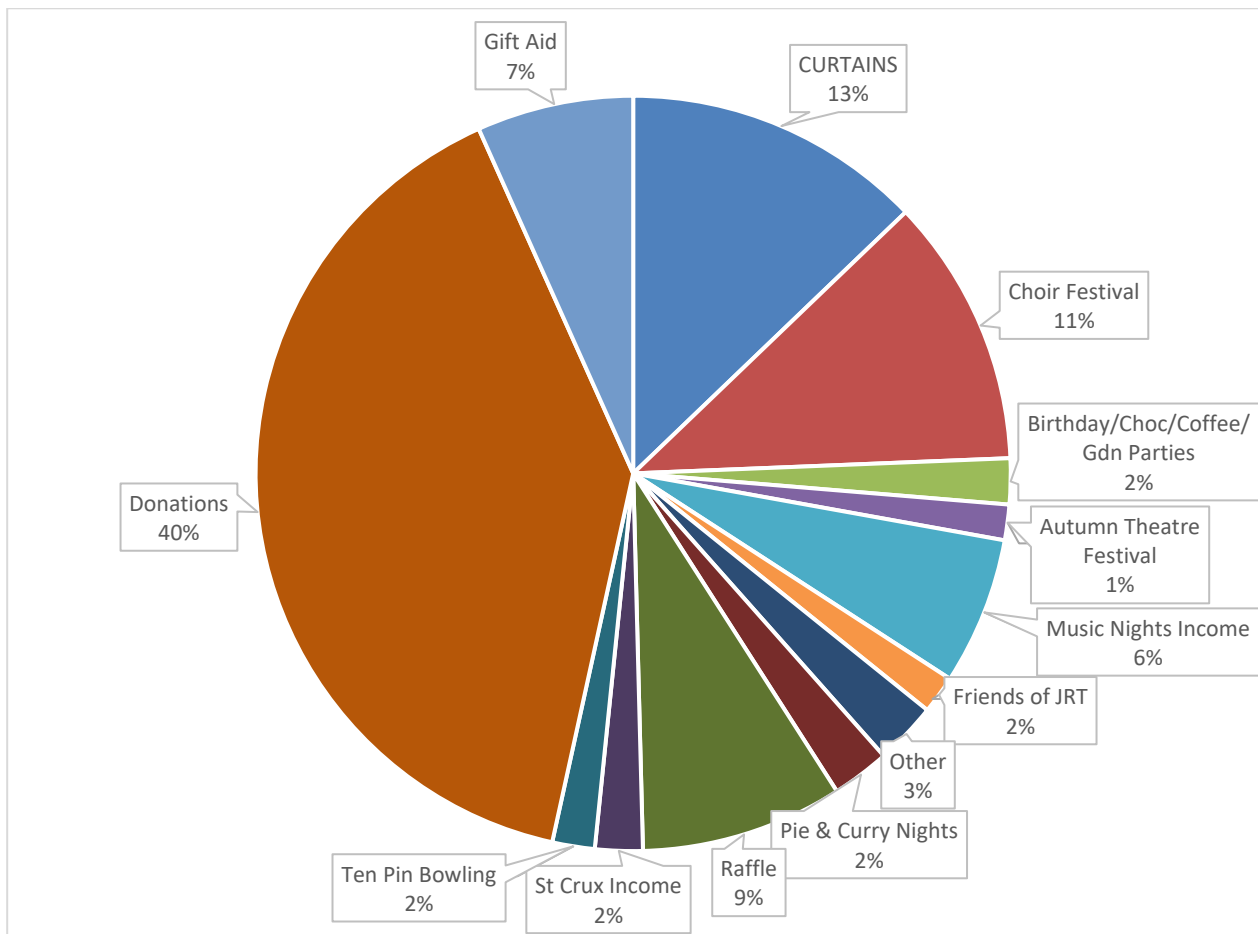
Our 'Friends of Joseph Rowntree Theatre' scheme continued with several levels of membership, and we continued our 'Sponsor A Seat' scheme. We held two events at St Crux Church Hall in the centre of York – a café plus bric-a-brac, books and jewellery stalls; this raises our profile as well as generating much needed cash – though now it is more often card payments than cash. This trend also applies to our sales of sweets and ice-creams during shows, and bar sales.

Volunteers' parties (chocolate/garden/birthday), Coffee Mornings, a Pie Night, a Curry Night, Ten Pin Bowling, a Zip Wire and a Christmas Raffle raised valuable funds for the theatre. As ever, we are very grateful for donations from a variety of people and organisations. It is clear that many people hold fond memories of the Joseph Rowntree Theatre. We claim Gift Aid wherever possible and the board keeps the use of donated funds under constant consideration, with the main focus this year on a possible new garden room, incorporating a bar and extra toilets.

Some of the funds received were used to purchase five new digital display screens plus new haze machine, radio mics and mirror ball motor.

DIRECTORS' & TRUSTEES' REPORT

Source of funds from fundraising:
(On the chart below items are net of costs)



DIRECTORS' & TRUSTEES' REPORT

Future fundraising plans

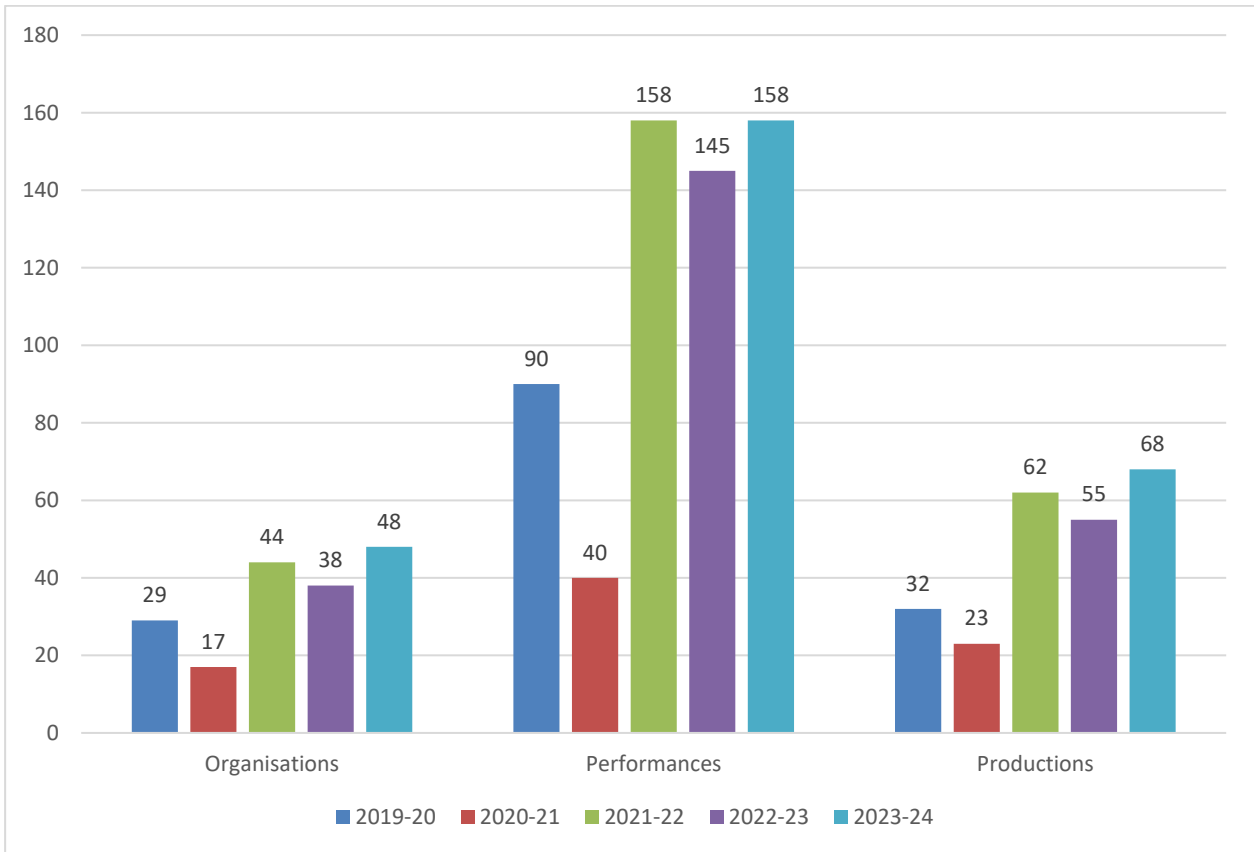
Our own theatre company has been busy rehearsing the musical Beauty and the Beast, scheduled for early in 2025.

We are also looking forward to our ever-popular Choir Festival along with an increase of other events in the theatre. We have returned to our twice-yearly St Crux Church Hall fundraising days, where we raise both money and our local profile. Several good folk are continuing to organise coffee mornings, curry nights and other activities in aid of the theatre. New, innovative ways of fundraising continue to crop up, and, of course, there will be a Christmas raffle.

As reported last year, the development plans for the theatre will require a significant increase in our fundraising activities.

Statistics

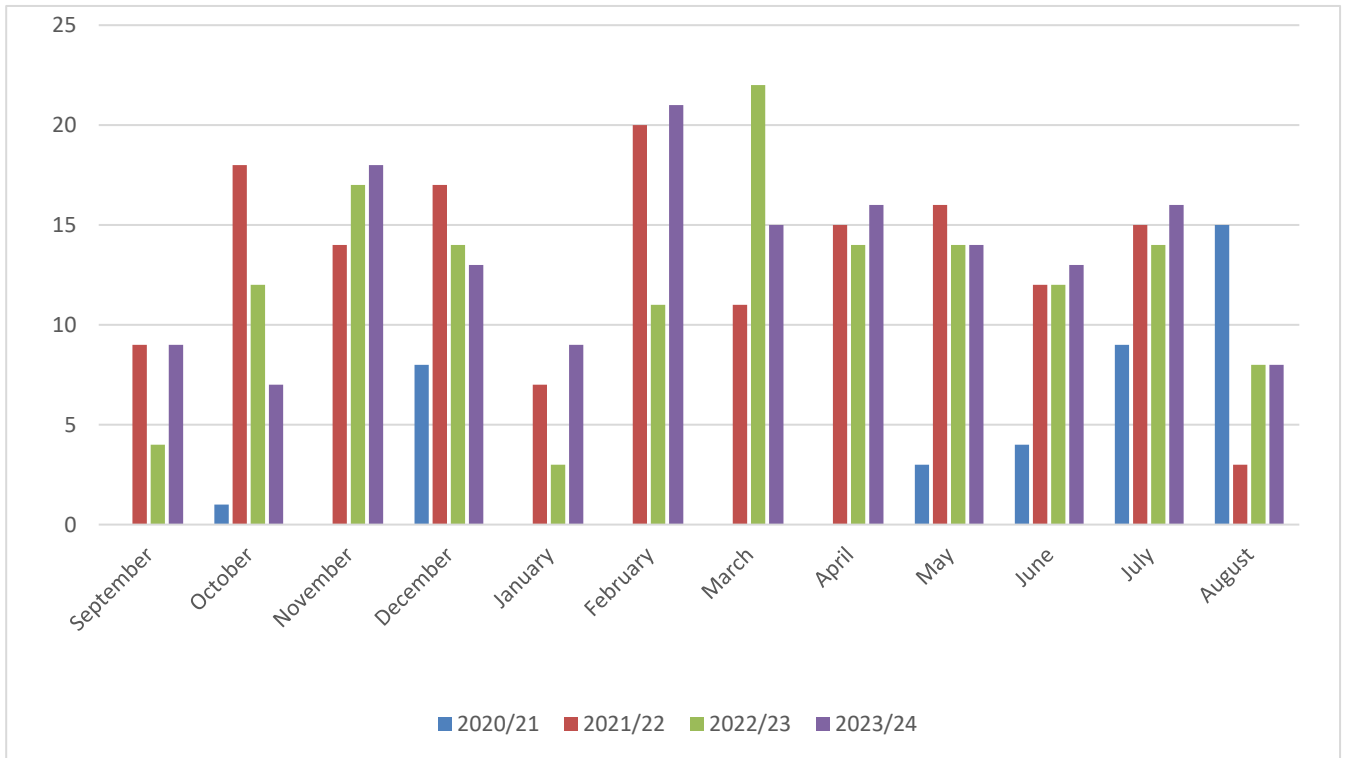
Booking levels:



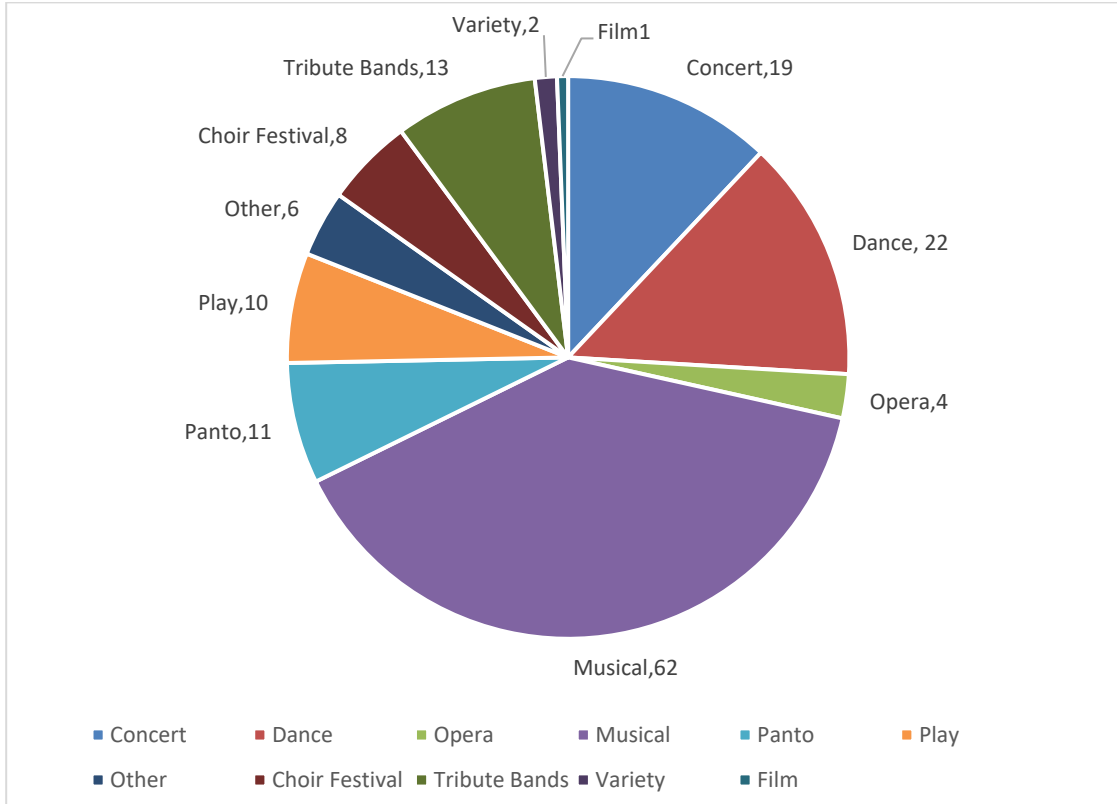
In 2023/24 the number of organisations using the theatre was 48 (2022/23: 38). The number of productions staged was 68 (2022/23: 55), and the number of performances was 158 (2022/23: 145).

DIRECTORS' & TRUSTEES' REPORT

Performances by month:



Performance type, number of performances:



The Joseph Rowntree Theatre board is proud of the variety of performance types it can facilitate for local community users, and will continue to seek to expand on this in the future.

DIRECTORS' & TRUSTEES' REPORT

Plans for the Future at York's Art Deco Theatre

We are continuing to plan for major development of the Joseph Rowntree Theatre to create a theatre that meets the expectations of our current and future audiences. The trustees are focusing on enabling the charity to thrive in the future through exploring how we can improve our engagement with the local community and create a hub of community activity.

The trustees continue to work on enhancing the profile of the Joseph Rowntree Theatre as a performance venue. This includes the use of a modernised website, social media and membership of Visit York and Little Theatre Guild. Our box office continues to be a key tool, not just in selling tickets, but in developing audience profiles and targeted marketing.

The trustees are aware of the need to recruit additional volunteers to help manage the shows that come into the theatre. We are continuing our external recruitment campaigns to attract people to get involved as well as developing a number of our current volunteer stage crew to help support stage management.

The trustees will be seeking to expand the opportunities for members of the local community to get involved, through volunteering and supporting the trustees for the benefit of York's Art Deco theatre.

Archives

With the theatre's 90th birthday approaching in 2025 the board has continued to consolidate the theatre's archives, some of which are already deposited with The Borthwick Institute at the University of York.

The intention is to tell the story of not only what shows and events have taken place since 1935, but also the story of performing groups and how the charity has operated since its inception by making the archive publicly available, hosting both touring and online exhibitions and creating digital "memory boxes" that can be shared by people who want to look back at life in the theatre.

The archives are being successfully expanded thanks to the generosity of past performers and volunteers who have allowed us to copy their own memorabilia onto digital images with some of them donating actual physical items. In addition to the items already lodged with The Borthwick Institute, we have now lodged a further 2,000 plus images and items that are available for public access, including photos, programmes, posters and important historic documents. Work is ongoing to digitise numerous VHS and DVD recordings of past shows and researching the social impact of the theatre.

The Team

The charity is managed and operated by volunteer staff, with the exception of an Executive Support Officer. In addition, part-time cleaners are provided through a contract cleaning company. Over the year around 180 volunteers have assisted the charity.

As well as being required to ensure safe evacuation of audiences in the event of an emergency, the front of house stewards provide a vital role in welcoming and guiding audiences to their seats, selling programmes and providing refreshments during performances.

The principal operating roles are duty managers, stage managers, stage technicians, box office assistants and front of house stewards. New front of house stewards are trained using a carefully developed induction programme and all stewards are required to refresh their emergency evacuation training on an annual basis.

DIRECTORS' & TRUSTEES' REPORT

The stage managers, who are responsible for organising the running of the shows held at the theatre, volunteer for the entire run of a show. Their role is vital in ensuring that productions run smoothly, by overseeing the technical operations that can include follow spotting, flying, sound operation and general scene changing work. There have been around 60 technical volunteers over the course of the year.

On most Monday mornings the volunteer 'Monday Crew', a particularly dedicated team, can be found busy with minor repairs, checking and receiving supplies, and a host of other essential tasks that keep the theatre fit for purpose.

The charity also benefits from volunteers giving time to develop fundraising activities, ensure the theatre and the shows are promoted to existing and new audiences, and to protect and develop our theatre archives as well as supporting the trustees in their duties.

The board strongly supports flexibility within the volunteer programme, allowing volunteers to base their support on their own availability during performances.

With most front of house stewards volunteering to cover 10-20 performances each a year, it is estimated that they have given a total of nearly 5,000 hours of service to the theatre this year, and therefore play a vital part in the running of the theatre. Our relatively new bar facility in a vintage caravan has proved increasingly popular and involved approximately 1,200 hours of trained bar staff.

Equally important were over 3,000 hours spent running the box office, and about 3,500 hours put in by our marketing team: maintaining our brochures and the website, emails to customers and social media.

The stage crew have provided over 6,800 hours of service during the year. Large-scale productions require stage managers to volunteer as much as 40 hours in a week and each evening/weekend performance requires at least 3 hours of technical volunteer time.

We have estimated the total time volunteered in running the theatre, including the trustees, at 30,100 hours and now attribute a commercial value to this in the region of £622,200.

The board remains grateful to around 180 volunteers who have contributed to keeping the theatre running at an affordable price for the amateur groups, dance schools and professional production companies that hire it. It is one of the great strengths of community theatre that such strong voluntary effort can be relied upon, and every effort is made to encourage new volunteers to come forward and thus safeguard the future of this wonderful facility.

Structure, Governance and Management

The Charity is constituted as a Charitable Company Limited by Guarantee. The board of the charity at the end of the financial year consisted of:

Directors	Managing Director
	Finance Director
	Assistant Finance Director
	Technical Director
	Marketing Director
	Volunteering Director
	Assistant Volunteering Director
	Volunteer Engagement Director
	Box Office Director
	Assistant Box Office Director

DIRECTORS' & TRUSTEES' REPORT

Community Engagement Director
Front of House Director
Capital Fundraising Director
Creative Director (established Autumn 2024)

Directors are all Trustees of the Joseph Rowntree Theatre Limited (The Charity).

All Trustees undertake to observe and be bound by the provision of the Charity's Articles of Association, last updated in May 2019.

The Board meets not less than four times per calendar year. Executive Committees meet in the months when the full Board does not meet. The Company Secretary keeps minutes of the meeting, which are circulated to members and approved at the subsequent meeting.

Minutes of all Board meetings are securely filed electronically.

The Board makes appropriate decisions on a majority vote providing a quorum is present. A quorum is six. If the Managing Director is not present at a meeting, the trustees present choose one of their number to act as chairman for the meeting.

The Managing Director has the power to take executive decisions on any urgent matters subject to consultation with at least two other members of the Board, either in person, by telephone or electronic communication. Any decision is subject to report and formal approval at the next available Board meeting.

Appointment of Trustees

Applications to join the board as a trustee are governed by the Charity's Recruitment Policy updated in December 2024, summarised below. This policy comes into force when:

- A current board member informs the Managing Director they wish to leave.
- The board decides to recruit an additional post.

Following the resignation of a board member the board decides if the post should be replaced.

All board vacancies are widely advertised and applicants apply in writing to the Managing Director within a defined time period. The board decides if a short list needs to be drawn up and short-listed candidates are invited to attend an informal meeting at the theatre with 2-3 board members. Applicants are provided with the following documents:

- Report and Financial Statements from the previous financial year
- Constitution of The Joseph Rowntree Theatre Limited

Formal interviews are arranged with a minimum of three board members. Following the interviews, the selection panel reports back to the subsequent board meeting. For a successful appointment three quarters of the board must agree on the chosen applicant. After initial appointment there is a settling in period, after which, all being well, the board confirms the appointment.

Trustee induction and training

New trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the Charitable Company. During their induction they meet key volunteer

DIRECTORS' & TRUSTEES' REPORT

workers and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Directors' and Trustees' responsibilities

Company law requires the directors/trustees to prepare financial accounts that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements and estimates that are reasonable and prudent; and,
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The directors/trustees are responsible for maintaining accounting records which disclose with reasonable accuracy at any point in time the financial position of the Charitable Company. The maintenance of these records enables them to ensure that the financial accounts comply with the Companies Act 2006 and applicable charity law. The directors/trustees 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.

In all the charity's fundraising activities the Trustees are committed to following the principles and practices as recommended by the Fundraising Regulator. We aim to be transparent and to operate with integrity, without putting any pressure on our donors. We respond promptly and with care to any complaints.

The Board

Members of the board

Members of the board, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are set out below:

Chair:	Daniel Mark Shrimpton
Directors and Trustees:	John Atkin (resigned March 2024)
	Keith Stephen Barnes
	Gary Michael Bateson (resigned February 2025)
	Barbara Boyce
	Alastair Bush (resigned September 2023)
	Marie Dennis (appointed 16 March 2024)
	Helen Ella (resigned November 2023)
	Robert Kenneth Fisher (resigned February 2025)
	Sian Eileen Goodwin
	David Graham Holiday
	Susan Humphries
	Helen Louise Lay
	Kathryn Rebecca Lay (appointed 7 August 2024)
	Siona Mackelworth
	Moira Tait
	Susan Elizabeth Young

The board now has a membership of 12 people. The average attendance of board members at meetings in 2023/24 was 75%, the age range of the board is between 30 and 79.

DIRECTORS' & TRUSTEES' REPORT

The role of Company Secretary is a voluntary one. They attend board and other meetings as required but they are not a director or trustee of the charity.

Company Secretary: Sarah King

Policies

Risk Management

The board undertakes an annual review of risk management assessments and safeguarding, along with all health and safety risk assessments for the operation of the theatre.

Investment powers and policy

Under the Memorandum and Articles of Association, the Charitable Company has the power to make any investments which the trustees see fit. However, the Charitable Company did not hold any investments during the year ending 31 August 2024 nor does it have any plans to do so in the immediate future. The Charitable Company holds a number of savings accounts with its bankers to maximise its income.

Reserves policy

From its inception, the board has consciously adopted a prudent financial policy in that no capital or revenue improvements have been committed to until the necessary funds have been raised and are available. As a result, we have been able to invest some £641,509 in capital improvements using one ten-year loan and no overdraft facilities. We have ensured that monies raised from the charitable and business sector have been used directly for the purpose for which they were given.

Exemptions

This report has been prepared in accordance with the special provisions of the Companies Act 2006 applicable to small companies.

By order of the board

Sarah King

[Sarah King \(Apr 6, 2025 20:58 GMT+1\)](#)

Sarah King

Company Secretary

Date: 06/04/2025

Independent Examiner's Report to the Trustees of The Joseph Rowntree Theatre Ltd

I report to the Trustees on my examination of the Financial Statements of The Joseph Rowntree Theatre Ltd (the Charity) for the year ended 31 August 2024.

This report is made solely to the Charity's Trustees, as a body, in accordance with Section 145 of the Charities Act 2011. My independent examination work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my independent examination work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

As the charity's trustees of the Charity (and also its directors for the purposes of company law) you are responsible for the preparation of accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with relevant accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS102).

THE JOSEPH ROWNTREE THEATRE LTD
REPORT OF THE INDEPENDENT EXAMINER
FOR THE YEAR ENDED 31 AUGUST 2024(continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

C&GB Associates

Guy Baragwanath FCA
C&GB Associates
37-39 Westgate
Thirsk
YO7 1QR

Dated: 06/04/2025

THE JOSEPH ROWNTREE THEATRE LTD
 COMPANY NUMBER 04695301 CHARITY NUMBER 1098329
 STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
 FOR THE YEAR ENDED 31 AUGUST 2024

	Note	Unrestricted Funds, 2024 £	Restricted Funds, 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income from:					
Donations and grants	3	29,673	-	29,673	117,574
Charitable activities	4	223,406	-	223,406	186,086
Fundraising activities	5	47,879	-	47,879	47,440
Investments	6	1,536	-	1,536	2,711
Total Income		302,494	-	302,494	353,811
Expenditure on:					
Charitable activities	7	249,740	-	249,740	565,026
Total expenditure		249,740	-	249,740	565,026
Net income (expenditure) and net movement in funds		52,754	-	52,754	(211,215)
Reconciliation of funds:					
Total funds brought forward	14	402,527	-	402,527	613,742
Total funds carried forward	14	455,281	-	455,281	402,527

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The Statement of Financial Activities includes all gains and losses in the year. All income and expenditure derive from continuing activities.

THE JOSEPH ROWNTREE THEATRE LTD
COMPANY NUMBER 04695301 CHARITY NUMBER 1098329

BALANCE SHEET AT 31 AUGUST 2024

	Note	2024	2023
		£	£
Fixed assets			
Tangible assets	10	<u>447,873</u>	<u>457,876</u>
Current assets			
Stocks		3,497	2,835
Debtors	11	3,667	45,099
Cash at bank and in hand		182,800	133,037
		<u>189,964</u>	<u>180,971</u>
Liabilities			
Creditors: amounts falling due within one year	12	(108,197)	(151,705)
Net current assets		<u>81,767</u>	<u>29,266</u>
Total assets less current liabilities		<u>529,640</u>	<u>487,142</u>
Creditors: amounts falling due after more than one year			
Key Fund 10 year Loan		(74,359)	(84,615)
Net assets		<u>455,281</u>	<u>402,527</u>
The funds of the charity			
Unrestricted income funds	14	<u>455,281</u>	<u>402,527</u>
Total charity funds		<u>455,281</u>	<u>402,527</u>

There were no restricted funds in 2023/24.

The notes on pages 25 to 34 form part of these financial statements.

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

The charitable company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006 relating to small companies, for the year ended 31 August 2024.

No members have required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

THE JOSEPH ROWNTREE THEATRE LTD

The Financial Statements have been prepared in accordance with the provisions applicable to entities subject to the small company's regime.

The financial statements were approved by the Board of Trustees on April 7th 2025, and were signed on its behalf by:

Keith Barnes

[Keith Barnes \(Apr 4, 2025 08:24 GMT+1\)](#)

Keith Barnes

Director and Trustee

1 Accounting policies

Accounting convention

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) -Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

These accounts are prepared on the going concern basis. At the time of approving the financial statements the directors/trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

This is on the basis of detailed cashflow monitoring and forecasting.

Income

Items of income are recognised and included in the financial statements when all of the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Where income is received for expenditure in a future accounting period that amount is deferred.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred.

Expenditure on charitable activities comprises the costs of operating the theatre.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024 (continued)

1 Accounting policies (continued)

Governance costs are included within expenditure on charitable activities and are analysed separately in the notes to the financial statements. They include those costs associated with meeting the constitutional and statutory requirements of the charity, such as accountancy and other costs linked to the strategic management of the charity.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. Any impairment loss is recognised in the income and expenditure account.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024 (continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

Tangible fixed assets

Depreciation is provided at the following rates in order to write each asset down to its residual value over its useful life:

Theatre improvements	Up to 30 August 2017: over term of lease on straight line basis. From 31 August 2017: remaining useful life (straight line basis).
Other equipment	Five years (straight line basis).
Land and buildings	Freehold land is not depreciated. No depreciation is provided on freehold buildings. The directors anticipate that, for the foreseeable future, their estimated residual value will not be less than their book value in these financial statements. This departure from statutory accounting principles is permitted by Companies Act 2006 section 396 (5) for the overriding purpose of presenting a true and fair view.

Stocks

Stocks are valued at the lower of cost and net realisable value after making allowance for obsolete and slow moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024 (continued)

Creditors

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

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Taxation

- The charity is a registered charity and as such is potentially entitled to tax exemption under Section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising.

Fund accounting

Unrestricted general funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Unrestricted designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. There were no restricted funds during the year.

Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

After review the Trustees consider that there are no critical estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the financial statements.

2 Liability of members

The Joseph Rowntree Theatre Ltd is a company limited by guarantee. The liability of each member is limited to a sum not exceeding £1.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024 (continued)

3 Donations and grants

	2024	2023
	£	£
Grants	-	99,000
Other donations	25,397	16,164
Gift aid	4,276	2,410
	<u>29,673</u>	<u>117,574</u>

Income from charitable activities are unrestricted in both years.

4 Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Theatre hire	110,963	-	110,963	94,630
Front of house sales	41,052	-	41,052	41,028
Bar Sales	43,101	-	43,101	27,167
Drinks machine	964	-	964	844
Box office earnings	23,601	-	23,601	19,461
Advertising and publicity	2,502	-	2,502	2,774
Sundry Income	1,223	-	1,223	182
Total	<u>223,406</u>	-	<u>223,406</u>	<u>186,086</u>

All income from charitable activities in the prior year are unrestricted.

5 Fundraising activities

	2024 £	2023 £
Musicals	16,652	16,392
Concerts	12,755	20,238
Friends of JRT	1,389	1,547
Name a seat	533	-
Raffle	5,870	3,953
Other events	10,680	5,310
	<u>47,879</u>	<u>47,440</u>

Income from fundraising activities is unrestricted in both years.

6 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts.

THE JOSEPH ROWNTREE THEATRE LTD

7 Analysis of expenditure on charitable activities

	Basis of allocation	Charitable Activities, 2024	Governance Costs 2024	Total 2024	Total 2023
	£	£	£	£	£
Costs directly allocated to activities:					
Health and safety	Direct	663	-	663	402
Stage equipment and consumables	Direct	2,306	-	2,306	1,524
Costs of running events	Direct	14,782	-	14,782	20,891
Costs of fundraising	Direct	1,010	-	1,010	515
Friends of JRT costs	Direct	597	-	597	449
PRS net	Direct	830	-	830	613
Repairs and maintenance	Direct	23,374	-	23,374	24,837
Roof repairs	Direct	-	-	-	334,818
Rates and water	Direct	2,331	-	2,331	2,198
Cleaning	Direct	18,389	-	18,389	11,938
Licences	Direct	180	-	180	336
Front of house	Direct	19,485	-	19,485	18,476
Bar Costs	Direct	14,783	-	14,783	10,463
Publicity and advertising	Direct	17,741	-	17,741	17,796
Support costs allocated to activities:					
Heat and light	Usage	22,884	-	22,884	33,670
Administration and postage	Usage	236	-	236	430
Insurance	Usage	7,922	-	7,922	6,959
Independent Examination and Accountancy	Usage	390	1,000	1,390	1,564
Legal and professional	Usage	869	-	869	412
Telephone and broadband	Usage	2,015	-	2,015	1,688
Website	Usage	1,738	-	1,738	1,940
Training	Usage	4,090	-	4,090	700
Depreciation	Usage	30,806	-	30,806	28,248
Box office running	Usage	25,576	-	25,576	23,741
Stock write-off	Usage	30	-	30	215
Miscellaneous	Usage	210	-	210	495
Salaries	Usage	14,440	-	14,440	10,298
Bank Charges	Usage	378	-	378	366
Interest on Loans	Usage	3,500	-	3,500	2,625
Unclaimable VAT	Usage	17,185	-	17,185	6,421
		<u>248,740</u>	<u>1,000</u>	<u>249,740</u>	<u>565,026</u>

Expenditure on charitable activities for 2023 consisted of direct cost of £445,256 and support cost of £119,770, of which £1,200 were governance costs.

8 Net income for the year

Net income for the year is stated after charging:

	2024	2023
	£	£
Depreciation of tangible fixed assets – owned assets	30,806	28,248
Fees paid to independent examiner:		
Independent examination	1,000	1,200
Other accountancy, VAT and consultancy services	390	364

9 Trustees’ remuneration and expenses, and employees.

During the year the charitable company had one employee (2022/23: One)

No trustees received remuneration nor were reimbursed in respect of out-of-pocket expenses during the year in relation to their trustee duties.

10 Tangible fixed assets

	Freehold Land and buildings	Theatre improvements	Other equipment	Total
<u>Cost:</u>	£	£	£	£
At 1 September 2023	<u>242,349</u>	<u>546,079</u>	<u>5,752</u>	<u>794,180</u>
Additions	4,334	16,469	-	20,803
At 31 August 2024	<u>246,683</u>	<u>562,548</u>	<u>5752</u>	<u>814,983</u>
<u>Depreciation:</u>				
At 1 September 2023	6,867	324,327	5,110	336,304
Charge for the year	6,106	24,380	320	30,806
At 31 August 2024	12,973	348,707	5,430	367,110
<u>Net book value:</u>				
At 31 August 2024	<u>233,710</u>	<u>213,841</u>	<u>322</u>	<u>447,873</u>
At 31 August 2023	235,482	221,752	642	457,876

THE JOSEPH ROWNTREE THEATRE LTD

11 Debtors	2024	2023
	£	£
Trade debtors	176	220
Other debtors	2,493	432
VAT	-	40,973
Prepayments and accrued income	998	3,474
	<u>3,667</u>	<u>45,099</u>

12 Creditors

Amounts falling due within one year

Trade creditors	11,563	7,911
Other creditors, largely box office receipts held as agent for hirers	75,371	84,152
Accruals	9,014	49,098
Deferred income	-	-
Loan instalment	10,257	10,257
VAT	1,992	287
	<u>108,197</u>	<u>151,705</u>

Amounts falling due after more than one Year

Loan	74,359	84,615
	<u>74,359</u>	<u>84,615</u>

On 27th October, 2022 the theatre received a loan from The Key Fund of £100,000 repayable over ten years, at a flat interest rate of 3.5%. This was accompanied by a grant of £50,000, both items being used for major roof repairs.

13 Deferred income	2024	2023
Balance at 1 September, 2023	-	20,000
Released in the year to the statement of Financial Activities	-	(20,000)
	-	-

14 Analysis of net assets between funds

2024	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	447,873	-	447,873
Current assets	189,964	-	189,964
Creditors: amounts falling due within one year	(108,197)	-	(108,197)
Creditors: amounts falling due after more than one year	(74,359)	-	(74,359)
Net assets at 31 August 2024	455,281	-	455,281

14 Analysis of net assets between funds

Prior year

	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	457,876	-	457,876
Current assets	180,971	-	180,971
Creditors: amounts falling due within one year	<u>(151,705)</u>	-	<u>(151,705)</u>
Creditors: amounts falling due after more than one year	(84,615)		(84,615)
Net assets at 31 August 2023	<u>402,527</u>	-	<u>402,527</u>

THE JOSEPH ROWNTREE THEATRE LTD

15 Movement in funds

	1 September 2023	Income	Expenditure	Transfers	31 August 2024
	£	£	£	£	£
Unrestricted Income funds:					
Operating fund	29,266	302,494	(249,740)	(254)	81,766
Fixed Asset fund	457,876			(10,003)	447,873
Long term loan	(84,615)			10,257	(74,359)
Total funds	<u>402,527</u>	<u>302,494</u>	<u>(249,740)</u>	-	<u>455,281</u>

**15 Movement in funds
Prior Year**

	1 September 2022	Income	Expenditure	Transfers	31 August 2023
	£	£	£	£	£
Unrestricted income funds					
Operating fund	57,222	353,811	(565,026)	183,259	29,266
Fixed assets fund	374,839	-	-	83,037	457,876
Designated funds:					
Development reserve	181,681	-	-	181,681	-
Long Term Loan				(84,615)	(84,615)
Total funds	<u>613,742</u>	<u>353,811</u>	<u>(565,026)</u>	-	<u>402,527</u>

16 Related party transactions

Other than those disclosed at note 9 there were no disclosable related party transactions during the current or prior year.

THE JOSEPH ROWNTREE THEATRE LTD
 DETAILED STATEMENT OF FINANCIAL ACTIVITIES
 FOR THE YEAR ENDED 31 AUGUST 2024

The Detailed Statement of Financial Activities do not form part of the annual report and financial statements.

	Total funds 2024	Total funds 2023
	£	£
Income		
Theatre hire	110,963	94,630
Front of house sales	41,052	41,028
Bar Sales	43,101	27,167
Box office earnings	23,601	19,461
Drinks machine	964	844
Advertising and publicity	2502	2,774
Donations	29,673	18,573
Grants		99,000
Fundraising	47,879	47,440
Sundry income	1,223	182
	300,958	351,099
Bank interest	<u>1,536</u>	<u>2,711</u>
Total income	302,494	353,811
Expenditure (next page)	(249,740)	(565,026)
Net (expenditure)/income for the year	<u>52,754</u>	<u>(211,215)</u>

THE JOSEPH ROWNTREE THEATRE LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2024 (continued)

	Total funds 2024	Total funds 2023
Expenditure	£	£
Direct charitable expenditure		
Health and safety	663	402
Stage equipment and consumables	2,306	1,524
Costs of running events	14,782	20,891
Costs of fundraising	1,010	515
Repairs and maintenance	23,374	24,837
Roof repairs	-	334,818
Friends of JRT costs	597	449
PRS costs	830	613
Rates and water	2,331	2,198
Cleaning	18,389	11,938
Licences	180	336
Front of house	19,485	18,476
Bar Costs	14,783	10,463
Publicity and advertising	<u>17,741</u>	<u>17,796</u>
	<u>116,471</u>	<u>445,255</u>
Administrative expenditure		
Bank Charges	378	366
Heat and light	22,884	33,670
Administration and postage	236	430
Insurance	7,922	6,959
Accountancy and independent examination	1,390	1,564
Legal and professional	869	412
Telephone and broadband	2,015	1,688
Website	1,738	1,940
Training	4,090	700
Stock Write-Off	30	215
Depreciation	30,806	28,248
Salaries	14,440	10,298
Box office running costs	25,576	23,741
Interest on loans	3,500	2,625
Unclaimable VAT	17,185	6,421
Miscellaneous	210	495
	<u>133,269</u>	<u>119,771</u>
Total expenditure	<u>249,740</u>	<u>565,026</u>

THE JOSEPH ROWNTREE THEATRE LIMITED

England & Wales - Charity number 1098329

Accounts



THE JOSEPH ROWNTREE THEATRE LIMITED
ANNUAL REPORT
And Financial Statements
2022/2023

THE JOSEPH ROWNTREE THEATRE LIMITED

A company limited under guarantee. Registered Company Number (England & Wales): 04695301. Registered Charity Number (England & Wales): 1098329. UK VAT Registration Number: 883 2897 70. Licensed by the City of York Council for public entertainment and the performance of stage plays.

Annual Report & Financial Statements 2022/23 (For the year ended 31 August 2023)

Principal Office and Trading Address

The Joseph Rowntree Theatre Limited
Joseph Rowntree Theatre
Haxby Road
York
YO31 8TA

Independent Examiner

Jessica Lawrence FCA CTA
Azets Audit Services Limited
12 King Street
Leeds
LS1 2HL

Solicitors

Lupton Fawcett
Stamford House
Piccadilly
York
YO1 9PP

Bankers

HSBC
Parliament Street
York
YO1 8XS

Hampshire Trust Bank
55 Bishopsgate
London
EC2N 3AS

Shawbrook Bank
Warley Hill Business Park
Great Warley
CM13 3BE

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Welcome

During the year the theatre has built on the previous year's steady recovery from the Coronavirus pandemic, with renewed confidence amongst both performers and audiences. As a community theatre and charity we are proud of both our heritage and ongoing variety of entertainment.

Thanks to our major fundraising activities we were able carry out much needed repairs to both the fly tower and auditorium roofs. While doing so we were able to improve insulation and auditorium lighting and add solar panels to the fly tower roof, all reflected in reduced power bills. We are grateful for the many donations and grants from our faithful supporters, grant-making trusts and York City Council.

I would like to thank all our trustees, volunteers and patrons for the support and commitment they have given during the year. Through everyone's combined efforts we have kept the theatre open during the extensive building work and emerged in a strong position.

As a result of the important work on the roofs there was an overall deficit of £211,215 (2021/22: surplus of £53,681). If the figures for grants (£99,000) and roof repairs (£334,818) are taken out there was an operating surplus of £24,603

For the period September 2022 to August 2023 the theatre was able to stage 145 performances (2021/22: 158) of 55 different events (2021/22: 62), from 38 groups/hirers (2021/22: 44).

We sold a total of 31,361 tickets for performances in 2022/23 (2021/22: 30,305) with a value of £446,434 (2021/22: £404,896). Overall occupancy was 52% with an average ticket price of £14.55

The theatre was in use by hirers for a total of about 220 days (including set up and rehearsal time). The shows are listed later in this report.

The trustees have continued to meet on a monthly basis and more regularly in smaller groups to manage the theatre activities and ensure the charity is in a strong position for the future. During the year there were quarterly full trustee meetings with smaller focussed committees meeting in the months in between.

As always, the trustees are indebted to our volunteers who give their time to operate and maintain the theatre. Many of our volunteers have been involved for many years and their commitment and enthusiasm enables the Joseph Rowntree Theatre to be a superb and vital asset for the community of the City of York. We are pleased to have welcomed a good number of new volunteers

At the end of the year our team of volunteers included 121 front of house stewards, 60 stage crew (including 9 stage managers), 14 box office assistants and many more people volunteering in theatre marketing, fundraising, event organising and developing the theatre archives. In total we estimate that they provided 28,580 hours of volunteering time for the charity.

The trustees and volunteers continue to work on the plans to make further significant improvements to the theatre building and facilities. We aim to make the theatre more accessible and flexible to the needs of the community, a project which will take a number of years to achieve.

The trustees have continued to capture and record the social history of the Joseph Rowntree Theatre: capturing memories alongside the physical history of the theatre and why it was established. This activity is being further developed in 2023/24.

Our fundraising events raised £47,440 gross (2021/22: £30,433). In addition, grants and donations amounted to £117,574 (2021/22: £43,498). These funds have been used to support the development work during the year. We are very grateful to our many friends and supporters who have responded to our campaigns and

continue to do so.

The bar in our vintage caravan is open during performances, and has expanded its facilities and range of products, making a welcome addition to our income. In the year we started the process to build a temporary building to the right of the theatre drive, thereby providing a better facility for audience members to congregate before a show. It will also have two additional toilets.

During the year we welcomed Juliette Risingham to the team, as Executive Support Officer. Juliette is providing valuable support to me, as Chair of Trustees, as well as helping out in other operating areas.

Sadly our volunteer company secretary Hannah Saxton stepped away from her role, but we were able to recruit Sarah King as her replacement. Also, Alastair Bush and Graham Mitchell have relinquished their trustee roles after long service. The Trustees thank all three for their time and dedication to the theatre.

Like all organisations, we have been reviewing the impact the theatre has on the environment and how our sustainability policy can reduce that impact. Work is at an early stage but we have already made a number of steps to remove the use of single use plastics. This is coupled with the work we have done to improve the energy efficiency through our re-roofing work.

Like all theatres we are exploring how we engage with new audiences as well as encouraging our current audiences to visit more often. Against the backdrop of a cost-of-living crisis this is a challenging task, but we are seeing good results on our work to date, welcoming new and more diverse audiences.

Daniel Mark Shrimpton
Managing Director and Chair of Trustees

THEATRE HISTORY

Origins

The Joseph Rowntree Theatre is a significant part of the Rowntree heritage, York's most illustrious contribution to civil society. The theatre's construction in 1935 was funded by the Joseph Rowntree Village Trust a forerunner of today's Joseph Rowntree Foundation. The Joseph Rowntree Theatre Limited is an independent charity and has no financial or other connection to the Joseph Rowntree Foundation.

At the heart of Joseph Rowntree's aspirations, was a commitment to creating a supportive community to which everybody would choose to belong. His Cocoa Works are often cited as a model of enlightened late Victorian employment; from the outset the factory had a workers' committee and offered such things as health care, football, hockey, swimming, allotments, singing and drama. So the opening of the theatre by Seebohm Rowntree in 1935 was a logical extension of the company's community commitment, reflecting his family's Quaker values: respect for individual worth, absolute integrity and reliability in financial matters, openness and honesty. The Quaker tradition continues today with representation on the charity's board and amongst its many volunteers. In April 2022 we added our bit of (nonsense) history by unveiling Gus the Theatre Cat (from CATS) crawling furtively up the front of the theatre, taking his place among the many other Mystery Cats of York, and putting us on the tourists' Cat Trail. As a temporary measure we have also installed a vintage caravan in the grounds, from which we regularly serve hot and cold drinks and snacks.

In 1954 the Executive Officer of the Village Trust, Mr L.E. Waddilove, wrote (in *One Man's Vision*, George Allen and Unwin, 1954) that the theatre "is available to residents in the city generally, and meets the needs of amateur dramatic and operatic societies whose limited resources are not equal to the hire of a theatre used by professional companies, but whose standards none the less justify a building equipped and furnished to a comparable standard." 88 years on from its opening in 1935 the theatre still meets these needs, having developed equipment and furnishings to meet modern day standards while keeping the iconic characteristics of the 1935 building. We have also, now, become attractive to some professional companies, tribute bands, university groups and the likes of The Shakespeare Schools Foundation.

The Yearsley Swimming Pool and our gem of a theatre are the only remaining Rowntree buildings still used for their original purpose.

Aims

The original purpose of the building is still relevant today. Under the direction of the Charity Commission's guidelines and its own Constitution, the Joseph Rowntree Theatre Limited board continues to provide a facility for the benefit of local operatic, drama groups, schools and other organisations.

Current Organisation

In 2001 the theatre began to run independently, and a Charitable Company was established to oversee the day-to-day operations of the theatre.

The Joseph Rowntree Theatre Limited was incorporated in March 2003, and gained registered charity status. Until 2012 Nestlé UK Ltd and its employees gave the board support to instigate a number of improvements to enable the continued operation of the theatre and to ensure its on-going presence in the community. In 2012 York St John University purchased the freehold of the Joseph Rowntree Theatre from Nestlé UK Ltd. At that point the charity ceased to have any support, financial or otherwise and was now wholly responsible for all aspects of the theatre's operation.

In August 2017 the board of trustees finalised the purchase of the freehold of the theatre from York St John University.

VISION 2027

The trustees have established a vision and a set of values for the charity for the period to 2027:

To be an inspiring community hub for performing arts and other entertainment.

VALUES



OBJECTS

Our Charitable Objects for the benefit of the people of York and the surrounding areas are:

- The advancement of the arts, education and community through the provision of a theatre and associated facilities and to be a venue for social activities and meetings likely to benefit the Community.
- To facilitate the presentation of arts of all types both by and for the Community.
- To advance the knowledge and understanding of the Community in all of the performing arts by enabling access to them.
- To facilitate training and provide volunteer experience in all aspects of theatre operation and management.

In pursuing its Objects, the charity will have regard to its Basis and Principles, being:

Basis

To be a vibrant community facility open to all.

Principles

- Respecting the unique worth of each person and group using the theatre's facilities.
- Encouraging people to fulfil their potential whether employed by or volunteering in support of the Charity, or in producing performances or displays in the theatre.
- Exercising responsible stewardship of the theatre land and buildings.
- Recognising the urgent need to operate the theatre in an environmentally sustainable way.

DIRECTORS' & TRUSTEES' REPORT

The directors (who are also trustees of the charity and are listed in the report below) are pleased to present their report together with the financial statements of the charity for the year ended 31 August 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Financial Summary

The Charitable Company had a deficit of £211,215 after depreciation, compared with last year's surplus of £53,681.

Income in the year amounted to £353,811 (2021/22: £226,979), whilst expenditure totalled £565,026 (2021/22: £173,298). The board continues with its policy of raising funds before committing to new items of expenditure.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit when planning the activities of the charity.

Principal Funding Sources

The Charitable Company's main operating income is generated through hiring out the theatre to other organisations, £94,630 (2021/22: £81,459), front of house sales, £41,028 (2021/22: £38,097), fundraising events, £47,440 (2021/22: £30,433), box office earnings, £19,461 (2021/22: £18,010), bar sales, £27,167 (2021/22: £8,582), and grants and donations, £117,574 (2021/22: £42,498). During the year we continued to offer a box office split method of hire, for some shows, as opposed to our standard hire charge based on time in the theatre. Other income in 2022/23 included publicity income and bank interest. The charity is grateful to the City of York Council for some ward grants.

On the balance sheet, the designated development fund (£181,681 at 01/09/22), has reduced to zero at 31/08/23 as a result of the major roof repairs. Also there is now a ten year loan of £94,872. The unrestricted operating fund represents the Charitable Company's free reserves, which are retained for the general running costs of the theatre. The fund is now £29,266 (2021/22: £57,222). Total funds (including the ten year loan liability and the value of the building) at the end of the year amount to £402,527 (2021/22: £613,742).

Funds have been deployed to improve the theatre over the past eighteen years and a total of £641,509 (2021/22: £530,133) has been invested in fixed assets to date. Fixed assets are depreciated over the term of the asset's remaining useful life on a straight-line basis. The net book value of theatre improvements is currently £221,752 (2021/22: £205,201), and land and buildings £235,482 (2021/22: £168,676)

The level of reserves is felt to be sufficient to provide adequate financial flexibility. Potential development plans will require additional funding, which will be obtained before the board enters into any commitments.

Box Office

We sold 31,361 tickets with a value of £446,434 for performances in 2022/23. 85% of these tickets were bought online, with the remainder sold by our helpful box office team, either in person at the theatre (5%) or over the phone (10%).

DIRECTORS' & TRUSTEES' REPORT

In addition to selling tickets for productions the box office provides a source of donations for the theatre.

We continue to work hard to utilise many features of our box office system for the benefit of our hirers and audience members. Examples include fundraising campaigns, selling theatre gift vouchers, being able to sponsor a seat online and the operation of our 'Friends of Joseph Rowntree Theatre' scheme.

Hire of the Theatre

The hire of the theatre recovered well after the pandemic. During the 2022/23 we welcomed 145 performances (2021/22: 158) being staged by 55 different events (2021/22: 62), from 38 organisations (2021/22: 44).

Productions

2022/23 events included:

The Nutcracker Story (Victoria Rooke School of Dance) | **Billy Meets Cliff** (Wyrley Music & Promotions) | **One Night in Dublin** (One Night in Dublin) | **It's Dance Time** (Barbara Taylor School of Dancing) | **UK Ultimate Physiques** (UKUP Northern Championships) | **Vibe With Perform** (Perform with Emma Bassett) | **Steve Cassidy and Friends** (Steve Cassidy) | **Survivors and Cinderella** (York School of Dance and Drama) | **Fame** (York Light Youth) | **Bring It On: The Musical** (York Stage) | **Oliver** (NE Musicals York) | **Babes in the Wood** (Rowntree Players) | **Christmas Showtime with Don Pears & Company** (Joseph Rowntree Theatre) | **Christmas Concert** (Shepherd Group Brass Band) | **21st Century Abba** (Wyrley Music & Promotions) | **A Gala Night of Musical Theatre** (White Rose Theatre) | **Lift Every Voice** (Prima Vocal Ensemble) | **Hello Dolly** (Joseph Rowntree Theatre Company) | **Fairy Tales, Myths and Legends** (TBL Academy) | **Sunshine on Leith** (Central Hall Musical Society) | **The Gondoliers** (University of York Gilbert and Sullivan Society) | **York Community Choir Festival** (Joseph Rowntree Theatre) | **Teechers** (Rowntree Players) | **Crush: The Musical** (Flying Ducks Youth Theatre) | **Don Pears Spring Fever** (Joseph Rowntree Theatre) | **Sounding Brass and Voices** (York RI Golden Rail Band & York Philharmonic Male Voice Choir) | **Flip's Magic Circus & Family Show** (Flip Entertainments) | **Seriously Collins** (Wyrley Music & Promotions) | **9 to 5: The Musical** (York St John Musical Production Society) | **Into The Woods** (NE Musicals York) | **Steve Cassidy & Friends** (Steve Cassidy) | **Let's Dance** (Charlie's School of Dance) | **This Carpenter's Masquerade** (Wyrley Music and Promotions) | **Les Misérables – School Edition** (Be Amazing Arts) | **The Elixir of Love** (York Opera) | **Joseph and the Amazing Technicolor Dreamcoat** (York Musical Theatre Company) | **This Is Me** (En Pointe Dance School) | **Guided Walk Around York** (Joseph Rowntree Theatre) | **Stage and Screen** (Shepherd Group Brass Band) | **Remix** (Just Dance York) | **Just Josh's 10th Birthday Party** (Just Josh) | **Shrek JR.** (PQA York) | **Musicals In The Multiverse** (Joseph Rowntree Theatre Company) | **Soul'd Out** (Wyrley Music & Promotions) | **Dance Fever** (Yvonne Hoque Academy of Dance) | **Perform Rocks** (Perform with Emma Bassett) | **The Counterfeit Seventies** (Counterfeit Group Ltd.) | **Aladine** (York Dance and Drama) | **Macbeth and Romeo & Juliet: A Comedy Shakespeare Double Bill** (440 Theatre) | **The Upbeat Beatles** (John Wilson Productions Ltd) | **Grease** (NE Musicals York) | **Falsettos** (Black Sheep Theatre Productions) | **The Searchers & Hollies Experience** (Fat Old Dad) | **Supersonic Queen** (Wyrley Music & Promotions) | **UK Ultimate Physiques** (UKUP Northern Championships).

DIRECTORS' & TRUSTEES' REPORT

Fundraising

Our fundraising events for the year raised a total of £47,440 gross (2021/22: £30,433). Grants and donations amounted to £117,574 (2021/22: £42,498). Costs of fundraising and running events for the theatre were £21,855 (2021/22: £16,434). In addition to events, the bar in our vintage caravan has proved increasingly popular and contributes valuable funds.

Our own theatre company staged the Hello Dolly musical, to much acclaim. They also entertained us with a 'Musicals in the Multiverse' and raised valuable funds carol singing around the city. March saw the welcome return of the York Community Choir Festival with eight concerts over seven days, with 34 choirs and over 1,000 individuals taking part. The festival is a celebration of how people come together to make music and have fun. We were honoured this year to have the winner of BBC Young chorister of the year 2022, plus another finalist in the same competition. Don Pears' singers and musicians did us proud as usual with 'Christmas Showtime' and 'Don Pears's Spring Fever'. We were also grateful to the White Rose Theatre for 'A Gala Night of Musical Theatre'.

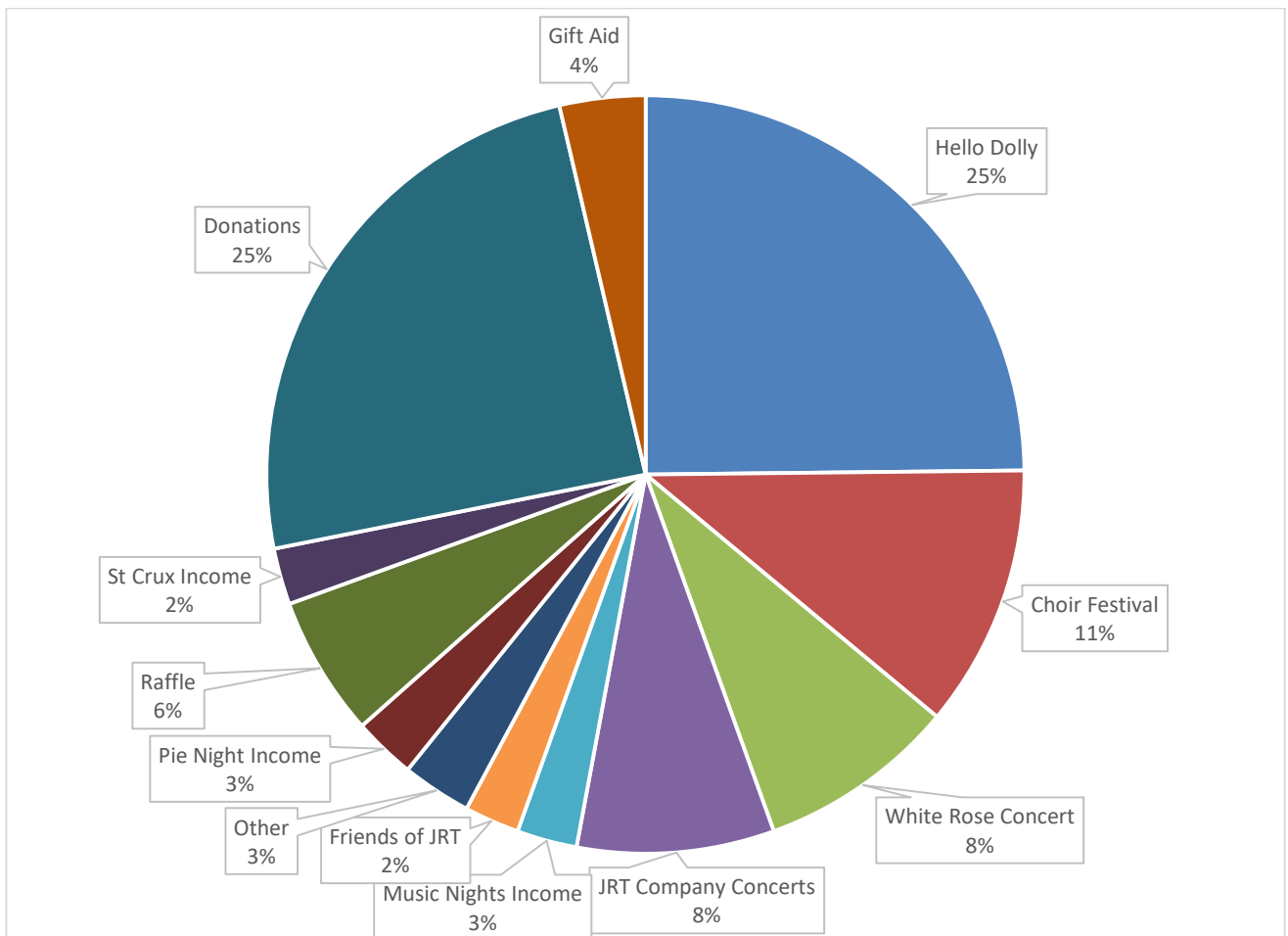
Our 'Friends of Joseph Rowntree Theatre' scheme continued with several levels of membership, and we continued our 'Sponsor A Seat' scheme. We held two events at St Crux Church Hall in the centre of York – a café plus bric-a-brac, books and jewellery stalls; this raises our profile as well as generating much needed cash – though now it is more often card payments than cash. This trend also applies to our sales of sweets and ice-creams during shows, using state of the art hand-held card readers.

Table Sales, Pie Night, a Garden Party and a Christmas Raffle raised valuable funds for the theatre. As ever, we are very grateful for donations from a variety of people and organisations. It is clear that many people hold fond memories of the Joseph Rowntree Theatre. We claim Gift Aid wherever possible and the board keeps the use of donated funds under constant consideration, with the main focus this year on the new auditorium and fly tower roofs.

Some of the funds received were used to purchase improvements to 'flying' equipment and auditorium lighting, plus, for the first time, solar panels

DIRECTORS' & TRUSTEES' REPORT

Source of funds from fundraising:
(The chart below excludes grants)



DIRECTORS' & TRUSTEES' REPORT

Future fundraising plans

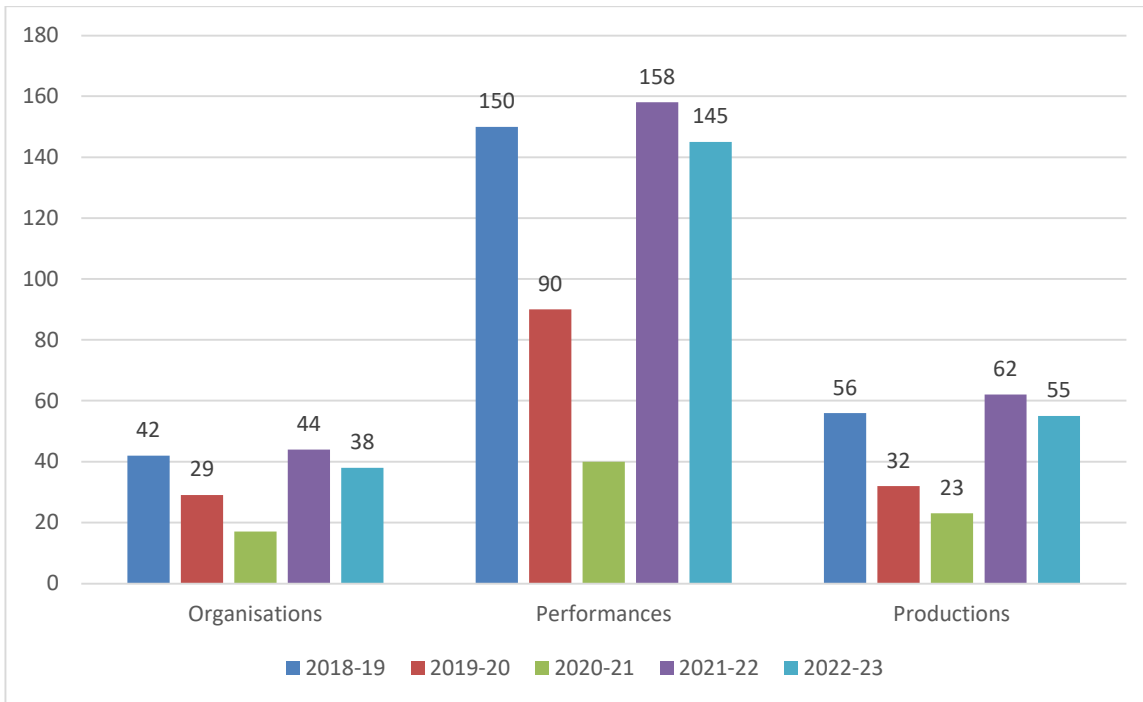
Our own theatre company has been busy rehearsing the musical *Curtains*, scheduled for early in 2023.

We are also looking forward to our ever-popular Choir Festival along with an increase of other events in the theatre. We have returned to our twice-yearly St Crux Church Hall fundraising days, where we raise both money and our local profile. Several good folk are organising coffee mornings, curry nights and other activities in aid of the theatre. An upcoming innovation will be an Autumn Theatre Festival – a series of dynamic musical theatre workshops.

As reported last year, it is expected that the development plans for the theatre will require a significant increase in our fundraising activities.

Statistics

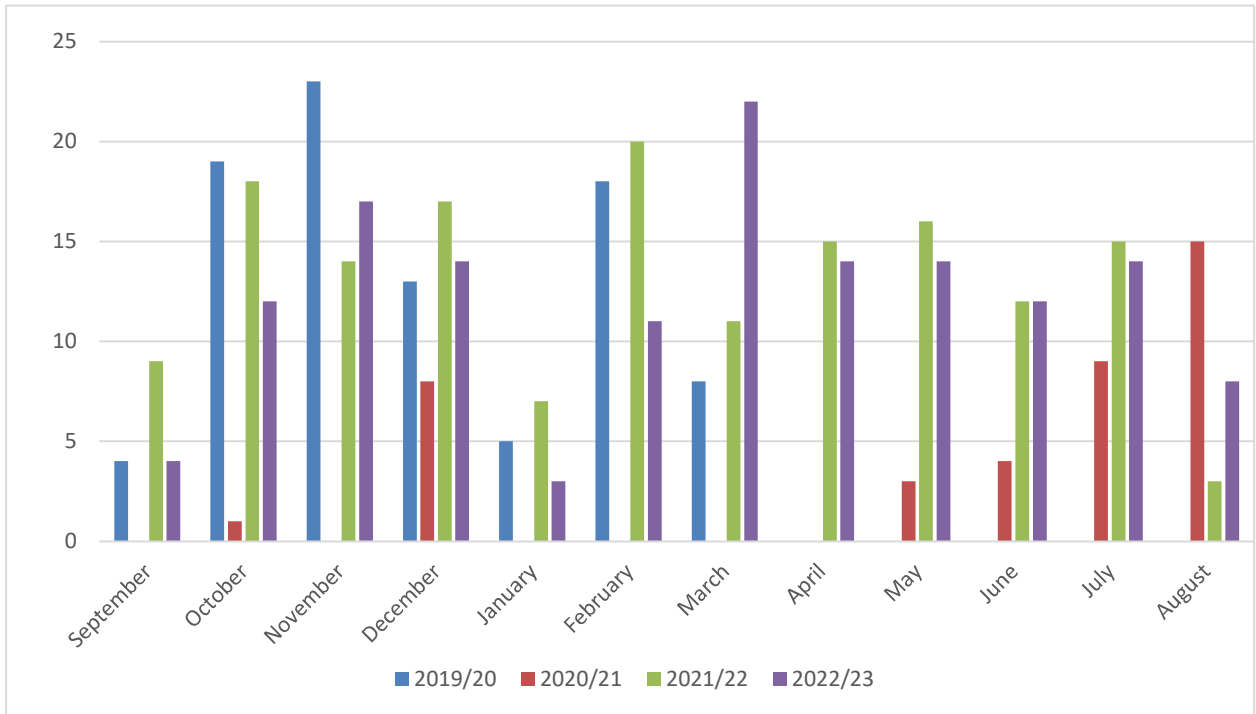
Booking levels:



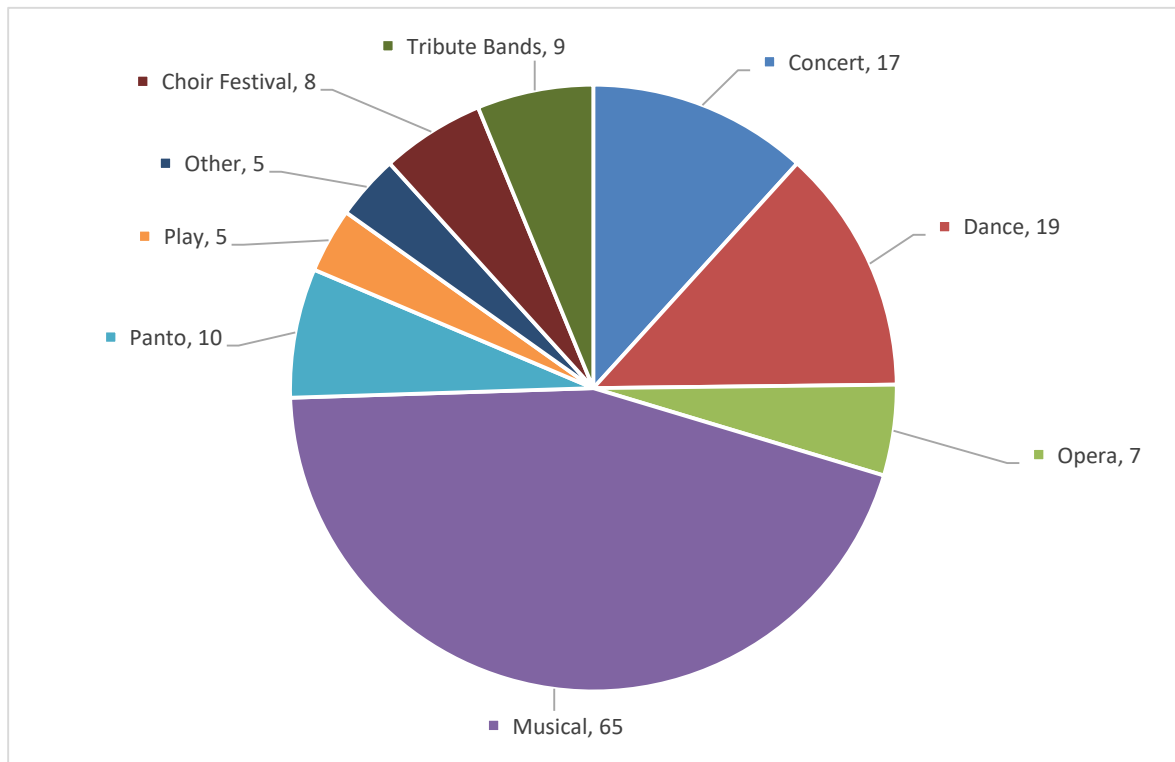
In 2022/23 the number of organisations using the theatre was 38 (2021/22: 44). The number of productions staged was 55 (2021/22: 62), and the number of performances was 145 (2021/22: 158).

DIRECTORS' & TRUSTEES' REPORT

Performances by month:



Performance type, number of performances:



The Joseph Rowntree Theatre board is proud of the variety of performance types it can facilitate for its local community users, and will continue to seek to expand on this in the future.

DIRECTORS' & TRUSTEES' REPORT

Plans for the Future at York's Art Deco Theatre

We are continuing to plan for major development of the Joseph Rowntree Theatre to create a theatre that meets the expectations of our current and future audiences. The trustees are focusing on enabling the charity to thrive in the future through exploring how we can improve our engagement with the local community and create a hub of community activity.

The trustees continue to work on enhancing the profile of the Joseph Rowntree Theatre as a performance venue. This includes the use of a modernised website, social media and membership of Visit York and Little Theatre Guild. Our box office continues to be a key tool, not just in selling tickets, but in developing audience profiles and targeted marketing.

The trustees are aware of the need to recruit additional volunteers to help manage the shows that come into the theatre. We are continuing our external recruitment campaigns to attract people to get involved as well as developing a number of our current volunteer stage crew to help support stage management.

The trustees will be seeking to expand the opportunities for members of the local community to get involved, through volunteering and supporting the trustees for the benefit of York's Art Deco theatre.

Archives

With the theatre's 90th birthday occurring in 2025 the board have approved an appeal to boost the theatre's archives, some of which are already deposited with The Borthwick Institute at the University of York.

Between April and September, 2023 our voluntary archivist has created over 1,000 digital images and collected many actual items of programmes, posters, cast photos and press cuttings. The intention is to tell the story of not only what shows and events have taken place since 1935, but also the story of performing groups and how the charity has operated since its inception by making the archive publicly available, hosting both touring and online exhibitions and creating digital "memory boxes" that can be shared by people who want to look back at life in the theatre. An appeal for funding to enable the expensive salvaging of a reel to reel tape recording of a 1964 "West Side Story", a cine film of "Bye, Bye, Birdie" from 1979 and over 50 VHS / DVD recordings of different shows, ballets and dance displays has been submitted.

The Team

The charity is managed and operated by volunteer staff, with the exception of a new Executive Support Officer and part-time cleaners whose services are provided through a contract cleaning company. Over the year around 180 volunteers have assisted the charity.

As well as being required to ensure safe evacuation of audiences in the event of an emergency, the front of house stewards provide a vital role in welcoming and guiding audiences to their seats, selling programmes and providing refreshments during performances.

The principal operating roles are duty managers, stage managers, stage technicians, box office assistants and front of house stewards. New front of house stewards are trained using a carefully developed induction programme and all stewards are required to refresh their emergency evacuation training on an annual basis. There have, of course, been additional risk assessments and resulting safety procedures as we emerge from the Coronavirus pandemic.

The stage managers, who are responsible for organising the running of the shows held at the theatre,

DIRECTORS' & TRUSTEES' REPORT

volunteer for the entire run of a show. Their role is vital in ensuring that productions run smoothly, by overseeing the technical operations that can include follow spotting, flying, sound operation and general scene changing work. There have been around 60 technical volunteers over the course of the year.

On most Monday mornings the volunteer 'Monday Crew', a particularly dedicated team, can be found busy with minor repairs, checking and receiving supplies, selling tickets, and a host of other essential tasks that keep the theatre fit for purpose.

The charity also benefits from volunteers giving time to develop fundraising activities, ensure we have a presence on social media and general publicity, and in protecting and developing our theatre archives as well as supporting the trustees in their duties.

The board strongly supports flexibility within the volunteer programme, allowing volunteers to base their support on their own availability during performances.

With most front of house stewards volunteering to cover 10-20 performances each a year, it is estimated that they have given a total of over 4,500 hours of service to the theatre this year, and therefore play a vital part in the running of the theatre. Our relatively new bar facility in a vintage caravan has proved increasingly popular and involved 1,088 hours of trained bar staff.

Equally important were nearly 3,000 hours spent running the box office, and about 3,500 hours put in by our marketing team: maintaining our brochures and the website, emails to customers and social media.

The stage crew have provided over 6,400 hours of service during the year. Large-scale productions require stage managers to volunteer as much as 40 hours in a week and each evening/weekend performance requires at least 3 hours of technical volunteer time.

The board has re-evaluated the commercial value of all volunteers (including themselves when assisting with events), in the light of the Real Living Wage. We have estimated the total hours volunteered in running the theatre at 22,340 hours and now attribute a value to the services of all volunteers in the region of £302,804.

In addition, the board has reviewed the commercial value of the director/trustee volunteer hours spent managing the charitable company. We estimate they have provided over 6,240 hours in discharging their management responsibilities, valued at £204,048.

The board remains grateful to around 180 volunteers who have contributed to keeping the theatre running at an affordable price for the amateur groups, schools and youth organisations that hire it. It is one of the great strengths of community theatre that such strong voluntary effort can be relied upon, and every effort is made to encourage new volunteers to come forward and thus safeguard the future of this wonderful facility.

Structure, Governance and Management

The Charity is constituted as a Charitable Company Limited by Guarantee. The board of the charity at the end of the financial year consisted of:

Directors	Managing Director
	Finance Director
	Assistant Finance Director
	Technical Director
	Marketing Director
	Volunteering Director
	Assistant Volunteering Director

DIRECTORS' & TRUSTEES' REPORT

Box Office Director
Assistant Box Office Director,
Community Engagement Director
Assistant Community Engagement Director
Front of House Director

Directors are all Trustees of the Joseph Rowntree Theatre Limited (The Charity).

All Trustees undertake to observe and be bound by the provision of the Charity's Articles of Association, last updated in May 2019.

The Board meets not less than five times per calendar year. Executive Committees meet in the months when the full Board does not meet. The Company Secretary keeps minutes of the meeting, which are circulated to members and approved at the subsequent meeting.

Minutes of all Board meetings are securely filed electronically.

The Board makes appropriate decisions on a majority vote providing a quorum is present. A quorum is six. If the Managing Director is not present at a meeting, the trustees present choose one of their number to act as chairman for the meeting.

The Managing Director has the power to take executive decisions on any urgent matters subject to consultation with at least two other members of the Board, either in person, by telephone or electronic communication. Any decision is subject to report and formal approval at the next available Board meeting.

Appointment of Trustees

Applications to join the board as a trustee are governed by the Charity's Recruitment Policy updated in October 2019, summarised below. This policy comes into force when:

- A current board member informs the Managing Director they wish to leave.
- The board decides to recruit an additional post.

Following the resignation of a board member the board decides if the post should be replaced.

All board vacancies are widely advertised and applicants apply in writing to the Managing Director within a defined time period. The board decides if a short list needs to be drawn up and short-listed candidates are invited to attend an informal meeting at the theatre with 2-3 board members. Applicants are provided with the following documents:

- Report and Financial Statements from the previous financial year
- Constitution of The Joseph Rowntree Theatre Limited

Formal interviews are arranged with a minimum of three board members. Following the interviews, the selection panel reports back to the subsequent board meeting. For a successful appointment three quarters of the board must agree on the chosen applicant. After initial appointment there is a settling in period, after which, all being well, the board confirms the appointment.

Trustee induction and training

New trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan

DIRECTORS' & TRUSTEES' REPORT

and recent financial performance of the Charitable Company. During their induction they meet key volunteer workers and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Directors' and Trustees' responsibilities

Company law requires the directors/trustees to prepare financial accounts that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements and estimates that are reasonable and prudent; and,
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The directors/trustees are responsible for maintaining accounting records which disclose with reasonable accuracy at any point in time the financial position of the Charitable Company. The maintenance of these records enables them to ensure that the financial accounts comply with the Companies Act 2006 and applicable charity law. The directors/trustees 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.

In all the charity's fundraising activities the Trustees are committed to following the principles and practices as recommended by the Fundraising Regulator. We aim to be transparent and to operate with integrity, without putting any pressure on our donors. We respond promptly and with care to any complaints.

The Board

Members of the board

Members of the board, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are set out below:

Chair:	Daniel Mark Shrimpton
Directors and Trustees:	John Atkin (resigned 31 March 2024)
	Keith Stephen Barnes
	Gary Michael Bateson
	Barbara Boyce
	Alastair James Bush (resigned 28 September 2023)
	Marie Dennis (appointed 16 March 2024)
	Helen Louise Ella (appointed 01 May 2023; resigned 02 Nov 2023)
	Robert Kenneth Fisher (appointed 24 April 2023)
	Sian Eileen Goodwin
	David Graham Holiday
	Susan Humphries (appointed 24 April 2023)
	Helen Louise Lay
	Siona Mackelworth
	David Graham Mitchell (resigned 04 July 2023)
	Anna Catherine Perret (appointed 14 February 2024)
	Moira Tait
	Susan Elizabeth Young

DIRECTORS' & TRUSTEES' REPORT

The board now has a membership of 13 people. The average attendance of board members at meetings in 2022/23 was 78%, the age range of the board is between 37 and 78.

The board has appointed a volunteer to the role of Company Secretary; they attend board and other meetings as required but they are not a director or trustee of the charity.

Company Secretary: Hannah Meirion Saxton (resigned 11/02/23)
Sarah King (appointed 11/02/23)

Policies

Risk Management

The board undertakes an annual review of all SWOT (Strengths, Weaknesses, Opportunities and Threats) risk management assessments, along with all health and safety risk assessments for the operation of the theatre. Risk assessments related to Coronavirus were carefully developed. The reserve policy is also subject to an annual review.

Investment powers and policy

Under the Memorandum and Articles of Association, the Charitable Company has the power to make any investments which the trustees see fit. However, the Charitable Company did not hold any investments during the year ending 31 August 2023 nor does it have any plans to do so in the immediate future. The Charitable Company holds a number of savings accounts with its bankers to maximise its income.

Reserves policy

From its inception, the board has consciously adopted a prudent financial policy in that no capital or revenue improvements have been committed to until the necessary funds have been raised and are available. As a result, we have been able to invest some £641,509 in capital improvements using one ten year loan and no overdraft facilities. We have ensured that monies raised from the charitable and business sector have been used directly for the purpose for which they were given.

Exemptions

This report has been prepared in accordance with the special provisions of the Companies Act 2006 applicable to small companies.

By order of the board

Sarah King

Sarah King
Company Secretary
Date: 19/04/2024

Independent Examiner's Report to the Trustees of The Joseph Rowntree Theatre Ltd

I report to the Trustees on my examination of the Financial Statements of The Joseph Rowntree Theatre Ltd (the Charity) for the year ended 31 August 2023.

This report is made solely to the Charity's Trustees, as a body, in accordance with Section 145 of the Charities Act 2011. My independent examination work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my independent examination work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

As the charity's trustees of the Charity (and also its directors for the purposes of company law) you are responsible for the preparation of accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with relevant accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS102).

THE JOSEPH ROWNTREE THEATRE LTD
REPORT OF THE INDEPENDENT EXAMINER
FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jessica Lawrence

Jessica Lawrence FCA CTA
Azets Audit Services Limited
12 King Street
Leeds
LS1 2HL

Dated: 22/04/2024

THE JOSEPH ROWNTREE THEATRE LTD
 COMPANY NUMBER 04695301 CHARITY NUMBER 1098329
 STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
 FOR THE YEAR ENDED 31 AUGUST 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Income from:					
Donations and grants	3	117,574	-	117,574	42,498
Charitable activities	4	186,086	-	186,086	153,608
Fundraising activities	5	47,440	-	47,440	30,433
Investments	6	2,711	-	2,711	440
Other			-	-	
Total Income		353,811	-	353,811	226,979
Expenditure on:					
Charitable activities	7	565,026	-	565,026	173,298
Total expenditure		565,026	-	565,026	173,298
Net income (expenditure) and netmovement in funds		(211,215)	-	(211,215)	53,681
Reconciliation of funds:					
Total funds brought forward	14	613,742	-	613,742	560,060
Total funds carried forward	14	402,527	-	402,527	613,742

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The Statement of Financial Activities includes all gains and losses in the year. All income and expenditure derive from continuing activities.

THE JOSEPH ROWNTREE THEATRE LTD
COMPANY NUMBER 04695301 CHARITY NUMBER 1098329

BALANCE SHEET AT 31 AUGUST 2023

	Note	2023	2022
		£	£
Fixed assets			
Tangible assets	10	<u>457,876</u>	<u>374,839</u>
Current assets			
Stocks		2,835	2,676
Debtors	11	45,099	6,499
Cash at bank and in hand		133,037	301,825
		<u>180,971</u>	<u>311,000</u>
Liabilities			
Creditors: amounts falling due within one year	12	(151,705)	(72,097)
Net current assets		<u>29,266</u>	<u>238,903</u>
Total assets less current liabilities		<u>487,142</u>	<u>613,742</u>
Creditors: amounts falling due after more than one year			
Key Fund 10 year Loan		(84,615)	
Net assets		<u>402,527</u>	<u>613,742</u>
The funds of the charity			
Unrestricted income funds	15	<u>402,527</u>	<u>613,742</u>
Total charity funds		<u>402,527</u>	<u>613,742</u>

There were no restricted funds in 2022/23.

The notes on pages 25 to 34 form part of these financial statements.

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

The charitable company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006 relating to small companies, for the year ended 31 August 2023.

No members have required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

THE JOSEPH ROWNTREE THEATRE LTD

The Financial Statements have been prepared in accordance with the provisions applicable to entities subject to the small company's regime.

The financial statements were approved by the Board of Trustees on ... and were signed on its behalf by:



15/04/2024

Keith Barnes

Director and Trustee

1 Accounting policies

Accounting convention

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) -Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

These accounts are prepared on the going concern basis. At the time of approving the financial statements the directors/trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

This is on the basis of detailed cashflow monitoring and forecasting.

Income

Items of income are recognised and included in the financial statements when all of the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Where income is received for expenditure in a future accounting period that amount is deferred.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred.

Expenditure on charitable activities comprises the costs of operating the theatre.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

1 Accounting policies (continued)

Governance costs are included within expenditure on charitable activities and are analysed separately in the notes to the financial statements. They include those costs associated with meeting the constitutional and statutory requirements of the charity, such as accountancy and other costs linked to the strategic management of the charity.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. Any impairment loss is recognised in the income and expenditure account.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

Tangible fixed assets

Depreciation is provided at the following rates in order to write each asset down to its residual value over its useful life:

Theatre improvements	Up to 30 August 2017: over term of lease on straight line basis. From 31 August 2017: remaining useful life (straight line basis).
Other equipment	Five years (straight line basis).
Land and buildings	Freehold land is not depreciated. No depreciation is provided on freehold buildings. The directors anticipate that, for the foreseeable future, their estimated residual value will not be less than their book value in these financial statements. This departure from statutory accounting principles is permitted by Companies Act 2006 section 396 (5) for the overriding purpose of presenting a true and fair view.

Stocks

Stocks are valued at the lower of cost and net realisable value after making allowance for obsolete and slow moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

Creditors

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

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Taxation

The charity is a registered charity and as such is potentially entitled to tax exemption under Section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising.

Fund accounting

Unrestricted general funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Unrestricted designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. There were no restricted funds during the year.

Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

After review the Trustees consider that there are no critical estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the financial statements.

2 Liability of members

The Joseph Rowntree Theatre Ltd is a company limited by guarantee. The liability of each member is limited to a sum not exceeding £1.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

3 Donations and grants

	2023	2022
	£	£
Grants	99,000	5,000
Other donations	16,164	34,750
Gift aid	2,410	2,748
	<u>117,574</u>	<u>42,498</u>

Income from charitable activities are unrestricted in both years.

4 Income from charitable activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Theatre hire	94,630	-	94,630	81,459
Front of house sales	41,028	-	41,028	38,097
Bar Sales	27,167	-	27,167	8,582
Drinks machine	844	-	844	1,167
Box office earnings	19,461	-	19,461	18,010
Advertising and publicity	2,774	-	2,774	5,333
Sundry Income	182	-	182	960
Total	<u>186,086</u>	-	<u>186,086</u>	<u>153,608</u>

All income from charitable activities in the prior year are unrestricted.

5 Fundraising activities

	2023 £	2022 £
Musicals	16,392	9,864
Concerts	20,238	13,741
Friends of JRT	1,547	2,058
Name a seat	-	600
Raffle	3,953	3,056
Other events	5,310	1,114
	<u>47,440</u>	<u>30,433</u>

Income from fundraising activities are unrestricted in both years.

6 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

7 Analysis of expenditure on charitable activities

	Basis of allocation	Charitable activities	Governance costs	Total 2023	Total 2022
	£	£	£	£	£
Costs directly allocated to activities:					
Health and safety	Direct	402	-	402	207
Stage equipment and consumables	Direct	1,524	-	1,524	1,392
Costs of running events	Direct	20,891	-	20,891	14,801
Costs of fundraising	Direct	515	-	515	1,410
Friends of JRT costs	Direct	449	-	449	223
PRS adjustment	Direct	613	-	613	826
Repairs and maintenance	Direct	24,837	-	24,837	16,905
Roof repairs	Direct	334,818	-	334,818	-
Rates and water	Direct	2,198	-	2,198	1,647
Cleaning	Direct	11,938	-	11,938	8,705
Licences	Direct	336	-	336	1,058
Front of house	Direct	18,476	-	18,476	17,819
Bar Costs	Direct	10,463	-	10,463	2,625
Publicity and advertising	Direct	17,796	-	17,796	15,458
Support costs allocated to activities:					
Heat and light	Usage	33,670	-	33,670	29,612
Administration and postage	Usage	430	-	430	38
Insurance	Usage	6,959	-	6,959	6,117
Independent Examination and Accountancy	Usage	364	1,200	1,564	1,313
Legal and professional	Usage	412	-	412	-
Telephone and broadband	Usage	1,688	-	1,688	1,219
Website	Usage	1,940	-	1,940	1,236
Training	Usage	700	-	700	1,520
Depreciation	Usage	28,248	-	28,248	25,537
Box office running	Usage	23,741	-	23,741	19,000
Stock write-off	Usage	215	-	215	321
Development expenses	Usage	-	-	-	3106
Miscellaneous	Usage	495	-	495	916
Salaries	Usage	10,298	-	10,298	-
Bank Charges	Usage	366	-	366	287
Interest on Loans	Usage	2,625	-	2,625	-
Unclaimable VAT	Usage	6,421	-	6,421	-
		<u>563,826</u>	<u>1,200</u>	<u>565,026</u>	<u>173,298</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

Expenditure on charitable activities for 2022 consisted of direct cost of £83,076 and support cost of £90,222, of which £1,100 were governance costs.

8 Net income for the year

Net income for the year is stated after charging:

	2023	2022
	£	£
Depreciation of tangible fixed assets – owned assets	28,248	25,537
Fees paid to independent examiner:		
Independent examination	1,200	1,100
Other accountancy, VAT and consultancy services	364	213

9 Trustees’ remuneration and expenses, and employees.

During the year the charitable company had one employee (2021/22: None)

No trustees received remuneration nor were reimbursed in respect of out-of-pocket expenses during the year in relation to their trustee duties.

10 Tangible fixed assets

	Freehold Land and buildings	Theatre improvements	Other equipment	Total
Cost:	£	£	£	£
At 1 September 2022	<u>169,870</u>	<u>507,273</u>	<u>5,752</u>	<u>682,895</u>
Additions	72,479	38,806	-	111,285
At 31 August 2023	<u>242,349</u>	<u>546,079</u>	<u>5,752</u>	<u>794,180</u>
Depreciation:				
At 1 September 2022	1,194	302,072	4,790	308,056
Charge for the year	5,673	22,255	320	28,248
At 31 August 2023	6,867	324,327	5,110	336,304
Net book value:				
At 31 August 2023	<u>235,482</u>	<u>221,752</u>	<u>642</u>	<u>457,876</u>
At 31 August 2022	<u>168,676</u>	<u>205,201</u>	<u>962</u>	<u>374,839</u>

THE JOSEPH ROWNTREE THEATRE LTD

11 Debtors	2023	2022
	£	£
Trade debtors	220	170
Other debtors	432	3,078
VAT	40,973	-
Prepayments and accrued income	3,474	3,251
	<u>45,099</u>	<u>6,499</u>

12 Creditors

Amounts falling due within one year

Trade creditors	7,911	3,856
Other creditors, largely box office receipts held as agent for hirers	84,152	41,156
Accruals	49,098	6,076
Deferred income	-	20,000
Loan instalment	10,257	-
VAT	287	1,009
	<u>151,705</u>	<u>72,097</u>

Amounts falling due after more than one Year

Loan	84,615	-
	<u>84,615</u>	-

On 27th October, 2022 the theatre received a loan from The Key Fund of £100,000 repayable over ten years, at a flat interest rate of 3.5%. This was accompanied by a grant of £50,000, both items being used for major roof repairs.

13 Deferred income	2023	2022
Balance at 1 September	20,000	23,500
Released in the year to the statement of Financial Activities	(20,000)	(3,500)
	-	<u>20,000</u>

14 Analysis of net assets between funds

2023	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	457,876	-	457,876
Current assets	180,971	-	180,971
Creditors: amounts falling due within one year	(151,705)	-	(151,705)
Creditors: amounts falling due after more than one year	(84,615)	-	(84,615)
Net assets at 31 August 2023	402,527	-	402,527

14 Analysis of net assets between funds

Prior year

	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	374,839	-	374,839
Current assets	129,319	181,681	311,000
Creditors: amounts falling due within one year	<u>(72,097)</u>	-	<u>(72,097)</u>
Net assets at 31 August 2022	<u>432,061</u>	<u>181,681</u>	<u>613,742</u>

THE JOSEPH ROWNTREE THEATRE LTD

15 Movement in funds

	1 September 2022	Income	Expenditure	Transfers	31 August 2023
	£	£	£	£	£
Unrestricted income funds:					
Operating fund	57,222	353,811	(565,026)	183,259	29,266
Fixed assets fund	374,839	-	-	83,037	457,876
Designated funds:					
Development reserve	181,681			(181,681)	-
Long term loan	-			(84,615)	(84,615)
Total funds	613,742	353,811	(565,026)	-	402,527

Purpose of designated funds:

The development reserve was used for the roof repairs in the year. The theatre is planning further developments which will require substantial new funds.

On 27th October, 2022 the theatre received a loan from The Key Fund of £100,000 re-payable over ten years, at a flat interest rate of 3.5%. This was accompanied by a grant of £50,000, both items being used for major roof repairs.

15 Movement in funds

Prior year

	1 September 2021	Income	Expenditure	Transfers	31 August 2022
	£	£	£	£	£
Unrestricted income funds:					
Operating fund	59,616	226,979	(173,298)	(56,075)	57,222
Fixed assets fund	372,444	-	-	2,395	374,839
Designated funds:					
Development reserve	<u>128,000</u>	-	-	<u>53,681</u>	<u>181,681</u>
Total funds	<u>560,060</u>	<u>226,979</u>	<u>(173,298)</u>	-	<u>613,742</u>

16 Related party transactions

Other than those disclosed at note 9 there were no disclosable related party transactions during the current or prior year.

THE JOSEPH ROWNTREE THEATRE LTD
 DETAILED STATEMENT OF FINANCIAL ACTIVITIES
 FOR THE YEAR ENDED 31 AUGUST 2023

The Detailed Statement of Financial Activities do not form part of the annual report and financial statements.

	Total funds 2023	Total funds 2022
	£	£
Income		
Theatre hire	94,630	81,459
Front of house sales	41,028	38,097
Bar Sales	27,167	8,582
Box office earnings	19,461	18,010
Drinks machine	844	1,167
Advertising and publicity	2,774	5,333
Donations	18,573	37,498
Grants	99,000	5,000
Fundraising	47,440	30,433
Sundry	182	960
	351,099	226,539
Bank interest	<u>2,711</u>	<u>440</u>
Total income	353,811	226,979
Expenditure (page 35)	(565,026)	(173,298)
Net (expenditure)/income for the year	<u>(211,215)</u>	<u>53,681</u>
Exceptional Items		
Grants	99,000	
Roof Repairs	334,818	
Surplus excluding exceptional items	24,603	

THE JOSEPH ROWNTREE THEATRE LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2023 (continued)

	Total funds 2023	Total funds 2022
Expenditure	£	£
Direct charitable expenditure		
Health and safety	402	207
Stage equipment and consumables	1,524	1,392
Costs of fundraising	21,406	16,211
Repairs and maintenance	24,837	16,905
Roof repairs	334,818	-
Friends of JRT costs	449	223
PRS costs	613	826
Rates and water	2,198	1,647
Cleaning	11,938	8,705
Licences	336	1,058
Front of house	18,476	17,819
Bar Costs	10,463	2,625
Publicity and advertising	<u>17,796</u>	<u>15,458</u>
	<u>445,255</u>	<u>83,076</u>
Administrative expenditure		
Bank Charges	366	287
Heat and light	33,670	29,612
Administration and postage	430	38
Insurance	6,959	6,117
Accountancy and independent examination	1,564	1,313
Legal and professional	412	-
Telephone and broadband	1,688	1,219
Website	1,940	1,236
Training	700	1,520
Stock Write-Off	215	321
Depreciation	28,248	25,537
Salaries	10,298	-
Box office running costs	23,741	19,000
Development expenses	-	3,106
Interest on loans	2,625	-
Unclaimable VAT	6,421	-
Miscellaneous	495	916
	<u>119,771</u>	<u>900,222</u>
Total expenditure	<u>565,026</u>	<u>173,298</u>

THE JOSEPH ROWNTREE THEATRE LIMITED

England & Wales - Charity number 1098329

Accounts



THE JOSEPH ROWNTREE THEATRE LIMITED
ANNUAL REPORT
And Financial Statements
2021/2022

THE JOSEPH ROWNTREE THEATRE LIMITED

A company limited under guarantee. Registered Company Number (England & Wales): 04695301. Registered Charity Number (England & Wales): 1098329. UK VAT Registration Number: 883 2897 70. Licensed by the City of York Council for public entertainment and the performance of stage plays.

Annual Report & Financial Statements 2021/22 (For the year ended 31 August 2022)

Principal Office and Trading Address

The Joseph Rowntree Theatre Limited
Joseph Rowntree Theatre
Haxby Road
York
YO31 8TA

Independent Examiner

Jessica Lawrence FCA CTA
Azets Audit Services Limited
33 Park Place
Leeds
LS1 2RY

Solicitors

Lupton Fawcett
Stamford House
Piccadilly
York
YO1 9PP

Bankers

HSBC
Parliament Street
York
YO1 8XS

Hampshire Trust Bank
55 Bishopsgate
London
EC2N 3AS

Shawbrook Bank
Warley Hill Business Park
Great Warley
CM13 3BE

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Welcome

The financial year has been one of steady recovery after the Coronavirus pandemic.

Like all other theatres across the country the Joseph Rowntree Theatre closed in March 2020. We were able to put on four shows in December 2020 but then closed again until May 2021. By the beginning of the financial year 2021/22 we were able to offer our usual diverse and entertaining programme of shows, and, importantly, workshops for schools and students.

I would like to thank all our trustees, volunteers and patrons for the support and commitment they have given during, and in the aftermath of the pandemic. Through everyone's combined efforts the charity has responded well to the circumstances and emerged in a strong position.

The overall surplus was £ 53,681 (2020/21: deficit of £21,369), a significant improvement on the previous Covid-affected year.

For the period September 2021 to August 2022 the theatre was able to stage 158 performances (2020/21: 40) of 61 different events (2020/21: 23), from 44 groups/hirers (2020/21: 17).

We sold a total of 30,305 tickets for performances in 2021/22 (2020/21: 2,638) with a value of £404,896 (2020/21: £30,638) a healthy increase on the previous year and not too far short of our last full operating year before closure 2018/19 33,731 ticket with a value of £394,209 . Overall occupancy was 60% with an average ticket price of £13.40

The theatre was in use by hirers for a total of about 280 days (including set up and rehearsal time). The shows are listed later in this report.

The trustees have continued to meet a monthly basis and more regularly in smaller groups to manage the theatre activities and ensure the charity is in a strong position for the future. Towards the end of the year the trustees agreed to adjust the meeting schedule to have quarterly full trustee meetings with smaller focussed committees meeting in the months in between.

As always, the trustees are indebted to our volunteers who give their time to operate and maintain the theatre. Many of our volunteers have been involved for many years and their commitment and enthusiasm enables the Joseph Rowntree Theatre to be a superb and vital asset for the community of the City of York. We are pleased to have welcomed a good number of new volunteers

At the end of the year our team of volunteers included 115 front of house stewards, 27 stage crew (including 9 stage managers), 14 box office assistants and many more people volunteering in theatre marketing, fundraising, event organising and developing the theatre archives. In total we estimate that they provided 27,900 hours of volunteering time for the charity.

The trustees and volunteers continue to work on the plans to make significant improvements to the theatre building and facilities. We aim to make the theatre more accessible and flexible to the needs of the community, a project which will take five to six years to achieve. During 2022/23 we plan major repairs to the roof, for which we have been running specific fundraising campaigns.

The trustees have continued to capture and record the social history of the Joseph Rowntree Theatre: capturing memories alongside the physical history of the theatre and why it was established. This activity is being further developed in 2022/23.

Our fundraising events raised £30,433 gross (2020/21: £19,371). In addition, grants and donations amounted to £42,498 (2020/21: £57,621). These funds will be used to support the development work that is underway.

We are very grateful to our many friends and supporters who have responded to our campaigns and continue to do so.

During the year the trustees applied for an alcohol licence for the theatre and purchased a caravan to act as a temporary bar on performance nights.

Following discussions the trustees agreed to engage an employee to help support the operation of the theatre and to provide direct support to me as Chair of Trustees.

As you pass our theatre on the Haxby Road (opposite the developing Cocoa works site) you may notice two new additions. Gus the Theatre Cat (of CATS fame) has attitude as he clings to the theatre frontage, and attracts the attention of theatre goers collecting their drinks from our new refreshment caravan. Gus is now featured in York's famous Cat Trail.

Daniel Mark Shrimpton
Managing Director and Chair of Trustees

THEATRE HISTORY

Origins

The Joseph Rowntree Theatre is a significant part of the Rowntree heritage, York's most illustrious contribution to civil society. The theatre's construction in 1935 was funded by the Joseph Rowntree Village Trust a forerunner of today's Joseph Rowntree Foundation. The Joseph Rowntree Theatre Limited is an independent charity and has no financial or other connection to the Joseph Rowntree Foundation.

At the heart of Joseph Rowntree's aspirations, was a commitment to creating a supportive community to which everybody would choose to belong. His Cocoa Works are often cited as a model of enlightened late Victorian employment; from the outset the factory had a workers' committee and offered such things as health care, football, hockey, swimming, allotments, singing and drama. So the opening of the theatre by Seebohm Rowntree in 1935 was a logical extension of the company's community commitment, reflecting his family's Quaker values: respect for individual worth, absolute integrity and reliability in financial matters, openness and honesty. The Quaker tradition continues today with representation on the charity's board and amongst its many volunteers. In April 2022 we added our bit of (nonsense) history by unveiling Gus the Theatre Cat (from CATS) crawling furtively up the front of the theatre, taking his place among the many other Mystery Cats of York, and putting us on the tourists' Cat Trail. As a temporary measure we have also installed a vintage caravan in the grounds, from which we regularly serve hot and cold drinks and snacks.

In 1954 the Executive Officer of the Village Trust, Mr L.E. Waddilove, wrote (in *One Man's Vision*, George Allen and Unwin, 1954) that the theatre "is available to residents in the city generally, and meets the needs of amateur dramatic and operatic societies whose limited resources are not equal to the hire of a theatre used by professional companies, but whose standards none the less justify a building equipped and furnished to a comparable standard." 87 years on from its opening in 1935 the theatre still meets these needs, having developed equipment and furnishings to meet modern day standards while keeping the iconic characteristics of the 1935 building. We have also, now, become attractive to some professional companies, tribute bands, university groups and the likes of The Shakespeare Schools Foundation.

The Yearsley Swimming Pool and our gem of a theatre are the only remaining Rowntree buildings still used for their original purpose.

Aims

The original purpose of the building is still relevant today. Under the direction of the Charity Commission's guidelines and its own Constitution, the Joseph Rowntree Theatre Limited board continues to provide a facility for the benefit of local operatic, drama groups, schools and other organisations.

Current Organisation

In 2001 the theatre began to run independently, and a Charitable Company was established to oversee the day-to-day operations of the theatre.

The Joseph Rowntree Theatre Limited was incorporated in March 2003, and gained registered charity status. Until 2012 Nestlé UK Ltd and its employees gave the board support to instigate a number of improvements to enable the continued operation of the theatre and to ensure its on-going presence in the community. In 2012 York St John University purchased the freehold of the Joseph Rowntree Theatre from Nestlé UK Ltd. At that point the charity ceased to have any support, financial or otherwise and was now wholly responsible for all aspects of the theatre's operation.

In August 2017 the board of trustees finalised the purchase of the freehold of the theatre from York St John University.

VISION 2025

The trustees have established a vision and a set of values for the charity for the period to 2025:

To be an inspiring community hub for performing arts and other entertainment.

VALUES



OBJECTS

Our Charitable Objects for the benefit of the people of York and the surrounding areas are:

- The advancement of the arts, education and community through the provision of a theatre and associated facilities and to be a venue for social activities and meetings likely to benefit the Community.
- To facilitate the presentation of arts of all types both by and for the Community.
- To advance the knowledge and understanding of the Community in all of the performing arts by enabling access to them.
- To facilitate training and provide volunteer experience in all aspects of theatre operation and management.

In pursuing its Objects, the charity will have regard to its Basis and Principles, being:

Basis

To be a vibrant community facility open to all.

Principles

- Respecting the unique worth of each person and group using the theatre's facilities.
- Encouraging people to fulfil their potential whether employed by or volunteering in support of the Charity, or in producing performances or displays in the theatre.
- Exercising responsible stewardship of the theatre land and buildings.

DIRECTORS' & TRUSTEES' REPORT

The directors (who are also trustees of the charity and are listed in the report below) are pleased to present their report together with the financial statements of the charity for the year ended 31 August 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Financial Summary

The Charitable Company had a surplus of £53,681 after depreciation, compared with last year's deficit of £21,369.

Income in the year amounted to £226,979 (2020/21: £91,261), whilst expenditure totalled £173,298 (2020/21: £112,630). The board continues with its policy of raising funds before committing to new items of expenditure.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit when planning the activities of the charity.

Principal Funding Sources

The Charitable Company's main operating income is generated through hiring out the theatre to other organisations, £81,459 (2020/21: £5,886), front of house sales, £38,097 (2020/21: £4,001), fundraising events, £30,433 (2020/21: £19,371), box office earnings, £18,010 (2020/21: £239), bar sales, £8,582 (2020/21: zero), and grants and donations, £42,498 (2020/21: £57,621). During the year we continued to offer a box office split method of hire, for some shows, as opposed to our standard hire charge based on time in the theatre. Other income in 2021/22 included publicity income and bank interest. The charity is grateful to the City of York Council for some ward grants.

On the balance sheet, there is a designated development fund of £181,681, arising from operating the theatre and fundraising events in recent years. The unrestricted operating fund represents the Charitable Company's free reserves, which are retained for the general running costs of the theatre. The fund is now £57,222 (2020/21: £59,617). Total funds (including designated reserves and the value of the building) at the end of the year amount to £613,742 (2020/21: £560,060).

Funds have been deployed to improve the theatre over the past eighteen years and a total of £530,133 (2020/21: £502,204) has been invested in fixed assets to date. Fixed assets are depreciated over the term of the asset's remaining useful life on a straight-line basis. The net book value of theatre improvements is currently £205,201 (2020/21: £219,685), and land and buildings £168,676 (2020/21: £152,759)

The level of reserves is felt to be sufficient to provide adequate financial flexibility. Potential development plans will require additional funding, which will be obtained before the board enters into any commitments.

Box Office

We sold 30,305 tickets with a value of £404,896 for performances in 2021/22. 75% of these tickets were bought online, with the remainder sold by our helpful box office team, either in person at the theatre (11%) or over the phone (14%).

DIRECTORS' & TRUSTEES' REPORT

In addition to selling tickets for productions the box office provides a source of donations for the theatre.

We continue to work hard to utilise many features of our box office system for the benefit of our hirers and audience members. Examples include fundraising campaigns, selling theatre gift vouchers, being able to sponsor a seat online and the operation of our 'Friends of Joseph Rowntree Theatre' scheme.

Hire of the Theatre

The hire of the theatre recovered well after the pandemic. During the 2021/22 we welcomed 158 performances (2020/21: 40) being staged by 62 different events (2021/22: 23), from 44 hirers (2020/21: 17).

Productions

2021/22 events included:

Queen Alive (Wyrley(UK) Ltd) | **One Night in Dublin** (One Night in Dublin Ltd.) | **You Can't Stop The Beat** (J R Theatre) | **Let Our Voices Unite** (J R Theatre) | **Yorkshire's Got Talent** (J R Theatre) | **Agatha Christie's Spider's Web** (Rowntree Players) | **21st Century ABBA** (Wyrley(UK) Ltd) | **Steve Cassidy Band in Concert** | **It's Dance Time** (Barbara Taylor School of Dancing) | **Matilda The Musical** (York Stage Musicals) | **A Night At The Theatre** (En Pointe) | **True Tales Of The Tour De France** (Duncan Steer) | **Alive With Perform** (Emma Bassett) | **Hooray For Hollywood** (York Musical Theatre Company) | **Disney's The Little Mermaid JR.** (PQA York) | **The Wizard Of Oz** (NE) | **Dick Whittington** (Rowntree Players) | **Magnificent Bubl  Christmas Show** (Wyrley(UK) Ltd) | **The Snow Dancer** (Badapple Theatre Company Ltd.) | **A Christmas Concert** (Shepherd Group Brass Band) | **A Seasonal Celebration of Musical Theatre** (J R Theatre) | **10 Year Celebration Of Dance** (Just Dance) | **One Iota** (One Iota) | **The Missing Peace** (Rowntree Players) | **Kipps, The New Half A Sixpence Musical** (J R Theatre Company) | **Patience** (University of York Gilbert and Sullivan Society) | **9 To 5 The Musical** (Central Hall Musical Society) | **York Community Choir Festival** (J R Theatre) | **Magic At The Movies Take 2!** (Spotlight Dance Academy) | **Tina Live** (Pit Bull Productions) | **The Carpenters Masquerade** (Wyrley Music and Promotions) | **Inspired** (TBL Productions) | **70 Years of Pop Music** (J R Theatre) | **Sex, Drugs, & Rick 'N' Noel** (Rowntree Players) | **No Day But Today** (Flying Ducks Youth Theatre) | **Rent: The Musical** (Bite My Thumb) | **St George's Day Concert** (York Guildhall Orchestra) | **The Wind In The Willows** (NE) | **Schools Theatre Workshops** (Badapple Theatre Company) | **The Counterfeit Sixties** (The Counterfeit Group) | **The Addams Family** (York St John Musical Production Society) | **Steve Cassidy Band and Friends** (Steve Cassidy) | **Snow White** (Patricia Veale School of Dance) | **Yorkshire's Got Talent 2022 – Live** (J R Theatre) | **Jekyll & Hyde: The Musical** (York Musical Theatre Company) | **West End Nights** (NAP Music Productions) | **The Sunshine And Happiness Show** (Julie Blackburn) | **Supersonic Queen** (Wyrley Music and Productions) | **Platinum Brass** (Shepherd Group Brass Band) | **Light Music For A Summer Afternoon** (The Christopher Irvin Concert Orchestra) | **YSJ Summer Dance Show** (York St John Dance Society) | **CATS** (Be Amazing Arts) | **Showcase 2022** (Anna's Academy of Dance) | **Dance Fever 2022** (Yvonne Hoque Academy of Dance) | **A Night At The Movies** (York Dance Works) | **JRTC Does Heroes and Villains** (J R Theatre Company) | **The Kitchen Cabinet** (Sony Music/BBC) | **Priscilla, Queen Of The Desert** (NE) | **Matt Rendell's True Stories of The Tour De France** (Duncan Steer) | **A Musical Tour Of The World** (J R Theatre) | **Summer School** (Nurture Talent) | **This Is Merseybeat** (Beat City Productions) | **Roxy Magic** (Wyrley Music and Productions Ltd) | **Tubular Bells Live!** (Phil Toms)

DIRECTORS' & TRUSTEES' REPORT

Fundraising

Our fundraising events for the year raised a total of £30,433 gross (2020/21: £19,371). Grants and donations amounted to £42,498 (2020/21: £57,621). Costs of fundraising and running events for the theatre were £16,434 (20/21: £8,039)

Our own theatre company were able to stage the Kipps extravaganza, held over from the previous year due to the pandemic. They also entertained us with a 'Heroes and Villains concert' and raised valuable funds carol singing around the city. March saw the welcome return of the York Community Choir Festival with eight concerts over seven days and 33 choirs taking part. Don Pears' singers and musicians did us proud as usual with '70 years of Pop Music' and 'A Seasonal Celebration of Musical Theatre', while Generation Groove and Community Chorus told us 'You Can't Stop The Beat'. Jessa Liversidge and her resilient adult and junior singers 'Let Our Voices Unite' just before we welcomed back the Yorkshire's Got Talent contest with some amazing stars of the future.

Our 'Friends of Joseph Rowntree Theatre' scheme continued with several levels of membership, and we continued our 'Sponsor A Seat' scheme. We held one event at St Crux Church Hall in the centre of York – a café plus bric-a-brac, books and jewellery stalls; this raises our profile as well as generating much needed cash – though now it is more often card payments than cash. This trend also applies to our sales of sweets and ice-creams during shows, using state of the art hand-held card readers.

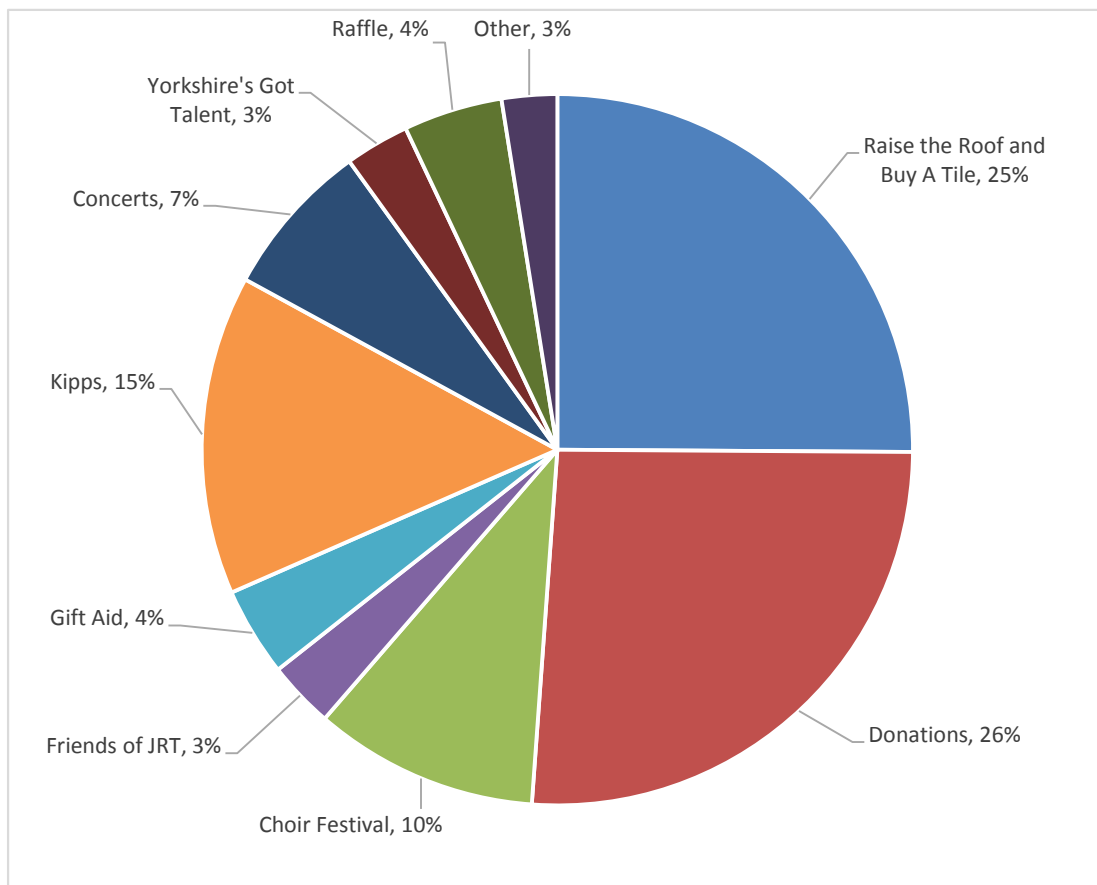
As ever, we are very grateful for donations from a variety of people and organisations. It is clear that many people hold fond memories of the Joseph Rowntree Theatre. We claim Gift Aid wherever possible and the board keeps the use of donated funds under constant consideration.

Some of the funds received were used to purchase improvements to stage lighting and 'flying' equipment, plus a Haze machine. Major ongoing 'Raise The Roof' and 'Buy-A-Tile' campaigns will fund necessary major repairs to both the auditorium and fly tower roofs.

DIRECTORS' & TRUSTEES' REPORT

Source of funds from fundraising:

(The chart below excludes grants)



DIRECTORS' & TRUSTEES' REPORT

Future fundraising plans

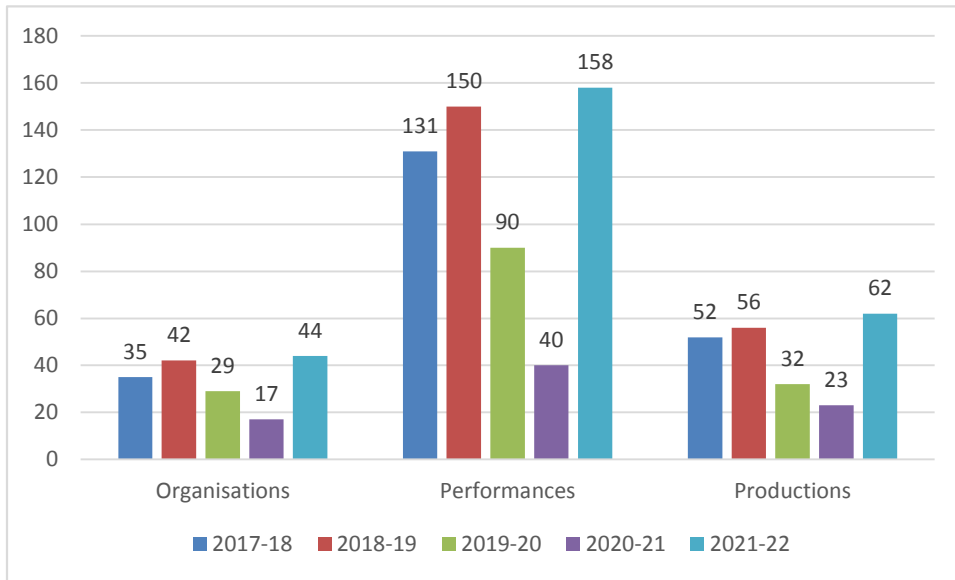
Our own theatre company has been busy rehearsing Hello Dolly, scheduled for early in 2023.

We are also looking forward to our ever-popular Choir Festival along with an increase of other events in the theatre. We have returned to our twice-yearly St Crux Church Hall fundraising days, where we raise both money and our local profile.

As reported last year, it is expected that the development plans for the theatre will require a significant increase in our fundraising activities.

Statistics

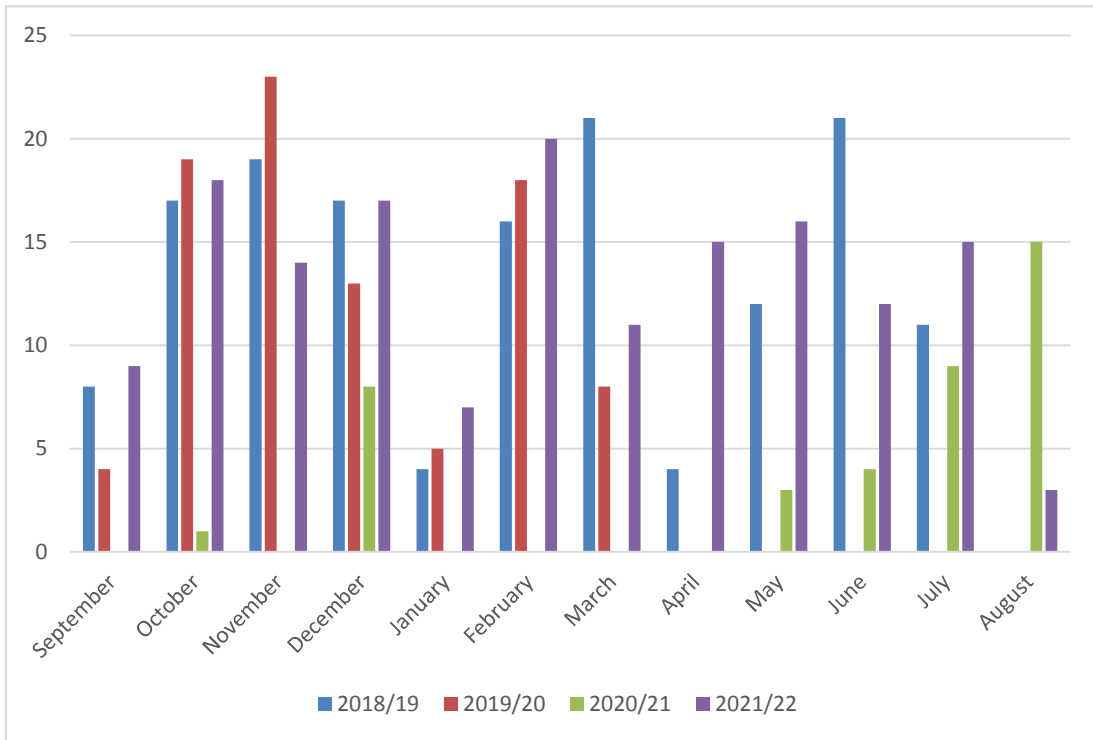
Booking levels:



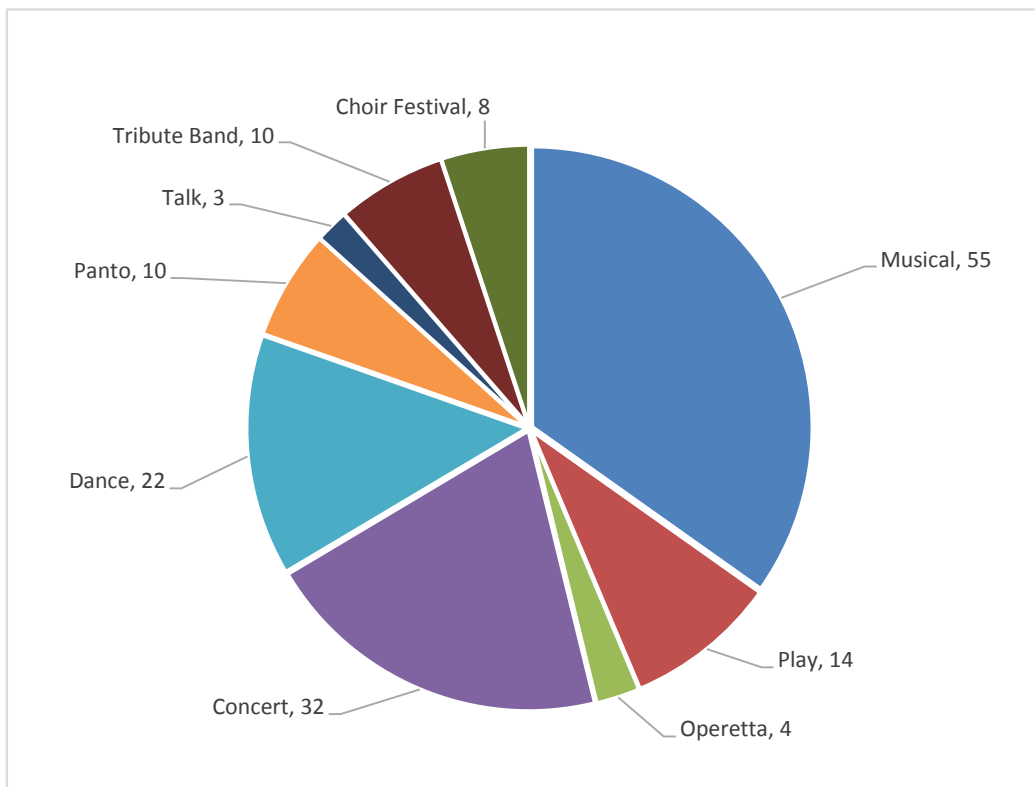
In 2021/22 the number of organisations using the theatre was 44 (2020/21: 17). The number of productions staged was 62 (2020/21: 23), and the number of performances was 158 (2020/21: 40). All three numbers are the best over the last five years.

DIRECTORS' & TRUSTEES' REPORT

Performances by month:



Performance type, number of performances:



The Joseph Rowntree Theatre board is proud of the variety of performance types it can facilitate for its local community users, and will continue to seek to expand on this in the future.

DIRECTORS' & TRUSTEES' REPORT

Plans for the Future at York's Art Deco Theatre

Following survey work, plans have been submitted and approved for major repairs to the fly tower, auditorium roofs and auditorium lighting, the latter specifically to reduce energy consumption. Solar panels are to be fitted to the fly tower roof.

We are continuing to plan for major development of the Joseph Rowntree Theatre to create a theatre that meets the expectations of our current and future audiences. The trustees are focusing on enabling the charity to thrive in the future through exploring how we can improve our engagement with the local community and create a hub of community activity.

The trustees continue to work on enhancing the profile of the Joseph Rowntree Theatre as a performance venue. This includes the use of a modernised website, social media and membership of Visit York and Little Theatre Guild. Our box office continues to be a key tool, not just in selling tickets, but in developing audience profiles and targeted marketing.

The trustees are aware of the need to recruit additional volunteers to help manage the shows that come into the theatre. We are continuing our external recruitment campaigns to attract people to get involved as well as developing a number of our current volunteer stage crew to help support stage management.

The trustees will be seeking to expand the opportunities for members of the local community to get involved, through volunteering and supporting the trustees for the benefit of York's Art Deco theatre.

The Team

The charity is managed and operated entirely by volunteer staff, with the exception of part-time cleaners whose services are provided through a contract cleaning company. Over the year over 160 volunteers have assisted the charity. The appointment of a part time, paid support officer is happening soon, and will be a significant change.

As well as being required to ensure safe evacuation of audiences in the event of an emergency, the front of house stewards provide a vital role in welcoming and guiding audiences to their seats, selling programmes and providing refreshments during performances.

The principal operating roles are duty managers, stage managers, stage technicians, box office assistants and front of house stewards. New front of house stewards are trained using a carefully developed induction programme and all stewards are required to refresh their emergency evacuation training on an annual basis. There have, of course, been additional risk assessments and resulting safety procedures as we emerge from the Coronavirus pandemic.

The stage managers, who are responsible for organising the running of the shows held at the theatre, volunteer for the entire run of a show. Their role is vital in ensuring that productions run smoothly, by overseeing the technical operations that can include follow spotting, flying, sound operation and general scene changing work. There have been 23 technical volunteers over the course of the year.

On most Monday mornings the volunteer 'Monday Crew', a particularly dedicated team, can be found busy with minor repairs, checking and receiving supplies, and a host of other essential tasks that keep the theatre fit for purpose.

DIRECTORS' & TRUSTEES' REPORT

The charity also benefits from volunteers giving time to develop fundraising activities, ensure we have a presence on social media and general publicity, and in protecting and developing our theatre archives as well as supporting the trustees in their duties.

The board strongly supports flexibility within the volunteer programme, allowing volunteers to base their support on their own availability during performances.

With most front of house stewards volunteering to cover 10-20 performances each a year, it is estimated that they have given a total of over 5,000 hours of service to the theatre this year, and therefore play a vital part in the running of the theatre. Equally important were over 3,200 hours spent running the box office, and about 3,500 hours put in by our marketing team: maintaining our brochures and the website, emails to customers and social media.

The stage crew have provided nearly 6,000 hours of service during the year. Large-scale productions require stage managers to volunteer as much as 40 hours in a week and each evening/weekend performance requires at least 3 hours of technical volunteer time.

The board has re-evaluated the commercial value of all volunteers (including themselves when assisting with events), in the light of the Real Living Wage. We have estimated the total hours volunteered in running the theatre at 21,650 hours and now attribute a value to the services of all volunteers in the region of £270,171.

In addition, the board has reviewed the commercial value of the director/trustee volunteer hours spent managing the charitable company. We estimate they have provided over 6,200 hours in discharging their management responsibilities, valued at £185,625.

The board remains grateful to the more than 160 volunteers who have contributed to keeping the theatre running at an affordable price for the amateur groups, schools and youth organisations that hire it. It is one of the great strengths of community theatre that such strong voluntary effort can be relied upon, and every effort is made to encourage new volunteers to come forward and thus safeguard the future of this wonderful facility.

Structure, Governance and Management

The Charity is constituted as a Charitable Company Limited by Guarantee. The board of the charity at the end of the financial year consists of:

Directors	Managing Director
	Finance Director
	Assistant Finance Director
	Technical Director
	Bookings Director
	Marketing Director
	Volunteering Director (1)
	Volunteering Director (2)
	Box Office Director (1)
	Assistant Box Office Director (2), vacant
	Community Engagement Director
	Assistant Community Engagement Director
	Front of House Director

DIRECTORS' & TRUSTEES' REPORT

Directors are all Trustees of the Joseph Rowntree Theatre Limited (The Charity).

All Trustees undertake to observe and be bound by the provision of the Charity's Articles of Association, last updated in May 2019.

The Board meets not less than five times per calendar year. Executive Committees meet in the months when the full Board does not meet. The Company Secretary keeps minutes of the meeting, which are circulated to members and approved at the subsequent meeting.

Minutes of all Board meetings are securely filed electronically.

The Board makes appropriate decisions on a majority vote providing a quorum is present. A quorum is six. If the Managing Director is not present at a meeting, the trustees present choose one of their number to act as chairman for the meeting.

The Managing Director has the power to take executive decisions on any urgent matters subject to consultation with at least two other members of the Board, either in person, by telephone or electronic communication. Any decision is subject to report and formal approval at the next available Board meeting.

Appointment of Trustees

Applications to join the board as a trustee are governed by the Charity's Recruitment Policy updated in October 2019, summarised below. This policy comes into force when:

- A current board member informs the Managing Director they wish to leave.
- The board decides to recruit an additional post.

Following the resignation of a board member the board decides if the post should be replaced.

All board vacancies are widely advertised and applicants apply in writing to the Managing Director within a defined time period. The board decides if a short list needs to be drawn up and short-listed candidates are invited to attend an informal meeting at the theatre with 2-3 board members. Applicants are provided with the following documents:

- Report and Financial Statements from the previous financial year
- Constitution of The Joseph Rowntree Theatre Limited

Formal interviews are arranged with a minimum of three board members. Following the interviews, the selection panel reports back to the subsequent board meeting. For a successful appointment three quarters of the board must agree on the chosen applicant. After initial appointment there is a settling in period, after which, all being well, the board confirms the appointment.

Trustee induction and training

New trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the Charitable Company. During their induction they meet key volunteer workers and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

DIRECTORS' & TRUSTEES' REPORT

Directors' and Trustees' responsibilities

Company law requires the directors/trustees to prepare financial accounts that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements and estimates that are reasonable and prudent; and,
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The directors/trustees are responsible for maintaining accounting records which disclose with reasonable accuracy at any point in time the financial position of the Charitable Company. The maintenance of these records enables them to ensure that the financial accounts comply with the Companies Act 2006 and applicable charity law. The directors/trustees 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.

In all the charity's fundraising activities the Trustees are committed to following the principles and practices as recommended by the Fundraising Regulator. We aim to be transparent and to operate with integrity, without putting any pressure on our donors. We respond promptly and with care to any complaints.

The Board

Members of the board

Members of the board, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are set out below:

Chair:	Daniel Mark Shrimpton
Directors and Trustees:	John Atkin
	Keith Stephen Barnes
	Gary Michael Bateson
	Barbara Boyce
	Alastair James Bush
	Sian Eileen Goard
	David Graham Holiday
	Helen Louise Lay
	Maria Lucas (resigned June 2022)
	Siona Mackelworth (appointed 23 May 2022)
	David Graham Mitchell
	Moira Tait
	Susan Elizabeth Young

DIRECTORS' & TRUSTEES' REPORT

The board now has a membership of 13 people. The average attendance of board members at meetings in 2021/22 was 73%, the age range of the board is between 34 and 76.

The board has appointed a volunteer to the role of Company Secretary; they attend board and other meetings as required but they are not a director or trustee of the charity.

Company Secretary: Hannah Meirion Saxton (resigned 09/01/23)
Sarah King (appointed 09/01/23)

Policies

Risk Management

The board undertakes an annual review of all SWOT (Strengths, Weaknesses, Opportunities and Threats) risk management assessments, along with all health and safety risk assessments for the operation of the theatre. Risk assessments related to Coronavirus were carefully developed. The reserve policy is also subject to an annual review.

Investment powers and policy

Under the Memorandum and Articles of Association, the Charitable Company has the power to make any investments which the trustees see fit. However, the Charitable Company did not hold any investments during the year ending 31 August 2022 nor does it have any plans to do so in the immediate future. The Charitable Company holds a number of savings accounts with its bankers to maximise its income.

Reserves policy

From its inception, the board has consciously adopted an extremely prudent financial policy in that no capital or revenue improvements have been committed to until the necessary funds have been raised and are available. As a result, we have been able to invest some £530,133 in capital improvements without using loan finance or overdraft facilities, and have ensured that monies raised from the charitable and business sector have been used directly for the purpose for which they were given.

Exemptions

This report has been prepared in accordance with the special provisions of the Companies Act 2006 applicable to small companies.

By order of the board

Sarah King

Sarah King
Company Secretary
Date: 24/04/2023

THE JOSEPH ROWNTREE THEATRE LTD

Independent Examiner's Report to the Trustees of The Joseph Rowntree Theatre Ltd

I report to the Trustees on my examination of the Financial Statements of The Joseph Rowntree Theatre Ltd (the Charity) for the year ended 31 August 2022.

This report is made solely to the Charity's Trustees, as a body, in accordance with Section 145 of the Charities Act 2011. My independent examination work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my independent examination work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

As the charity's trustees of the Charity (and also its directors for the purposes of company law) you are responsible for the preparation of accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with relevant accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS102).

THE JOSEPH ROWNTREE THEATRE LTD
REPORT OF THE INDEPENDENT EXAMINER
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Jessica Lawrence

Jessica Lawrence FCA CTA
Azets Audit Services Limited
33 Park Place
Leeds
LS1 2RY

Dated: 25/04/2023.....

THE JOSEPH ROWNTREE THEATRE LTD
 COMPANY NUMBER 04695301 CHARITY NUMBER 1098329
 STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
 FOR THE YEAR ENDED 31 AUGUST 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Income from:					
Donations and grants	3	42,498	-	42,498	57,621
Charitable activities	4	153,608	-	153,608	13,526
Fundraising activities	5	30,433	-	30,433	19,371
Investments	6	440	-	440	690
Other		-	-	-	53
Total Income		226,979	-	226,979	91,261
Expenditure on:					
Charitable activities	7	173,298	-	173,298	112,630
Total expenditure		173,298	-	173,298	112,630
Net income and net movement in funds		53,681	-	53,681	(21,369)
Reconciliation of funds:					
Total funds brought forward	14	560,060	-	560,060	581,429
Total funds carried forward	14	613,742	-	613,742	560,060

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The Statement of Financial Activities includes all gains and losses in the year. All income and expenditure derive from continuing activities.

THE JOSEPH ROWNTREE THEATRE LTD
COMPANY NUMBER 04695301 CHARITY NUMBER 1098329

BALANCE SHEET AT 31 AUGUST 2022

	Note	2022	2021
		£	£
Fixed assets			
Tangible assets	10	<u>374,839</u>	<u>372,444</u>
Current assets			
Stocks		2,676	909
Debtors	11	6,499	14,012
Cash at bank and in hand		<u>301,825</u>	<u>265,222</u>
		<u>311,000</u>	<u>280,143</u>
Liabilities			
Creditors: amounts falling due within one year	12	<u>(72,097)</u>	<u>(92,527)</u>
Net current assets		<u>238,903</u>	<u>187,616</u>
Net assets		<u>613,742</u>	<u>560,060</u>
The funds of the charity			
Unrestricted income funds	15	<u>613,742</u>	<u>560,060</u>
Total charity funds		<u>613,742</u>	<u>560,060</u>

There were no restricted funds in 2021/22; all funds were unrestricted.
The notes on pages 24 to 33 form part of these financial statements.

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

The Financial Statements have been prepared in accordance with the provisions applicable to entities subject to the small company's regime.

The financial statements were approved by the Board of Trustees on 03/04/2023 and were signed on its behalf by:

Keith Barnes

Keith Barnes
Director and Trustee

1 Accounting policies

Accounting convention

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) -Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

These accounts are prepared on the going concern basis. At the time of approving the financial statements the directors/trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

This is on the basis of detailed cashflow monitoring and forecasting.

Income

Items of income are recognised and included in the financial statements when all of the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Where income is received for expenditure in a future accounting period that amount is deferred.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred.

Expenditure on charitable activities comprises the costs of operating the theatre.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

1 Accounting policies (continued)

Governance costs are included within expenditure on charitable activities and are analysed separately in the notes to the financial statements. They include those costs associated with meeting the constitutional and statutory requirements of the charity, such as accountancy and other costs linked to the strategic management of the charity.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. Any impairment loss is recognised in the income and expenditure account.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

Tangible fixed assets

Depreciation is provided at the following rates in order to write each asset down to its residual value over its useful life:

Theatre improvements	Up to 30 August 2017: over term of lease on straight line basis. From 31 August 2017: remaining useful life (straight line basis).
Other equipment	Five years (straight line basis).
Land and buildings	Freehold land is not depreciated. No depreciation is provided on freehold buildings. The directors anticipate that, for the foreseeable future, their estimated residual value will not be less than their book value in these financial statements. This departure from statutory accounting principles is permitted by Companies Act 2006 section 396 (5) for the overriding purpose of presenting a true and fair view.

Stocks

Stocks are valued at the lower of cost and net realisable value after making allowance for obsolete and slow moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

Creditors

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

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Taxation

The charity is a registered charity and as such is potentially entitled to tax exemption under Section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising.

Fund accounting

Unrestricted general funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Unrestricted designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. There were no restricted funds during the year.

Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

After review the Trustees consider that there are no critical estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the financial statements.

2 Liability of members

The Joseph Rowntree Theatre Ltd is a company limited by guarantee. The liability of each member is limited to a sum not exceeding £1.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

3 Donations and grants

	2022	2021
	£	£
Grants	5,000	28,544
Other donations	34,750	24,858
Gift aid	2,748	4,219
	<u>42,498</u>	<u>57,621</u>

Income from charitable activities are unrestricted in both years.

4 Income from charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Theatre hire	81,459	-	81,459	5,886
Front of house sales	38,097	-	38,097	4,001
Bar Sales	8,582	-	8,582	-
Drinks machine	1,167	-	1,167	-
Box office earnings	18,010	-	18,010	239
Advertising and publicity	5,333	-	5,333	3,400
Sundry Income	960	-	960	-
Total	<u>153,608</u>	-	<u>153,608</u>	<u>13,526</u>

All income from charitable activities in the prior year are unrestricted.

5 Fundraising activities

	2022 £	2021 £
Musicals	9,864	-
Concerts	13,741	8,932
Friends of JRT	2,058	4,134
Name a seat	600	3,400
Raffle	3,056	
Other events	1,114	2,905
	<u>30,433</u>	<u>19,371</u>

Income from fundraising activities are unrestricted in both years.

6 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

7 Analysis of expenditure on charitable activities

	Basis of allocation	Charitable activities	Governance costs	Total 2022	Total 2021
	£	£	£	£	£
Costs directly allocated to activities:					
Health and safety	Direct	207	-	207	9,552
Stage equipment and consumables	Direct	1,392	-	1,392	149
Costs of running events	Direct	14,801	-	14,801	3,671
Costs of fundraising	Direct	1,410	-	1,410	4,212
Friends of JRT costs	Direct	223	-	223	156
PRS adjustment	Direct	826	-	826	55
Repairs and maintenance	Direct	16,905	-	16,905	18,295
Rates and water	Direct	1,647	-	1,647	274
Cleaning	Direct	8,705	-	8,705	1,994
Licences	Direct	1,058	-	1,058	315
Front of house	Direct	20,444	-	20,444	2,096
Publicity and advertising	Direct	15,458	-	15,458	10,188
Support costs allocated to activities:					
Heat and light	Usage	29,612	-	29,612	10,638
Administration and postage	Usage	38	-	38	126
Insurance	Usage	6,117	-	6,117	5,846
Independent examination and Accountancy	Usage	213	1,100	1,313	3,048
Legal and professional	Usage	-	-	-	359
Telephone and broadband	Usage	1,219	-	1,219	1,507
Website	Usage	1,236	-	1,236	2,194
Training	Usage	1,520	-	1,520	-
Depreciation	Usage	25,537	-	25,537	23,702
Box office running	Usage	19,000	-	19,000	12,454
Stock write-off	Usage	321	-	321	1,171
Development expenses	Usage	3,106	-	3,106	488
Miscellaneous	Usage	916	-	916	140
Bank Charges	Usage	287	-	287	-
		<u>172,198</u>	<u>1,100</u>	<u>173,298</u>	<u>112,630</u>

Expenditure on charitable activities for 2021 consisted of direct cost of £50,957 and support cost of £61,673, of which £3,048 were governance costs.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

8 Net income for the year

Net income for the year is stated after charging:

	2022	2021
	£	£
Depreciation of tangible fixed assets – owned assets	25,537	23,702
Fees paid to independent examiner:		
Independent examination	1,100	1,400
Other accountancy, VAT and consultancy services	213	1,000

9 Trustees' remuneration and expenses

During the year the charitable company did not have any employees.

No trustees received remuneration nor were reimbursed in respect of out-of-pocket expenses during the year in relation to their trustee duties.

10 Tangible fixed assets

	Freehold Land and buildings	Theatre improvements	Other equipment	Total
	£	£	£	£
Cost:				
At 1 September 2021	152,759	496,452	5,752	654,963
Additions	<u>17,111</u>	<u>10,821</u>	-	<u>27,931</u>
At 31 August 2022	<u>169,870</u>	<u>507,273</u>	<u>5,752</u>	<u>682,895</u>
Depreciation:				
At 1 September 2021	-	278,049	4,470	282,519
Charge for the year	<u>1,194</u>	<u>24,023</u>	<u>320</u>	<u>25,537</u>
At 31 August 2022	<u>1,194</u>	<u>302,072</u>	<u>4,790</u>	<u>308,056</u>
Net book value:				
At 31 August 2022	<u>168,676</u>	<u>205,201</u>	<u>962</u>	<u>374,839</u>
At 31 August 2021	<u>152,759</u>	<u>218,403</u>	<u>1,282</u>	<u>372,444</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

11 Debtors

	2022	2021
	£	£
Trade debtors	170	1,679
Other debtors	3,078	4,396
VAT		1,905
Prepayments and accrued income	<u>3,251</u>	<u>6,032</u>
	<u>6,499</u>	<u>14,012</u>

12 Creditors: amounts falling due within one year

Trade creditors	3,856	6,926
Other creditors, largely box office receipts held as agent for hirers	41,156	55,450
Accruals	6,076	6,652
Deferred income	20,000	23,500
VAT	<u>1,009</u>	—
	<u>72,097</u>	<u>92,527</u>

13 Deferred income

Balance at 1 September	23,500	25,000
Released in the year to the statement of Financial activities	(3,500)	(2,500)
		<u>1,000</u>
	<u>20,000</u>	<u>23,500</u>

14 Analysis of net assets between funds

	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	374,839	-	374,839
Current assets	129,319	181,681	311,000
Creditors: amounts falling due within one year	<u>(72,097)</u>	—	<u>(72,097)</u>
Net assets at 31 August 2022	<u>432,061</u>	<u>181,681</u>	<u>613,742</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

14 Analysis of net assets between funds

Prior year

	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	372,444	-	372,444
Current assets	152,143	128,000	280,143
Creditors: amounts falling due within one year	<u>(92,527)</u>	-	<u>(92,527)</u>
Net assets at 31 August 2021	<u>432,060</u>	<u>128,000</u>	<u>560,060</u>

15 Movement in funds

	1 September 2021	Income	Expenditure	Transfers	31 August 2022
	£	£	£	£	£
Unrestricted income funds:					
Operating fund	59,616	226,979	(173,298)	(56,075)	57,222
Fixed assets fund	372,444	-	-	2,395	374,839
Designated funds:					
Development reserve	<u>128,000</u>	-	-	<u>53,681</u>	<u>181,681</u>
Total funds	<u>560,060</u>	<u>226,979</u>	<u>(173,298)</u>	-	<u>613,742</u>

Purpose of designated funds:

The theatre is planning a major development which will require substantial new funds. The development reserve represents donations and other net income set aside for the development.

THE JOSEPH ROWNTREE THEATRE LTD
 NOTES TO THE FINANCIAL STATEMENTS
 FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

15 Movement in funds

Prior year

	1 September 2020	Income	Expenditure	Transfers	31 August 2021
	£	£	£	£	£
Unrestricted income funds:					
Operating fund	129,020	88,761	(110,130)	(48,035)	59,616
Fixed assets fund	366,409	-	-	6,035	372,444
Designated funds:					
Development reserve	<u>86,000</u>	-	-	<u>42,000</u>	<u>128,000</u>
Restricted Funds: Key Fund	-	2,500	(2,500)	-	-
Total funds	<u>581,429</u>	<u>91,261</u>	<u>(112,630)</u>	<u>-</u>	<u>560,060</u>

16 Related party transactions

Other than those disclosed at note 9 there were no disclosable related party transactions during the current or prior year.

17. Post Balance Sheet Event

On 27th October, 2022 the theatre received a loan from The Key Fund of £100,000 re-payable over ten years, at a flat interest rate of 3.5%. This was accompanied by a grant of £50,000, both items being used for major roof repairs.

THE JOSEPH ROWNTREE THEATRE LTD
 DETAILED STATEMENT OF FINANCIAL ACTIVITIES
 FOR THE YEAR ENDED 31 AUGUST 2022

The Detailed Statement of Financial Activities do not form part of the annual report and financial statements.

	Total funds 2022	Total funds 2021
	£	£
Income		
Theatre hire	81,459	5,886
Front of house sales	38,097	4,001
Bar Sales	8,582	-
Box office earnings	18,010	239
Drinks machine	1,167	-
Advertising and publicity	5,333	3,400
Radio microphone hire	-	-
Grants and donations	42,498	57,621
Fundraising	30,433	19,371
Sundry	960	53
	226,539	90,570
Bank interest	<u>440</u>	<u>690</u>
Total income	226,979	91,261
Expenditure (page 35)	(173,298)	(112,630)
Net (expenditure)/income for the year	<u>53,681</u>	<u>(21,369)</u>

THE JOSEPH ROWNTREE THEATRE LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2022 (continued)

	Total funds 2022	Total funds 2021
Expenditure	£	£
Direct charitable expenditure		
Health and safety	207	9,552
Stage equipment and consumables	1,392	149
Costs of running events	14,801	3,671
Repairs and maintenance	16,905	18,295
Costs of fundraising	1,410	4,212
Friends of JRT costs	223	156
PRS adjustment	826	55
Rates and water	1,647	274
Cleaning	8,705	1,994
Licences	1,058	315
Front of house	20,444	2,096
Publicity and advertising	<u>15,458</u>	<u>10,188</u>
	<u>83,076</u>	<u>50,957</u>
Administrative expenditure		
Bank Charges	287	-
Heat and light	29,612	10,638
Administration and postage	38	126
Insurance	6,117	5,846
Accountancy and independent examination	1,313	3,048
Legal and professional		359
Telephone and broadband	1,219	1,507
Website	1,236	2,194
Training	1,520	-
Stock Write-Off	321	1,171
Depreciation	25,537	23,702
Profit on sale of fixed asset	-	-
Box office running costs	19,000	12,454
Development expenses	3,106	488
Miscellaneous	916	140
	<u>900,222</u>	<u>61,672</u>
Total expenditure	<u>173,298</u>	<u>112,630</u>

THE JOSEPH ROWNTREE THEATRE LIMITED

England & Wales - Charity number 1098329

Accounts



**THE JOSEPH ROWNTREE THEATRE LIMITED
ANNUAL REPORT & Financial Statements
2020/2021**

THE JOSEPH ROWNTREE THEATRE LIMITED

A company limited under guarantee. Registered Company Number (England & Wales): 04695301. Registered Charity Number (England & Wales): 1098329. UK VAT Registration Number: 883 2897 70. Licensed by the City of York Council for public entertainment and the performance of stage plays.

Annual Report & Financial Statements 2020/21 (For the year ended 31 August 2021)

Principal Office and Trading Address

The Joseph Rowntree Theatre Limited
Joseph Rowntree Theatre
Haxby Road
York
YO31 8TA

Independent Examiner

Laura Masheder DChA, FCA
Azets Audit Services Limited
Triune Court
Monks Cross Drive
York
YO32 9GZ

Solicitors

Lupton Fawcett
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YO1 9PP

Bankers

HSBC
Parliament Street
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YO1 8XS

Hampshire Trust Bank
55 Bishopsgate
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Shawbrook Bank
Warley Hill Business Park
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WELCOME

The current financial year has been yet another extremely challenging one as the trustees and volunteers responded to the Coronavirus pandemic from March 2020.

Like all other theatres across the country the Joseph Rowntree Theatre closed in March 2020 and had not reopened by the beginning of the financial year being reported (2020/21). We were able to put on four shows in December 2020 but then closed again until May 2021.

I would like to thank all our trustees and volunteers for the support and commitment they have given during such a difficult time for everyone. Through everyone's combined efforts the charity has responded well to the circumstances which developed.

With no direct employees the charity did not need to access the governments furlough scheme.

Operationally the charity had a deficit of £67,835 (2019/20: £32,801). Through fundraising activities, grants provided in response to the Coronavirus pandemic and generous donations from our many supporters we were able to keep the overall deficit to £21,369 (2019/20: surplus of £41,484).

For the period September 2020 to August 2021 the theatre was able to stage 40 performances (2019/20: 90) from 23 different events (2019/20: 32), from 17 hirers (2019/20: 29).

The trustees have continued to meet online as a board on a monthly basis and more regularly in smaller groups to manage the theatre activities and ensure the charity is in a strong position for the future.

Whilst the theatre has been closed our marketing team of volunteers, headed up by our Marketing Director (Trustee), has continued to promote a wide variety of virtual shows from across the UK artistic spectrum. Our box office team, headed up by our Box Office Director (Trustee), continued to provide our box office service from their homes.

We sold a total of 2,638 tickets for performances in 2020/21 (2019/20: 19,625) with a value of £30,638 (2019/20: £249,618) a significant drop due to the further closure of the theatre.

The performances that did happen, in December 2020 and from May 2021 continued to be varied with the theatre in use by hirers for a total of 43 days (including set up and rehearsal time). They are listed later in this report. A key feature has been an increase in popular tribute acts and small-scale performances that were able to comply with Covid regulations. During August 2021 we also welcomed a number of new companies who used the theatre as a larger space for Covid social distancing, or who were looking for spaces to perform after the closure of other theatres.

As always, the trustees are indebted to our volunteers who give their time to operate and maintain the theatre. Many of our volunteers have been involved for many years and their commitment and enthusiasm enables the Joseph Rowntree Theatre to be a superb and vital community asset for the community of the City of York.

At the end of the year our team of volunteers included 107 front of house stewards, 23 stage crew, including 9 stage managers, 12 box office assistants and many more people volunteering in theatre marketing, fundraising, event organising and developing the theatre archives. In total we estimate that they provided 3,870 hours of volunteering time for the charity.

The trustees and volunteers continue to work on the plans to make significant improvements to the theatre building and facilities. We aim to make the theatre more accessible and flexible to the needs of the community, a project which will take five to six years to achieve. During 2022 we plan major repairs to the roof, for which we have been running specific fundraising campaigns.

The trustees have started to capture and record the social history of the Joseph Rowntree Theatre: capturing memories alongside the physical history of the theatre and why it was established. This activity will be further developed in 2022/23.

Notwithstanding the pandemic, our fundraising events raised £19,371 gross (2019/20: £29,739). In addition, grants and donations amounted to £57,621 (2019/20: £57,184). These funds will be used to support the development work underway. We are very grateful to our many friends and supporters who have responded to our campaigns and continue to do so.

Daniel Mark Shrimpton
Managing Director and Chair of Trustees

THEATRE HISTORY

Origins

The Joseph Rowntree Theatre is a significant part of the Rowntree heritage, York's most illustrious contribution to civil society. The theatre's construction in 1935 was funded by the Joseph Rowntree Village Trust a forerunner of today's Joseph Rowntree Foundation. The Joseph Rowntree Theatre Limited is an independent charity and has no financial or other connection to the Joseph Rowntree Foundation.

At the heart of Joseph Rowntree's aspirations, was a commitment to creating a supportive community to which everybody would choose to belong. His Cocoa Works are often cited as a model of enlightened late Victorian employment; from the outset the factory had a workers' committee and offered such things as health care, football, hockey, swimming, allotments, singing and drama. So the opening of the theatre by Seebohm Rowntree in 1935 was a logical extension of the company's community commitment, reflecting his family's Quaker values: respect for individual worth, absolute integrity and reliability in financial matters, openness and honesty. The Quaker tradition continues today with representation on the charity's board and amongst its many volunteers. In July, 2021, we held a small celebration of Seebohm's birth 150 years ago. We welcomed the Lord Mayor and his entourage to the celebration.

In 1954 the Executive Officer of the Village Trust, Mr L.E. Waddilove, wrote (in *One Man's Vision*, George Allen and Unwin, 1954) that the theatre "is available to residents in the city generally, and meets the needs of amateur dramatic and operatic societies whose limited resources are not equal to the hire of a theatre used by professional companies, but whose standards none the less justify a building equipped and furnished to a comparable standard." 85 years on from its opening in 1935 the theatre still meets these needs, having developed equipment and furnishings to meet modern day standards while keeping the iconic characteristics of the 1935 building. We have also, now, become attractive to some professional companies, tribute bands, university groups and the likes of The Shakespeare Schools Foundation.

The Yearsley Swimming Pool and our gem of a theatre are the only remaining Rowntree buildings still used for their original purpose.

Aims

The original purpose of the building is still relevant today. Under the direction of the Charity Commission's guidelines and its own Constitution, the Joseph Rowntree Theatre Limited board continues to provide a facility for the benefit of local operatic, drama groups, schools and other organisations.

Current Organisation

In 2001 the theatre began to run independently, and a Charitable Company was established to oversee the day-to-day operations of the theatre.

The Joseph Rowntree Theatre Limited was incorporated in March 2003, and gained registered charity status. Until 2012 Nestlé UK Ltd and its employees gave the board support to instigate a number of improvements to enable the continued operation of the theatre and to ensure its on-going presence in the community. In 2012 York St John University purchased the freehold of the Joseph Rowntree Theatre from Nestlé UK Ltd. At that point the charity ceased to have any support, financial or otherwise and was now wholly responsible for all aspects of the theatre's operation.

In August 2017 the board of trustees finalised the purchase of the freehold of the theatre from York St John University.

VISION 2025

The trustees have established a vision and a set of values for the charity for the period to 2025:

To be an inspiring community hub for performing arts and other entertainment.

VALUES



OBJECTS

Our Charitable Objects for the benefit of the people of York and the surrounding areas are:

- The advancement of the arts, education and community through the provision of a theatre and associated facilities and to be a venue for social activities and meetings likely to benefit the Community.
- To facilitate the presentation of arts of all types both by and for the Community.
- To advance the knowledge and understanding of the Community in all of the performing arts by enabling access to them.
- To facilitate training and provide volunteer experience in all aspects of theatre operation and management.

In pursuing its Objects, the Charity will have regard to its Basis and Principles, being:

Basis

To be a vibrant community facility open to all.

Principles

- Respecting the unique worth of each person and group using the theatre's facilities.
- Encouraging people to fulfil their potential whether employed by or volunteering in support of the Charity, or in producing performances or displays in the theatre.
- Exercising responsible stewardship of the theatre land and buildings.

DIRECTORS' & TRUSTEES' REPORT

The directors (who are also trustees of the charity and are listed in the report below) are pleased to present their report together with the financial statements of the charity for the year ended 31 August 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Financial Summary

The Charitable Company had a deficit of £21,369 after depreciation, compared with last year's surplus of £41,484. Taking just operating income and costs (excluding grants and fundraising), there was a deficit of £67,835 (2019/20: £32,801).

Income in the year amounted to £91,261 (2019/20: £168,025), whilst expenditure totalled £112,630 (2019/20: £126,541). The board continues with its policy of raising funds before committing to new items of expenditure.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit when planning the activities of the charity.

Principal Funding Sources

The Charitable Company's main operating income is generated through hiring the theatre out to other organisations, £5,886 (2019/20: £38,696), front of house sales, £4,001 (2019/20: £23,912), fundraising events, £19,371 (2019/20: £29,739), and grants and donations, £57,621 (2019/20: £57,184). During the year we implemented a box office split method of hire, for some shows, as opposed to our standard hire charge based on time in the theatre. Other income in 2020-21 included publicity income, bank interest and box office earnings. The latter were artificially low when the theatre reopened as the new box office split regime does not have a separate charge for the box office. The charity was grateful to the City of York Council for extra rates relief.

On the balance sheet, there is a designated development fund of £128,000, arising from fundraising events in recent years. The unrestricted operating fund represents the Charitable Company's free reserves, which are retained for the general running costs of the theatre. The fund is now £59,617 (2019/20: £129,020). Total funds (including designated reserves and the value of the building) at the end of the year amount to £560,060 (2019/20: £581,429).

Funds have been deployed to improve the theatre over the past seventeen years and a total of £502,204 (2019/20: £472,467) has been invested in fixed assets to date. Fixed assets are depreciated over the term of the asset's remaining useful life on a straight-line basis. The net book value of theatre improvements is currently £219,685 (2019/20: £213,650).

The level of reserves is felt to be sufficient to provide adequate financial flexibility. Potential development plans will require additional funding, which will be obtained before the board enters into any commitments.

Box Office

The closure of the theatre and low audience numbers when we reopened again significantly reduced our box office operation in the year.

DIRECTORS' & TRUSTEES' REPORT

We sold 2,638 tickets with a value of £30,638 for performances in 2020/21 – 74% of these tickets were bought online, with the remaining 26% sold by our helpful box office team, either in person at the theatre or over the phone. When forced to close we were able to relocate the box office system to some of the team's homes.

In addition to selling tickets for productions the box office has provided a new source of donations for the theatre.

We continue to work hard to utilise many features of our box office system for the benefit of our hirers and audience members. Examples include fundraising campaigns, selling theatre gift vouchers, being able to sponsor a seat online and the operation of our 'Friends of Joseph Rowntree Theatre' scheme.

Response to the Coronavirus Pandemic

Following the enforced closure of the theatre in March 2020 the charity continued to function. Initially our focus was managing and responding to the closure but then turned to reopening the theatre and what support the theatre could provide to the community in the future. Four shows were possible in December 2020, but then further restrictions meant that the next show was in May 2021, even then with reduced audience numbers. The latter continued until October 2021. We were grateful for grant funding that enabled us to reopen safely with clearly defined, socially-distanced seating.

Hire of the Theatre

The hire of the theatre was curtailed significantly by the ongoing pandemic. During the 2020/21 we welcomed 40 performances (2019/20: 90) being staged by 23 different events (2019/20: 32), from 17 hirers (2019/20: 29).

Productions

2020/21 events included:

Fields and Lanes, test event (JR Theatre) | **Snow Dancer** (Bad Apple Theatre) | **Christmas Carol** (Oddsocks) | **Steve Cassidy Band in Concert** (Steve Cassidy) | **Songbirds** (JR Theatre and Jessa Liversidge) | **Strictly Cabaret** (Bev Jones Music Company) | **Life is a Cabaret** (JR Theatre) | **An Evening of Musical Comedy Highlights** (John Atkin and Friends) | **York String Quartet** | **Some Might Say – Oasis Tribute** (Wyrley Music and Promotions) | **Tales of the Great Wood** (Bad Apple Theatre) | **For the Love of Musicals** (JR Theatre) | **The Mikado – JR Theatre Does Gilbert & Sullivan** | **HMS Pinafore – JR Theatre Does Gilbert & Sullivan** | **Songs and Stories for York Against Cancer** (Steve Cassidy) | **The Local Authority** (Naloxone Theatre Ensemble) | **Flip's Magic and Circus Family Show** (Flip Entertainments) | **New Jovi – The Ultimate Tribute to Bon Jovi** (Pit Bull Entertainments) | **Scarbados** (Northern Edge Theatre) | **Nurture Talent Summer School** | **Songs from the Movies** (A Music Night Production, JR Theatre) | **Life Below and 90s Kids Only** (LS6 Theatre) | **All Above Board** (Northern Comedy Theatre) | **The Carpenters Experience** (Wyrley Music and Promotions)

Fundraising

Our fundraising events for the year raised a total of £19,371 gross (2019/20: £29,739). Grants and donations amounted to £57,621 (2019/20: £57,184).

DIRECTORS' & TRUSTEES' REPORT

With the opening of the theatre in May 2021, we were grateful to several friends and supporters who helped us mount fundraising concerts. Our own theatre group put on concert versions of The Mikado and HMS Pinafore, while John Atkin, Steve Cassidy, The Black Sheep Band, Don Pears, Jessa Liversidge and York String Quartet all led much appreciated performances. Unfortunately the Choir Festival was not possible, nor our in-house Kipps extravaganza. Both of these events are firmly in the diary for 2022.

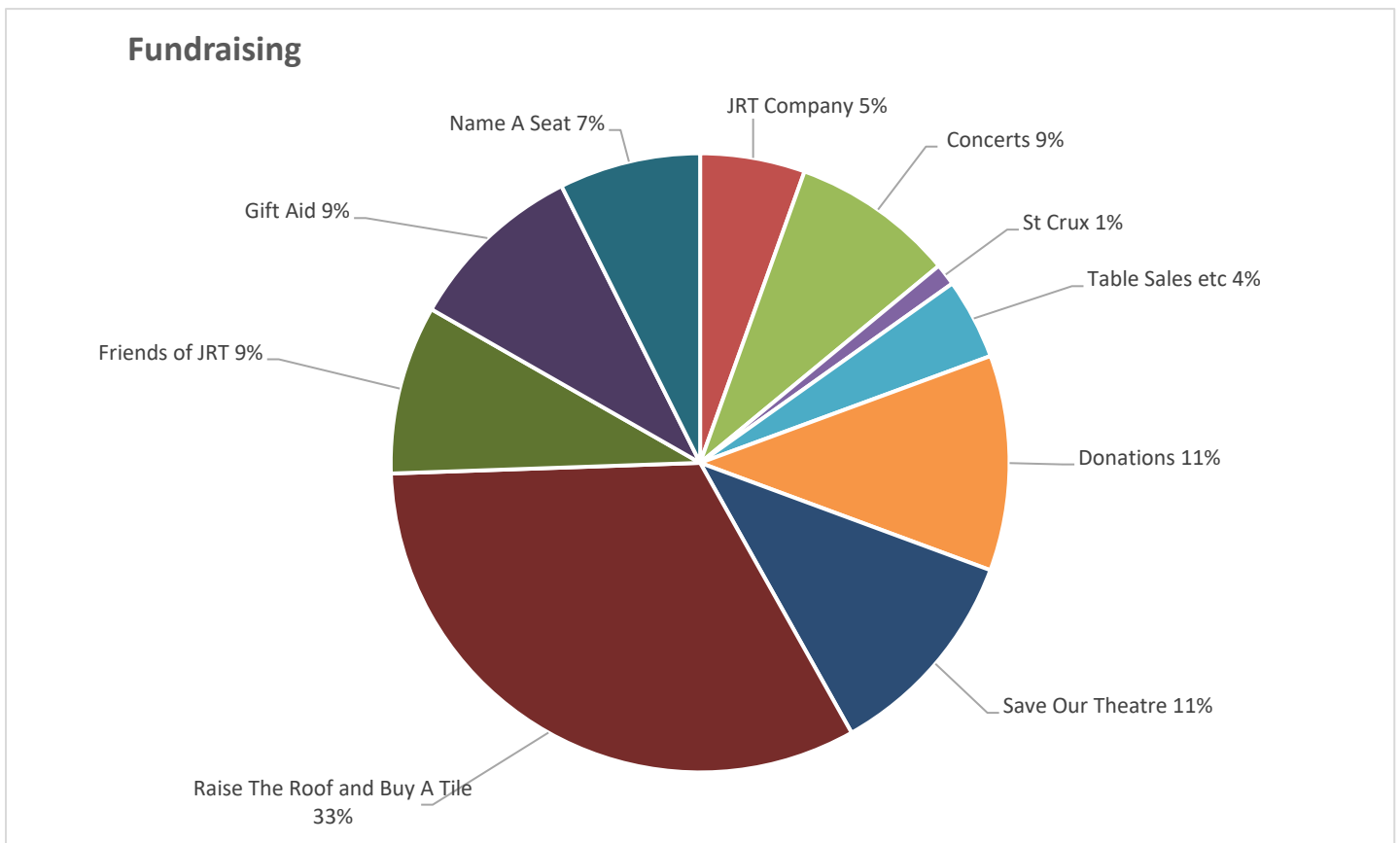
Our 'Friends of Joseph Rowntree Theatre' scheme continued with several levels of membership, and we continued our 'Sponsor A Seat' scheme. We were able to hold one event at St Crux Church Hall in the centre of York – a café plus bric-a-brac, books and jewellery stalls; also a Table Sale at the theatre. Both of these raise our profile as well as generating much needed cash – though now it is more often card payments than cash. This trend also applies to our sales of sweets and ice-creams during shows, using state of the art hand-held card readers.

As ever, we are very grateful for donations from a variety of people and organisations. It is clear that many people hold fond memories of the Joseph Rowntree Theatre. We claim Gift Aid wherever possible and the board keeps the use of donated funds under constant consideration.

Some of the funds received were used to purchase stage lighting improvements and a camera to be used for promotional material. Major 'Raise The Roof' and 'Buy-A-Tile' campaigns will fund necessary major repairs to both the auditorium and fly tower roofs.

Source of funds from fundraising:

(The chart below excludes grants)



DIRECTORS' & TRUSTEES' REPORT

Future fundraising plans

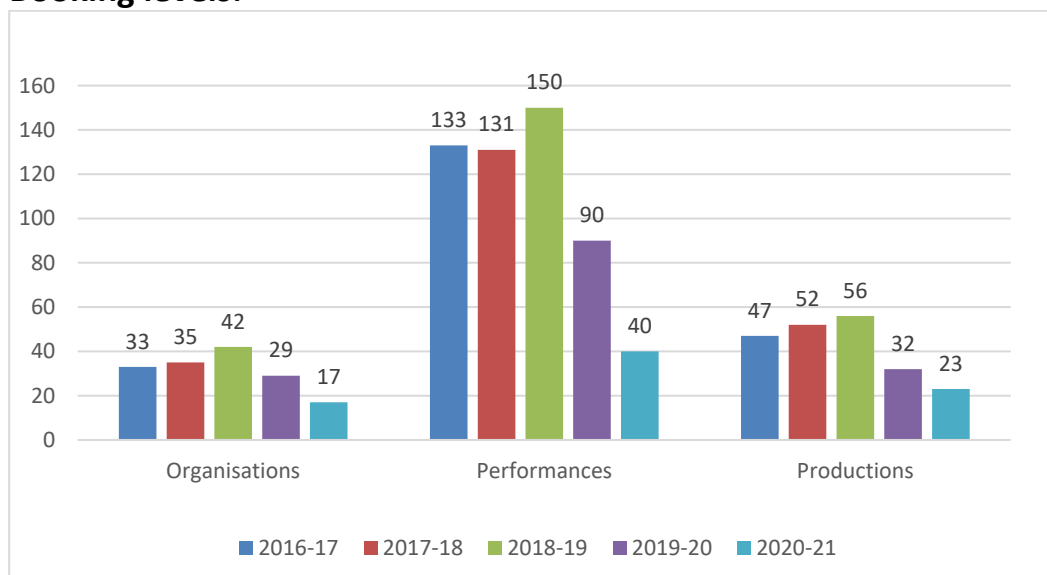
Although the theatre was closed as we started the financial year, various fundraising campaigns carried on, and they are continuing during 2021/22. Our own theatre company has been busy rehearsing Kipps, the musical successor to Half A Sixpence, which has been rescheduled to be performed in February 2022.

We are also looking forward to being able to hold several popular music concerts, our ever-popular Choir Festival along with an increase of other events in the theatre. When circumstances permit, we will return to our twice-yearly St Crux Church Hall fundraising days, where we raise money and our local profile.

As reported last year, it is expected that the development plans for the theatre will require a significant increase in our fundraising activities. The trustees' plans for a major capital fundraising campaign have been hampered by Coronavirus. However, plans have progressed, and external professional fundraising advice and support is on the agenda for early in 2021/22.

Statistics

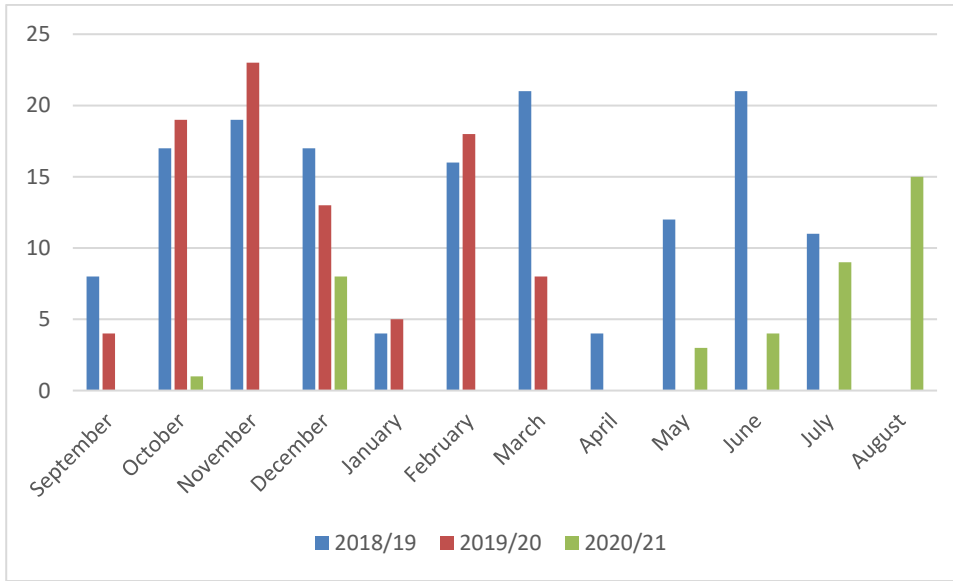
Booking levels:



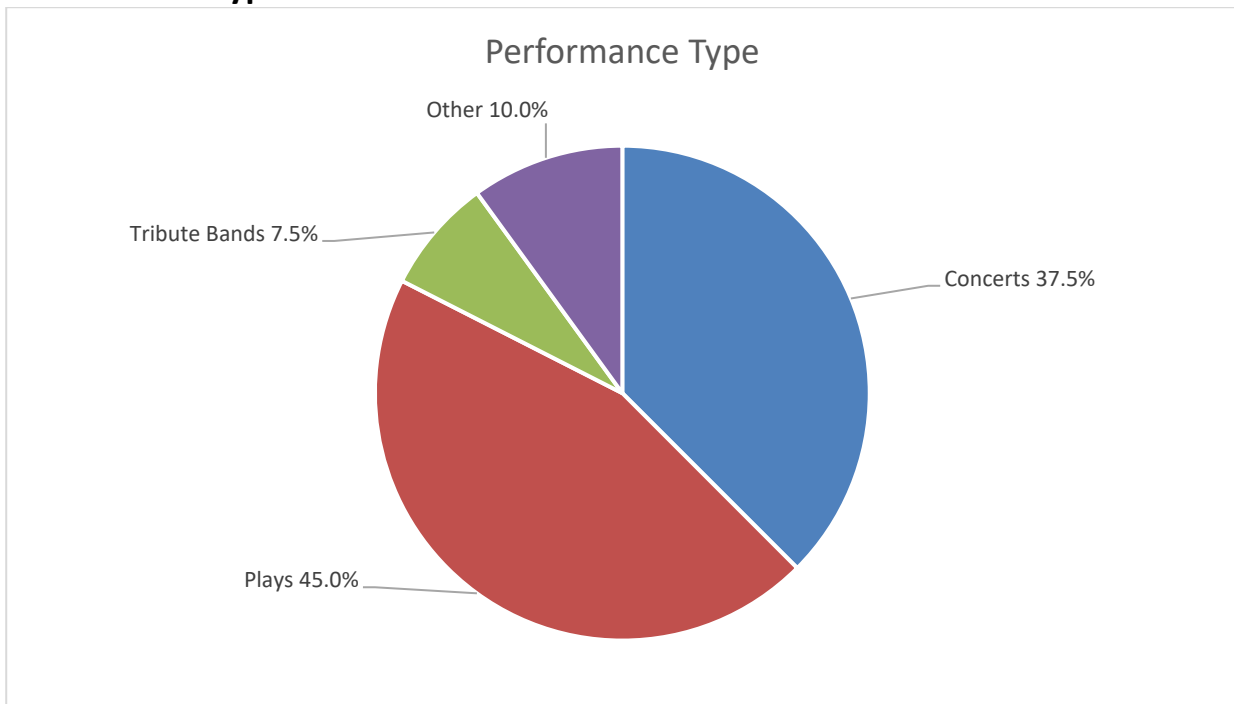
In 2020/21 the number of organisations using the theatre was 17 (2019/20: 29). The number of productions staged was 23 (2019/20: 32), and the number of performances was 40 (2019/20: 90).

DIRECTORS' & TRUSTEES' REPORT

Performances by month:



Performance type:



This year, again, Coronavirus prevented many of our regular users from using the theatre. In a good year we can expect about 50% of our productions to be musicals.

The Joseph Rowntree Theatre Limited board is proud of the variety of performance types it can facilitate for its local community users and will continue to seek to expand on this in the future.

DIRECTORS' & TRUSTEES' REPORT

Plans for the Future at York's Art Deco Theatre

Following survey work last year, plans have been submitted and approved for major repairs to both the fly tower and auditorium roofs.

We are continuing to plan for major development of the Joseph Rowntree Theatre to create a theatre that meets the expectations of our current and future audiences. The trustees are focusing on enabling the charity to thrive in the future through exploring how we can improve our engagement with the local community and create a hub of community activity.

The trustees continue to work on enhancing the profile of the Joseph Rowntree Theatre as a performance venue. This includes the use of a modernised website, social media and membership of Visit York and Little Theatre Guild. Our box office continues to be a key tool, not just in selling tickets, but in developing audience profiles and targeted marketing.

The trustees are aware of the need to recruit additional volunteer stage managers to help manage the shows that come into the theatre. We are continuing our external recruitment campaigns to attract people to get involved as well as developing a number of our current volunteer stage crew to help support stage management.

The trustees will be seeking to expand the opportunities for members of the local community to get involved, through volunteering and supporting the trustees for the benefit of York's Art Deco theatre.

The Team

The charity is managed and operated entirely by volunteer staff, with the exception of part-time cleaners whose services are provided through a contract cleaning company. Over the year about 150 volunteers have assisted the charity.

As well as being required to ensure safe evacuation of audiences in the event of an emergency, the front of house stewards provide a vital role in welcoming and guiding audiences to their seats, selling programmes and providing refreshments during performances.

The principal operating roles are duty managers, stage managers, stage technicians, box office assistants and front of house stewards. New front of house stewards are trained using a carefully developed induction programme and all stewards are required to refresh their emergency evacuation training on an annual basis. There have, of course, been additional risk assessments and resulting safety procedures as we emerge from the Coronavirus pandemic.

The stage managers, who are responsible for organising the running of the shows held at the theatre, volunteer for the entire run of a show. Their role is vital in ensuring that productions run smoothly, by overseeing the technical operations that can include follow spotting, flying, sound operation and general scene changing work. There have been 23 technical volunteers over the course of the year.

On most Monday mornings, pandemic permitting, the volunteer 'Monday Crew', a particularly dedicated team, can be found busy with minor repairs, checking and receiving supplies, and a host of other essential tasks that keep the theatre fit for purpose.

DIRECTORS' & TRUSTEES' REPORT

The charity also benefits from volunteers giving time to develop fundraising activities, ensure we have a presence on social media and general publicity, and in protecting and developing our theatre archives as well as supporting the trustees in their duties.

The board strongly supports flexibility within the volunteer programme, allowing volunteers to base their support on their own availability during performances.

With most front of house stewards volunteering to cover 10-20 performances each a year, it is estimated that they give a total of over 5,300 hours of service to the theatre in a normal year, and therefore play a vital part in the running of the theatre. Due to the closure in March 2020, this figure was reduced to just over 1,000 hours in 2020/21. Equally important were the over 1,350 hours spent running the box office (more than 3,500 in a normal year).

The stage crew have provided nearly 800 hours of service during the year (2019/20: 2,980). Large-scale productions, sadly lacking in 2020/21, require stage managers to volunteer as much as 40 hours in a week and each evening/weekend performance requiring at least 3 hours of technical volunteer time.

The board has re-evaluated the commercial value of all volunteers (including themselves when assisting with events), in the light of the Real Living Wage. We have estimated the total hours volunteered in running the theatre at 3,870 (2019/20: 11,150) and now attribute a value to the services of all volunteers in the region of £49,000 (2019/20: £130,400).

In addition, the board has reviewed the commercial value of the director/trustee volunteer hours spent managing the charitable company. We estimate they have provided over 7,900 hours in discharging their management responsibilities, valued at £234,000. In some respects, more time was spent maintaining and managing the building than in normal times.

The board remains grateful to the 150 volunteers who have contributed to keeping the theatre running at an affordable price for the amateur groups, schools and youth organisations that hire it. It is one of the great strengths of community theatre that such strong voluntary effort can be relied upon and every effort is made to encourage new volunteers to come forward and thus safeguard the future of this wonderful facility.

Structure, Governance and Management

The Charity is constituted as a Charitable Company Limited by Guarantee. The board of the charity at the end of the financial year consists of:

Directors	Managing Director
	Finance Director
	Technical Director
	Bookings Director
	Marketing Director
	Volunteering Director (1)
	Volunteering Director (2)
	Box Office Director (1)
	Box Office Director (2)
	Community Engagement Director
	Assistant Community Engagement Director
	Front of House Director
	Finance Trustee

DIRECTORS' & TRUSTEES' REPORT

Directors are all Trustees of the Joseph Rowntree Theatre Limited (The Charity).

All Trustees undertake to observe and be bound by the provision of the Charity's Articles of Association, last updated in May 2019.

The Board meets not less than ten times per calendar year. The Company Secretary keeps minutes of the meeting, which are circulated to members and approved at the subsequent meeting.

Minutes of all Board meetings are securely filed electronically.

The Board makes appropriate decisions on a majority vote providing a quorum is present. A quorum is six. If the Managing Director is not present at a meeting, the trustees present choose one of their number to act as chairman for the meeting.

The Managing Director has the power to take executive decisions on any urgent matters subject to consultation with at least two other members of the Board, either in person, by telephone or electronic communication. Any decision is subject to report and formal approval at the next available Board meeting.

Appointment of Trustees

Applications to join the board as a trustee are governed by the Charity's Recruitment Policy updated in October 2019, summarised below. This policy comes into force when:

- A current board member informs the Managing Director they wish to leave.
- The board decides to recruit an additional post.

Following the resignation of a board member the board decides if the post should be replaced.

All board vacancies are widely advertised and applicants apply in writing to the Managing Director within a defined time period. The board decides if a short list needs to be drawn up and short-listed candidates are invited to attend an informal meeting at the theatre with 2-3 board members. Applicants are provided with the following documents:

- Report and Financial Statements from the previous financial year
- Constitution of The Joseph Rowntree Theatre Limited

Formal interviews are arranged with a minimum of three board members. Following the interviews, the selection panel reports back to the subsequent board meeting. For a successful appointment three quarters of the board must agree on the chosen applicant. After initial appointment there is a settling in period, after which, all being well, the board confirms the appointment.

Trustee induction and training

New trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the Charitable Company. During their induction they meet key volunteer workers and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

DIRECTORS' & TRUSTEES' REPORT

Directors' and Trustees' responsibilities

Company law requires the directors/trustees to prepare financial accounts that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements and estimates that are reasonable and prudent; and,
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The directors/trustees are responsible for maintaining accounting records which disclose with reasonable accuracy at any point in time the financial position of the Charitable Company. The maintenance of these records enables them to ensure that the financial accounts comply with the Companies Act 2006 and applicable charity law. The directors/trustees 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.

In all the charity's fundraising activities the Trustees are committed to following the principles and practices as recommended by the Fundraising Regulator. We aim to be transparent and to operate with integrity, without putting any pressure on our donors. We respond promptly and with care to any complaints.

The Board

Members of the board

Members of the board, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are set out below:

Chair: Daniel Mark Shrimpton

Directors and Trustees: John Atkin (appointed 5 July 2021)
Keith Stephen Barnes
Gary Michael Bateson
Barbara Boyce
Alastair James Bush
Michael Cooper (resigned 31 December 2020)
Sian Eileen Goard
David Graham Holiday
Helen Louise Lay
Maria Lucas (appointed 5 July 2021)
Siona Mackleworth (appointed 6 September 2021)
David Graham Mitchell
Amy Smith (resigned 31 December 2020)
Moiria Tait
Susan Elizabeth Young

Independent Examiner's Report to the Trustees of The Joseph Rowntree Theatre Ltd

I report to the Trustees on my examination of the Financial Statements of The Joseph Rowntree Theatre Ltd (the Charity) for the year ended 31 August 2021.

This report is made solely to the Charity's Trustees, as a body, in accordance with Section 145 of the Charities Act 2011. My independent examination work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my independent examination work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

As the charity's trustees of the Charity (and also its directors for the purposes of company law) you are responsible for the preparation of accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with relevant accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS102).

THE JOSEPH ROWNTREE THEATRE LTD

REPORT OF THE INDEPENDENT EXAMINER
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Laura Mashedor DChA, FCA
Azets Audit Services Limited
Triune Court
Monks Cross Drive
York
YO32 9GZ

Dated:

THE JOSEPH ROWNTREE THEATRE LTD

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Income from:					
Donations and grants	3	57,621	-	57,621	57,184
Charitable activities	4	11,026	2,500	13,526	79,489
Fundraising activities	5	19,371	-	19,371	29,739
Investments	6	690	-	690	1,613
Other		53	-	53	-
Total Income		88,761	2,500	91,261	168,025
Expenditure on:					
Charitable activities	7	110,130	2,500	112,630	126,541
Total expenditure		110,130	2,500	112,630	126,541
Net income and net movement in funds		(21,369)	-	(21,369)	41,484
Reconciliation of funds:					
Total funds brought forward	14	581,429	-	581,429	539,945
Total funds carried forward	14	560,060	-	560,060	581,429

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The Statement of Financial Activities includes all gains and losses in the year. All income and expenditure derive from continuing activities.

There were no restricted funds in 2020; all funds were unrestricted.

The notes on pages 23 to 32 form part of these financial statements.

THE JOSEPH ROWNTREE THEATRE LTD
COMPANY NUMBER 04695301

BALANCE SHEET AT 31 AUGUST 2021

	Note	2021	2020
		£	£
Fixed assets			
Tangible assets	10	<u>372,444</u>	<u>366,409</u>
Current assets			
Stocks		909	2,080
Debtors	11	14,012	5,595
Cash at bank and in hand		<u>265,222</u>	<u>263,125</u>
		<u>280,143</u>	<u>270,800</u>
Liabilities			
Creditors: amounts falling due within one year	12	<u>(92,527)</u>	<u>(55,780)</u>
Net current assets		<u>187,616</u>	<u>215,020</u>
Net assets		<u>560,060</u>	<u>581,429</u>
The funds of the charity			
Unrestricted income funds	15	<u>560,060</u>	<u>581,429</u>
Total charity funds		<u>560,060</u>	<u>581,429</u>

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

The Financial Statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 11th April 2022 and were signed on its behalf by:

Keith Barnes
Director and Trustee

1 Accounting policies

Accounting convention

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) -Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

These accounts are prepared on the going concern basis. At the time of approving the financial statements the directors/trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

This is on the basis of detailed cashflow monitoring and forecasting.

Income

Items of income are recognised and included in the financial statements when all of the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Where income is received for expenditure in a future accounting period that amount is deferred.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred.

Expenditure on charitable activities comprises the costs of operating the theatre.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

1 Accounting policies (continued)

Governance costs are included within expenditure on charitable activities and are analysed separately in the notes to the financial statements. They include those costs associated with meeting the constitutional and statutory requirements of the charity, such as accountancy and other costs linked to the strategic management of the charity.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. Any impairment loss is recognised in the income and expenditure account.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

Tangible fixed assets

Depreciation is provided at the following rates in order to write each asset down to its residual value over its useful life:

Theatre improvements	Up to 30 August 2017: over term of lease on straight line basis. From 31 August 2017: remaining useful life (straight line basis).
Other equipment	Five years (straight line basis).
Land and buildings	Freehold land is not depreciated. No depreciation is provided on freehold buildings. The directors anticipate that, for the foreseeable future, their estimated residual value will not be less than their book value in these financial statements. This departure from statutory accounting principles is permitted by Companies Act 2006 section 396 (5) for the overriding purpose of presenting a true and fair view.

Stocks

Stocks are valued at the lower of cost and net realisable value after making allowance for obsolete and slow moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

Creditors

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

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Taxation

The charity is a registered charity and as such is potentially entitled to tax exemption under Section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising.

Fund accounting

Unrestricted general funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Unrestricted designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. There were no restricted funds during the year.

Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

After review the Trustees consider that there are no critical estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the financial statements.

2 Liability of members

The Joseph Rowntree Theatre Ltd is a company limited by guarantee. The liability of each member is limited to a sum not exceeding £1.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

3 Donations and grants

	2021	2020
	£	£
Grants	28,544	10,000
Other donations	24,858	45,143
Gift aid	4,219	2,041
	<u>57,621</u>	<u>57,184</u>

Income from charitable activities are unrestricted in both years.

4 Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Theatre hire	5,886	-	5,886	38,696
Front of house sales	4,001	-	4,001	23,912
Radio microphone hire	-	-	-	350
Drinks machine	-	-	-	921
Box office earnings	239	-	239	13,749
Advertising and publicity	900	2,500	3,400	1,861
Total	<u>11,026</u>	<u>2,500</u>	<u>13,526</u>	<u>79,489</u>

All income from charitable activities in the prior year are unrestricted.

5 Fundraising activities

	2021	2020
	£	£
Musicals	-	14,714
Concerts	8,932	13,235
Friends of JRT	4,134	1,190
Name a seat	3,400	600
Other events	2,905	-
	<u>19,371</u>	<u>29,739</u>

Income from fundraising activities are unrestricted in both years.

6 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

7 Analysis of expenditure on charitable activities

	Basis of allocation	Charitable activities	Governance costs	Total 2021	Total 2020
	£	£	£	£	£
Costs directly allocated to activities:					
Health and safety	Direct	9,552	-	9,552	148
Stage equipment and consumables	Direct	149	-	149	2,206
Costs of running events	Direct	3,671	-	3,671	13,819
Costs of fundraising	Direct	4,212	-	4,212	260
Friends of JRT costs	Direct	156	-	156	280
PRS adjustment	Direct	55	-	55	403
Repairs and maintenance	Direct	18,295	-	18,295	19,574
Rates and water	Direct	274	-	274	1,402
Cleaning	Direct	1,994	-	1,994	5,819
Licences	Direct	315	-	315	201
Front of house	Direct	2,096	-	2,096	9,541
Publicity and advertising	Direct	10,188	-	10,188	7,744
Support costs allocated to activities:					
Heat and light	Usage	10,638	-	10,638	11,288
Administration and postage	Usage	126	-	126	1,739
Insurance	Usage	5,846	-	5,846	6,285
Independent examination and Accountancy	Usage	-	3,048	3,048	1,965
Legal and professional	Usage	359	-	359	568
Telephone and broadband	Usage	1,507	-	1,507	1,469
Website	Usage	2,194	-	2,194	1,581
Training	Usage	-	-	-	1,352
Bad debts	Usage	-	-	-	897
Depreciation	Usage	23,702	-	23,702	21,507
Profit on sale of fixed asset	Usage	-	-	-	(833)
Box office running	Usage	12,454	-	12,454	17,326
Stock write off	Usage	1,171	-	1,171	-
Development expenses	Usage	488	-	488	-
Miscellaneous	Usage	140	-	140	-
		<u>109,582</u>	<u>3,048</u>	<u>112,630</u>	<u>126,541</u>

Expenditure on charitable activities for 2020 consisted of direct cost of £61,397 and support cost of £65,144, of which £1,965 are governance costs.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

8 Net income for the year

Net income for the year is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets – owned assets	23,702	21,507
Fees paid to independent examiner:		
Independent examination	1,400	1,100
Other accountancy, VAT and consultancy services	1,000	600

9 Trustees' remuneration and expenses

During the year the charitable company did not have any employees.

No trustees received remuneration nor were reimbursed in respect of out-of-pocket expenses during the year in relation to their trustee duties.

10 Tangible fixed assets

	Freehold Land and buildings	Theatre improvements	Other equipment	Total
	£	£	£	£
Cost:				
At 1 September 2020	152,759	468,317	4,150	625,226
Additions	<u>-</u>	<u>28,135</u>	<u>1,602</u>	<u>29,737</u>
At 31 August 2021	<u>152,759</u>	<u>496,452</u>	<u>5,752</u>	<u>654,963</u>
Depreciation:				
At 1 September 2020	-	254,667	4,150	258,817
Charge for the year	<u>-</u>	<u>23,382</u>	<u>320</u>	<u>23,702</u>
At 31 August 2021	<u>-</u>	<u>278,049</u>	<u>4,470</u>	<u>282,519</u>
Net book value:				
At 31 August 2021	<u>152,759</u>	<u>218,403</u>	<u>1,282</u>	<u>372,444</u>
At 31 August 2020	<u>152,759</u>	<u>213,650</u>	<u>-</u>	<u>366,409</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

11 Debtors

	2021	2020
	£	£
Trade debtors	1,679	120
Other debtors	4,396	2,463
VAT	1,905	2,595
Prepayments and accrued income	<u>6,032</u>	<u>417</u>
	<u>14,012</u>	<u>5,595</u>

12 Creditors: amounts falling due within one year

Trade creditors	6,926	1,899
Other creditors	55,450	23,654
Accruals	6,652	5,227
Deferred income	<u>23,500</u>	<u>25,000</u>
	<u>92,527</u>	<u>55,780</u>

13 Deferred income

Balance at 1 September	25,000	-
Released in the year to the statement of Financial activities	(2,500)	-
Deferred in the year	<u>1,000</u>	<u>25,000</u>
	<u>23,500</u>	<u>25,000</u>

14 Analysis of net assets between funds

	General funds £	Designated funds £	Total funds £
Tangible fixed assets	372,444	-	372,444
Current assets	152,143	128,000	280,143
Creditors: amounts falling due within one year	<u>(92,527)</u>	<u>-</u>	<u>(92,527)</u>
Net assets at 31 August 2021	<u>432,060</u>	<u>128,000</u>	<u>560,060</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

14 Analysis of net assets between funds

Prior year

	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	366,409	-	366,409
Current assets	184,800	86,000	270,800
Creditors: amounts falling due within one year	<u>(55,780)</u>	<u>-</u>	<u>(55,780)</u>
Net assets at 31 August 2020	<u>495,429</u>	<u>86,000</u>	<u>581,429</u>

15 Movement in funds

	1 September 2020	Income	Expenditure	Transfers	31 August 2021
	£	£	£	£	£
Unrestricted income funds:					
Operating fund	129,020	88,761	(110,130)	(48,035)	59,616
Fixed assets fund	366,409	-	-	6,035	372,444
Designated funds:					
Development reserve	<u>86,000</u>	<u>-</u>	<u>-</u>	<u>42,000</u>	<u>128,000</u>
Restricted funds:					
Key Fund	-	<u>2,500</u>	<u>(2,500)</u>	-	-
Total funds	<u>581,429</u>	<u>91,261</u>	<u>(112,630)</u>	<u>-</u>	<u>560,060</u>

Purpose of designated funds:

The theatre is planning a major development which will require substantial new funds. The development reserve represents donations and other net income set aside for the development.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

15 Movement in funds

Prior year

	1 September 2019	Income	Expenditure	Transfers	31 August 2020
	£	£	£	£	£
Unrestricted income funds:					
Operating fund	130,380	168,025	(126,541)	(42,844)	129,020
Fixed assets fund	364,565	-	-	1,844	366,409
Designated funds:					
Development reserve	<u>45,000</u>	—	—	<u>41,000</u>	<u>86,000</u>
Total funds	<u>539,945</u>	<u>168,025</u>	<u>(126,541)</u>	—	<u>581,429</u>

16 Related party transactions

Other than those disclosed at note 9 there were no disclosable related party transactions during the current or prior year.

THE JOSEPH ROWNTREE THEATRE LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021

The Detailed Statement of Financial Activities do not form part of the annual report and financial statements.

	Total funds 2021	Total funds 2020
	£	£
Income		
Theatre hire	5,886	38,696
Front of house sales	4,001	23,912
Box office earnings	239	13,749
Drinks machine	-	921
Advertising and publicity	3,400	1,861
Radio microphone hire	-	350
Grants and donations	57,621	57,184
Fundraising	19,371	29,739
Sundry	53	-
	90,570	166,412
Bank interest	<u>690</u>	<u>1,613</u>
Total income	91,261	168,025
Expenditure (page 34)	(112,630)	(126,541)
Net (expenditure)/income for the year	<u>(21,369)</u>	<u>41,484</u>

THE JOSEPH ROWNTREE THEATRE LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

	Total funds 2021	Total funds 2020
	£	£
Expenditure		
Direct charitable expenditure		
Health and safety	9,552	148
Stage equipment and consumables	149	2,206
Costs of running events	3,671	13,819
Repairs and maintenance	18,295	19,574
Costs of fundraising	4,212	260
Friends of JRT costs	156	280
PRS adjustment	55	403
Rates and water	274	1,402
Cleaning	1,994	5,819
Licences	315	201
Front of house	2,096	9,541
Publicity and advertising	<u>10,188</u>	<u>7,744</u>
	<u>50,957</u>	<u>61,397</u>
Administrative expenditure		
Stock write offs	1,171	-
Heat and light	10,638	11,288
Administration and postage	126	1,739
Insurance	5,846	6,285
Accountancy and independent examination	3,048	1,965
Legal and professional	359	568
Telephone and broadband	1,507	1,469
Website	2,194	1,581
Training	-	1,352
Bad debts	-	897
Depreciation	23,702	21,507
Profit on sale of fixed asset	-	(833)
Box office running costs	12,454	17,326
Development expenses	488	-
Miscellaneous	140	-
	<u>61,672</u>	<u>65,144</u>
Total expenditure	<u>112,630</u>	<u>126,541</u>

THE JOSEPH ROWNTREE THEATRE LIMITED

England & Wales - Charity number 1098329

Accounts



**THE JOSEPH ROWNTREE THEATRE LIMITED
ANNUAL REPORT & ACCOUNTS
2019/2020**

THE JOSEPH ROWNTREE THEATRE LIMITED

A company limited under guarantee. Registered Company Number (England & Wales): 04695301. Registered Charity Number (England & Wales): 1098329. UK VAT Registration Number: 883 2897 70. Licensed by the City of York Council for public entertainment and the performance of stage plays.

Annual Report & Accounts 2019/20 (For the year ended 31 August 2020) Unaudited

Principal Office and Trading Address

The Joseph Rowntree Theatre Limited
Joseph Rowntree Theatre
Haxby Road
York
YO31 8TA

Independent Examiner

Peter Hughes F.C.A.
11 Sails Drive
Heslington
York
YO10 3LR

Solicitors

Lupton Fawcett
Stamford House
Piccadilly
York
YO1 9PP

Bankers

HSBC
Parliament Street
York
YO1 1XS

Yorkshire Bank
Mariner Court
Clydebank
G81 2NR

Shawbrook Bank
Warley Hill Business Park
Great Warley
CM13 3BE

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WELCOME

The current financial year has been an extremely challenging one as the trustees and volunteers responded to the Coronavirus pandemic from March 2020.

Like all other theatres across the country the Joseph Rowntree Theatre closed in March 2020 and did not reopen by the end of the financial year being reported (31 August 2020).

I would like to thank all our trustees and volunteers for the support and commitment they have given during such a difficult time for everyone. Through everyone's combined efforts the charity has responded well to the circumstances which developed.

With no direct employees the charity did not need to access the governments furlough scheme.

Operationally the charity delivered a deficit of £32,801 (2018/19: £4,138). Through fundraising activities prior to the national lockdown, grants provided in response to the Coronavirus pandemic and generous donations from our many supporters we were able to deliver a good surplus, in the circumstances, of £41,484 (2018/19: £31,144).

For the period September 2019 to March 2020 the theatre staged 90 performances (2018/19: 150) from 32 different events (2018/19: 56), from 29 hirers (2018/19: 43).

Before the theatre closed, the full year plan was for 55 separate hirers staging 69 events with a total of 170 performances – so we were on track for a record year.

The trustees have continued to meet online as a board on a monthly basis and more regularly in smaller groups to manage the theatre activities and ensure the charity is in a strong position for the future.

Whilst the theatre has been closed our marketing team of volunteers, headed up by our Marketing Director (Trustee), has promoted a wide variety of virtual shows from across the UK artistic spectrum.

As a result of the theatre closure our box office service naturally swapped from selling tickets to refunding them. Our box office team, headed up by our Box Office Director (Trustee), swapped to providing our box office service from their homes. Through the services quickly developed by Spektrix, our box office supplier, our box office team were able to quickly refund or allow customers to donate their ticket money to the theatre in lieu of a refund.

In the financial year 2019/20 we sold a total of 19,625 (2018/19: 33,731) tickets with a value of £249,618 (2018/19: £394,209) a significant drop due to the closure of the theatre.

The performances that did happen, from September 2019 to March 2020 continued to be varied with the theatre in use by hirers for a total of 208 days (including set up and rehearsal time) A myriad of productions was performed by youth groups and adults, and are listed later in this report.

As always, the trustees are indebted to our volunteers who give their time to operate and maintain the theatre. Many of our volunteers have been involved for many years and their commitment and enthusiasm enables the Joseph Rowntree Theatre to be a superb and vital community asset for the community of the City of York.

At the end of the year our team of volunteers included 114 front of house stewards, 55 stage crew, including 8 stage managers, 14 box office assistants and many more people volunteering in theatre marketing, fundraising, event organising and developing the theatre archives. In total they provided over 11,150 hours of volunteering time for the charity.

The trustees and volunteers continue to work on the plans to make significant improvements to the theatre building and facilities. We aim to make the theatre more accessible and flexible to the needs of the community, a project which will take five to six years to achieve.

The trustees have plans to capture and record the social history of the Joseph Rowntree Theatre: capturing memories alongside the physical history of the theatre and why it was established. These plans will be further developed in 2020/2021.

During the year, Nestlé asked the charity if we could house two large war memorial boards which no longer had a location following the sale of their old dining block and had been kept in a storage for a number of years. These are now mounted in the theatre corridor. Also, during the year J & C Joel Ltd donated curtains and flying equipment worth several thousand pounds.

Notwithstanding the pandemic, our fundraising events raised £30,590 gross (2018/19: £41,236). In addition, grants and donations amounted to £56,333 (2018/19: £8,465). These funds will be used to support the development work underway. We are grateful to Sodexo, City of York Council and other major supporters.

And last, but by no means least, the theatre was the winner of 'Best Entertainment Venue' in the MinsterFM Listener Choice Awards, 2019.



Daniel Mark Shrimpton
Managing Director and Chair of Trustees

THEATRE HISTORY

Origins

The Joseph Rowntree Theatre is a significant part of the Rowntree heritage, York's most illustrious contribution to civil society. The theatre's construction in 1935 was funded by the Joseph Rowntree Village Trust a forerunner of today's Joseph Rowntree Foundation. The Joseph Rowntree Theatre Limited is an independent charity and has no financial or other connection to the Joseph Rowntree Foundation.

At the heart of Joseph Rowntree's aspirations, was a commitment to creating a supportive community to which everybody would choose to belong. His Cocoa Works are often cited as a model of enlightened late Victorian employment; from the outset the factory had a workers' committee and offered such things as health care, football, hockey, swimming, allotments, singing and drama. So the opening of the theatre by Seebohm Rowntree in 1935 was a logical extension of the company's community commitment, reflecting his family's Quaker values: respect for individual worth, absolute integrity and reliability in financial matters, openness and honesty. The Quaker tradition continues today with representation on the charity's board and amongst its many volunteers.

In 1954 the Executive Officer of the Village Trust, Mr L.E. Waddilove, wrote (in *One Man's Vision*, George Allen and Unwin, 1954) that the theatre "is available to residents in the city generally, and meets the needs of amateur dramatic and operatic societies whose limited resources are not equal to the hire of a theatre used by professional companies, but whose standards none the less justify a building equipped and furnished to a comparable standard." 80 years on from its opening in 1935 the theatre still meets these needs, having developed equipment and furnishings to meet modern day standards while keeping the iconic characteristics of the 1935 building. We have also, now, become attractive to some professional companies, and the likes of The Shakespeare Schools Foundation.

The Yearsley Swimming Pool and our gem of a theatre are the only remaining Rowntree buildings still used for their original purpose.

Aims

The original purpose of the building is still relevant today. Under the direction of the Charity Commission's guidelines and its own Constitution, the Joseph Rowntree Theatre Limited board continues to provide a facility for the benefit of local operatic, drama groups, schools and other organisations.

Current Organisation

In 2001 the theatre began to run independently, and a Charitable Company was established to oversee the day-to-day operations of the theatre.

The Joseph Rowntree Theatre Limited was incorporated in March 2003, and gained registered charity status. Until 2012 Nestlé UK Ltd and its employees gave the board support to instigate a number of improvements to enable the continued operation of the theatre and to ensure its on-going presence in the community. In 2012 York St John University purchased the freehold of the Joseph Rowntree Theatre from Nestlé UK Ltd. At that point the charity ceased to have any support, financial or otherwise and was now wholly responsible for all aspects of the theatre's operation.

In August 2017 the board of trustees finalised the purchase of the freehold of the theatre from York St John University.

VISION 2025

The trustees have established a vision and a set of values for the charity for the period to 2025:

To be an inspiring community hub for performing arts and other entertainment.

VALUES



OBJECTS 2019

In May 2019 the Charity Commission approved alteration to the charity's objects. The alterations were made to explain more clearly how it meets modern needs.

Our Charitable Objects for the benefit of the people of York and the surrounding areas are:

- The advancement of the arts, education and community through the provision of a theatre and associated facilities and to be a venue for social activities and meetings likely to benefit the Community.
- To facilitate the presentation of arts of all types both by and for the Community.
- To advance the knowledge and understanding of the Community in all of the performing arts by enabling access to them.
- To facilitate training and provide volunteer experience in all aspects of theatre operation and management.

In pursuing its Objects, the Charity will have regard to its Basis and Principles, being:

Basis

To be a vibrant community facility open to all.

Principles

- Respecting the unique worth of each person and group using the theatre's facilities.
- Encouraging people to fulfil their potential whether employed by or volunteering in support of the Charity, or in producing performances or displays in the theatre.
- Exercising responsible stewardship of the theatre land and buildings.

DIRECTORS' & TRUSTEES' REPORT

The directors (who are also trustees of the charity and are listed in the report below) are pleased to present their report together with the accounts of the charity for the year ended 31 August 2019.

Financial Summary

The Charitable Company made a surplus of £41,484 after depreciation, compared with last year's surplus of £31,144. Taking just operating income and costs (excluding grants and fundraising), there was a deficit of £32,801.

Income in the year amounted to £168,025 (2018/19: £196,738), whilst expenditure totalled £126,541 (2018/19: £169,594). The board continues with its policy of raising funds before committing to new items of expenditure.

Principal Funding Sources

The Charitable Company's main operating income is generated through hiring the theatre out to other organisations, £39,046 (2018/19: £76,478), front of house sales, £23,912 (2018/19: £41,690), fundraising events, £30,590 (2018/19: £41,236), grants and donations, £56,333 (2018/19: £8,461), and box office earnings, £13,749 (2018/19: £21,950). Other income in 2019-20 included publicity income, bank interest and vending machine takings. A grant of £25,000 from the Key Fund is treated as deferred income in the accounts. The charity was grateful to the City of York Council for extra rate relief.

On the balance sheet, there is a designated development fund of £86,000, arising from fundraising events in recent years. The unrestricted operating fund represents the Charitable Company's free reserves, which are retained for the general running costs of the theatre. The fund is now £129,020 (2018/19: £130,380). Total funds (including designated reserves and the value of the building) at the end of the year amount to £581,429 (2018/19: £539,945).

Funds have been deployed to improve the theatre over the past sixteen years and a total of £472,465 (2018/19: £449,115) has been invested in fixed assets to date, of which £291,080 (2018/19: £277,729) came from fundraising monies. Fixed assets are depreciated over the term of the asset's remaining useful life on a straight-line basis. The net book value of theatre improvements is currently £213,650 (2018/19: £211,806).

The level of reserves is felt to be sufficient to provide adequate financial flexibility. Potential development plans will require additional funding, which will be obtained before the board enters into any commitments.

Box Office

The box office system (launched in May 2016) is now a central feature of our operation.

We sold 19,625 tickets with a value of £249,618 for performances in 2019/20 - 73% of these tickets were bought online, with the remaining 27% sold by our helpful box office team, either in person at the theatre or over the phone. When forced to close we were able to relocate the box office system to some of the team's homes, where they set about the major task of refunding tickets for cancelled shows

In addition to selling tickets for productions the box office has provided a new source of donations for the theatre, with customers giving £7,611 of donations alongside ticket purchases or refunds in 2019/20.

We continue to work hard to utilise many features of our box office system for the benefit of our hirers and audience members. Examples include fundraising campaigns, selling theatre gift vouchers, being able to sponsor a seat online and the operation of our 'Friends of Joseph Rowntree Theatre' scheme.

Response to the Coronavirus Pandemic

Since the enforced closure of the theatre in March 2020 the charity has continued to function. Initially our focus was managing and responding to the closure but then turned to reopening the theatre and what support the theatre can provide to the community in the future.

Hire of the Theatre

The hire of the theatre was curtailed significantly by the pandemic. During the 2019/20 we welcomed 90 performances (2018/19: 150) being staged by 32 different events (2018/19: 56), from 29 hirers (2018/19: 43). Before the theatre closed, we had bookings from 55 hirers for 69 events and 170 performances – so we were on track for a record year.

The board is working on plans to be able to reopen the theatre as soon as practical.

Productions

2019/20 events included:

Breaking the Silents (Kieran White/Buster Keaton) | **Patience** (Jorvik Gilbert & Sullivan Company) | **Music Night: The Music Of The Music Halls** (Joseph Rowntree Theatre) | **Little Shop Of Horrors** (Bite My Thumb) | **Steve Cassidy & Friends** (The Steve Cassidy Band) | **Rebecca Newman & Friends** (Rebecca Newman) | **The Fire of Olympus or Sticking It To The Man** (Radius Opera Company) | **Magic Voices In Concert** (Magic Voices Ltd) | **In My Life – An Evening With Alan Johnson** (A Way With Media Productions) | **The Little Mermaid** (Victoria Rooke School of Dance & Drama) | **Chess The Musical** (The Bev Jones Music Company) | **Disney's Aladdin Jnr** (York Stage Musicals) | **Hairspray** (York Light Youth) | **Miracle On 34th Street** (NE Musicals York) | **Shakespeare Schools Festival** (Shakespeare Schools Foundation) | **Diamond Dance** (Evelyn Witcombe) | **Jesus Christ Superstar** (York Musical Theatre Company) | **Sinbad** (Rowntree Players) | **Music Night's 25th Anniversary Concert** (Joseph Rowntree Theatre) | **A Gala Christmas Concert** (Shepherd Group Brass Bands) | **The Adventures of Pinocchio** (Oddsocks Productions) | **York Residents' Festival** (Joseph Rowntree Theatre) | **A Nestlé conference** | **Decades** (Jazz Hands Dance and Musical Theatre) | **Made In Dagenham** (Joseph Rowntree Theatre) | **Chicago** (University of York Central Hall Musical Society) | **The Sorcerer** (University of York Gilbert & Sullivan Society) | **West End Nights** (NAP Music Productions) | **Sounding Brass And Voices** (York RI Golden Band and York Philharmonic Male Voice Choir) | **Pure Queen** (Wyrley (UK) Ltd) | **60s Showtime, A Music Night Production** (Joseph Rowntree Theatre) | **York Community Choir Festival** (The Joseph Rowntree Theatre)

Fundraising

Our fundraising events for the year raised a total of £30,590 gross (2018/19: £41,236). Grants and donations amounted to £56,333 (2018/19: £8461)

Building on the success of 'Kiss Me, Kate' last year, our own theatre company scored another hit with 'Made in Dagenham', based on a remarkable true story about the quest for equal pay at Ford's plant in

Dagenham in the 1960s. The year also included three of our own popular Music Night concerts and a six-night Choir Festival starring 28 choirs, York's premier platform for choirs. In all over 950 individuals took part including, for the first time, choirs from local primary and secondary schools.

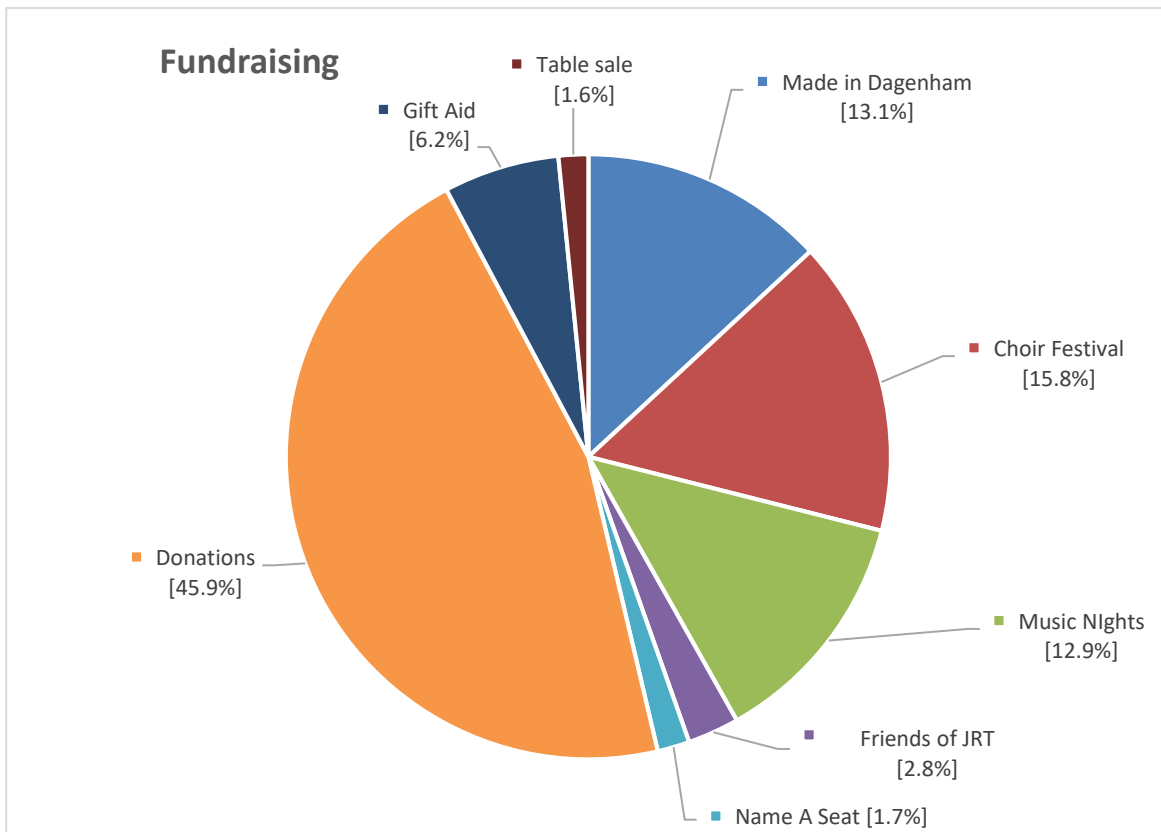
Our 'Friends of Joseph Rowntree Theatre' scheme comes with several levels of membership. We continued our 'Sponsor A Seat' scheme, but Coronavirus put paid to our two bookings for bric-a-brac, book and jewellery stalls and a café in the St Crux Church Hall in the centre of York. Instead, we held a Table Sale in the theatre grounds.

As ever, we are very grateful for donations from a variety of people and organisations it is clear many people hold fond memories of the Joseph Rowntree Theatre. We claim Gift Aid wherever possible and the board keeps the use of donated funds under constant consideration.

Funds received were used to purchase a new boiler, more radio microphones, a new electric piano and sound system improvements. We also received upgraded theatre curtains and flying equipment as gifts in kind.

Source of funds from fundraising:

(The chart below excludes gifts in kind, grants and a donation from Nestlé)



Future fundraising plans

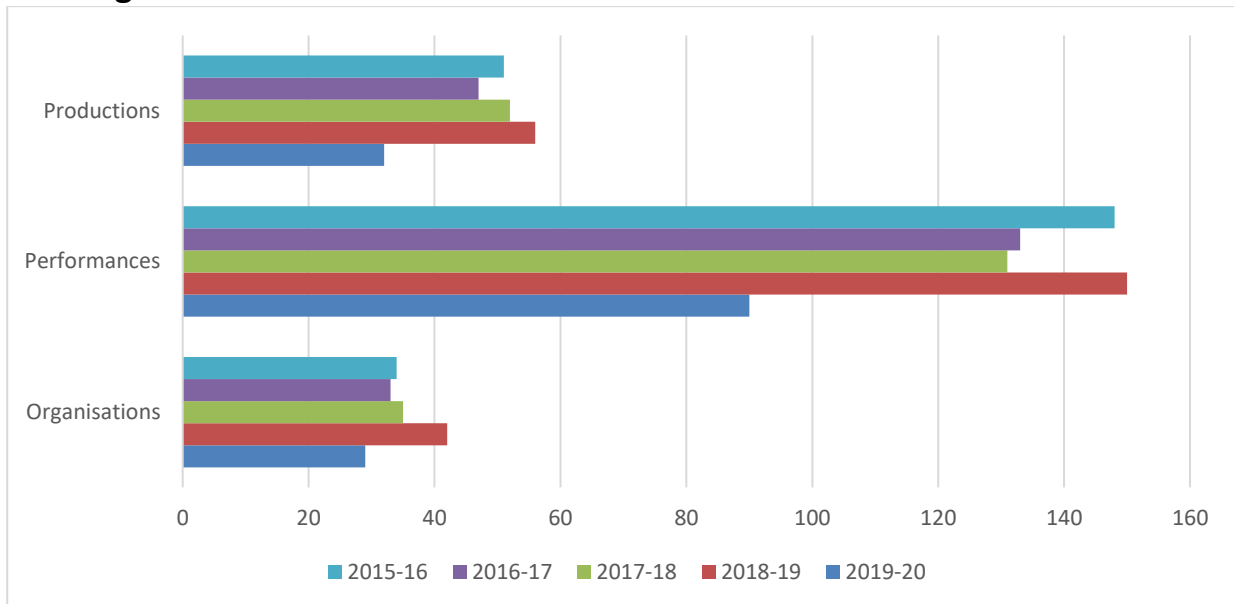
Although the theatre was closed as we came to our financial year-end, various fundraising campaigns carried on, and we expect to expand these during 2020/21. Not resting on its laurels, our own theatre company is planning to rehearse Kipps, the musical successor to Half A Sixpence, which has been rescheduled to be performed from February 2021 to July 2021.

We are also looking forward to being able to hold Music Night events, our ever-popular Choir Festival along with an increase of other events in the theatre. When circumstances permit, we will return to our twice-yearly St Crux Church Hall fundraising days, where we raise money and our local profile.

As reported last year, it is expected that the development plans for the theatre will require a significant increase in our fundraising activities. The trustees' plans for a major capital fundraising campaign have been hampered by Coronavirus. However, plans have progressed, and external professional fundraising advice and support is on the agenda for early in 2020/21.

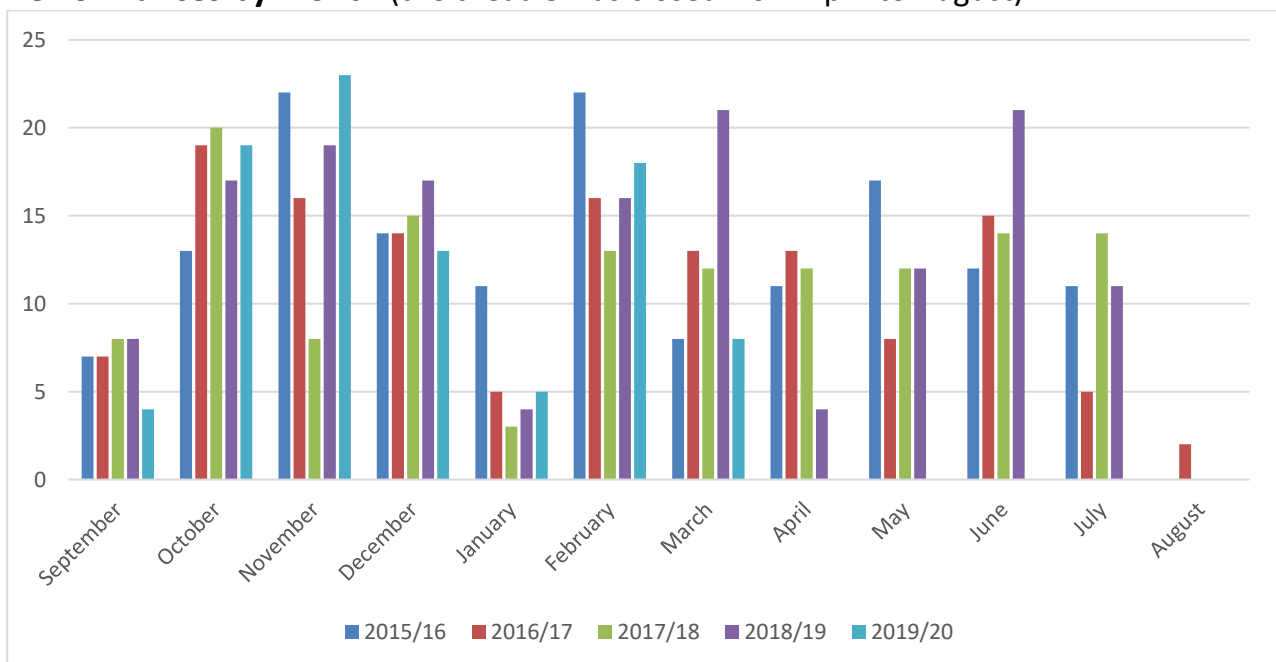
Statistics

Booking levels:

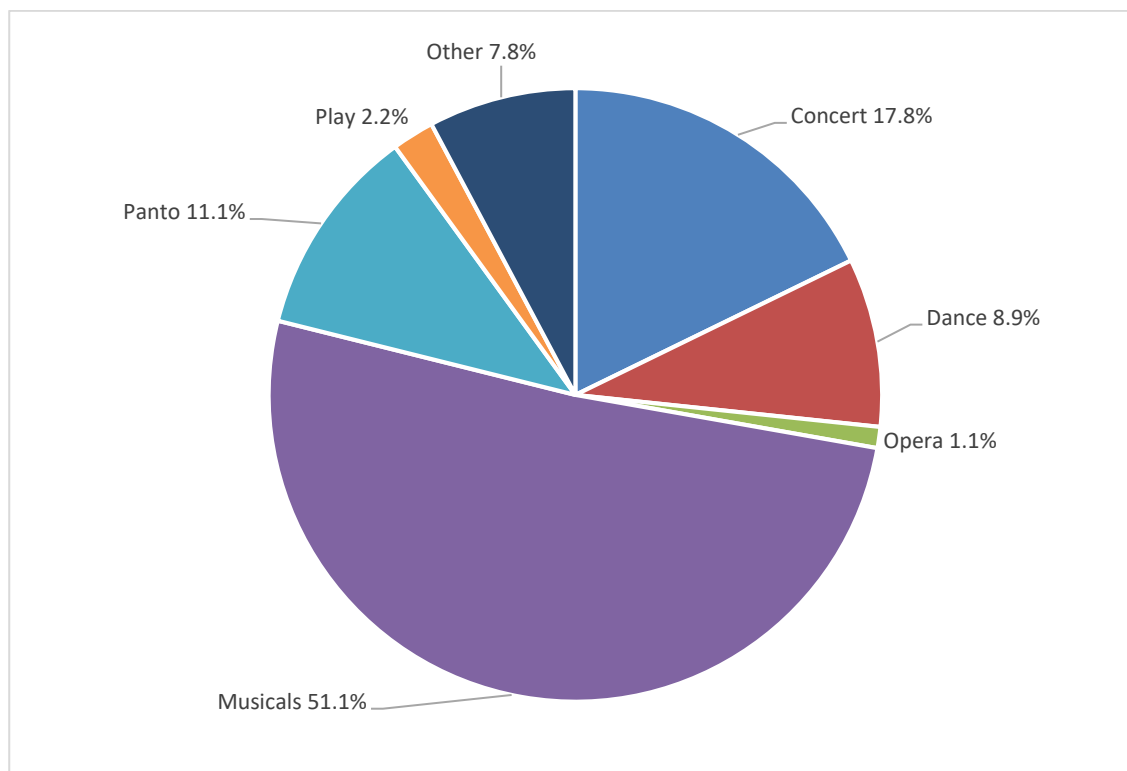


In 2019/20 the number of organisations using the theatre was 29 (2018/19: 42). The number of productions staged was 32 (2018/19: 56), and the number of performances was 90 (2018/19: 150).

Performances by month (the theatre was closed from April to August):



Performance type:



The majority, 51.1% (2018/19: 36.0%), of performances at the theatre were musical productions. Concerts amounted to 17.8% (2018/19: 21.3%). The next largest type of performance was the panto at 11.1% (2018/19: 6.7%), then dance shows (typically staged by local dance schools) accounting for 8.9% (2018/19: 14.7%). This year Coronavirus prevented many of our regular users from using the theatre.

The Joseph Rowntree Theatre Limited board is proud of the variety of performance types it can facilitate for its local community users and will continue to seek to expand on this in the future.

Plans for the Future at York's Art Deco Theatre

In 2019/20 the charity continued to undertake planning work to make significant improvements to the theatre. In particular, survey work was undertaken to assess repairs to both the fly tower and auditorium roofs.

We are continuing to plan for major development of the Joseph Rowntree Theatre to create a theatre that meets the expectations of our current and future audiences. The trustees are focusing on enabling the charity to thrive in the future through exploring how we can improve our engagement with the local community and create a hub of community activity.

The trustees continue to work on enhancing the profile of the Joseph Rowntree Theatre as a performance venue. This includes the use of a modernised website, social media and membership of Visit York and York CVS. Our box office continues to be a key tool, not just in selling tickets, but in developing audience profiles and targeted marketing.

The trustees are aware of the need to recruit additional volunteer stage managers to help manage the shows that come into the theatre. We are continuing our external recruitment campaigns to attract people

to get involved as well as developing a number of our current volunteer stage crew to help support stage management.

The trustees will be seeking to expand the opportunities for members of the local community to get involved, through volunteering and supporting the trustees for the benefit of York's Art Deco theatre.

The Team

The charity is managed and operated entirely by volunteer staff, with the exception of part-time cleaners whose services are provided through a contract cleaning company. Over the year about 170 volunteers have assisted the charity

As well as being required to ensure safe evacuation of audiences in the event of an emergency, the front of house stewards provide a vital role in welcoming and guiding audiences to their seats, selling programmes and providing refreshments during performances.

The principal operating roles are duty managers, stage managers, stage technicians, box office assistants and front of house stewards. New front of house stewards are trained using a carefully developed induction programme and all stewards are required to refresh their emergency evacuation training on an annual basis. There will, of course, be additional risk assessments and resulting safety procedures as we emerge from the Coronavirus pandemic.

The stage managers, who are responsible for organising the running of the shows held at the theatre, volunteer for the entire run of a show. Their role is vital in ensuring that productions run smoothly, by overseeing the technical operations that can include follow spotting, flying, sound operation and general scene changing work. There have been 55 technical volunteers over the course of the year.

On most Monday mornings the volunteer 'Monday Crew', a particularly dedicated team, can be found busy with minor repairs, checking and receiving supplies, and a host of other essential tasks that keep the theatre fit for purpose.

The charity also benefits from volunteers giving time to develop fundraising activities, ensure we have a presence on social media and general publicity, and in protecting and developing our theatre archives as well as supporting the trustees in their duties.

The board strongly supports flexibility within the volunteer programme, allowing volunteers to base their support on their own availability during performances.

However, with most front of house stewards volunteering to cover 10-20 performances each a year, it is estimated that they give a total of over 5,300 hours of service to the theatre in a normal year, and therefore play a vital part in the running of the theatre.

Due to the closure in March 2020, this figure was reduced to just over 3,000 hours in 2019/20. Equally important are the over 3,680 hours spent running the box office. Although there were fewer shows the box office staff put in many hours refunding tickets for the cancelled shows.

The stage crew have provided over 2,980 hours of service during the year (2018/19: 5,900). Several large-scale productions required stage managers to volunteer as much as 40 hours in a week and each evening/weekend performance requiring at least 3 hours of technical volunteer time.

The board has re-evaluated the commercial value of all volunteers (including themselves when assisting with events), in the light of the Real Living Wage. We have estimated the total hours volunteered in running

the theatre at 11,150 (2018/19:16,900) and now attribute a value to the services of all volunteers in the region of £130,400 (2018/19: £198,600).

In addition, the board has reviewed the commercial value of the director/trustee volunteer hours spent managing the charitable company. We estimate they have provided over 7,900 hours in discharging their management responsibilities, valued at £208,900.

The board remains grateful to the 170 volunteers who have contributed to keeping the theatre running at an affordable price for the amateur groups, schools and youth organisations that hire it. It is one of the great strengths of community theatre that such strong voluntary effort can be relied upon and every effort is made to encourage new volunteers to come forward and thus safeguard the future of this wonderful facility.

Structure, Governance and Management

The Charity is constituted as a Charitable Company Limited by Guarantee. The board of the charity at the end of the financial year consists of:

Directors	Managing Director
	Finance Director
	Technical Director
	Bookings Director
	Marketing Director
	Volunteering Director (1)
	Volunteering Director (2)
	Box Office Director (1)
	Box Office Director (2)
	Events and Fundraising Director & Company Secretary
	Assistant Fundraising Director
	Front of House Director
	Finance Trustee

Directors are all Trustees of the Joseph Rowntree Theatre Limited (The Charity).

All Trustees undertake to observe and be bound by the provision of the Charity's Articles of Association, last updated in May 2019.

The Board meets not less than ten times per calendar year. The Company Secretary keeps minutes of the meeting, which are circulated to members and approved at the subsequent meeting.

Minutes of all Board meetings are securely filed electronically.

The Board makes appropriate decisions on a majority vote providing a quorum is present. A quorum is six. If the Managing Director is not present at a meeting, the trustees present choose one of their number to act as chairman for the meeting.

The Managing Director has the power to take executive decisions on any urgent matters subject to consultation with at least two other members of the Board, either in person, by telephone or electronic communication. Any decision is subject to report and formal approval at the next available Board meeting.

Appointment of Trustees

Applications to join the board as a trustee are governed by the Charity's Recruitment Policy updated in October 2019, summarised below. This policy comes into force when:

- A current board member informs the Managing Director they wish to leave.
- The board decides to recruit an additional post.

Following the resignation of a board member the board decides if the post should be replaced.

All board vacancies are widely advertised and applicants apply in writing to the Managing Director within a defined time period. The board decides if a short list needs to be drawn up and short-listed candidates are invited to attend an informal meeting at the theatre with 2-3 board members. Applicants are provided with the following documents:

- Report and Accounts from the previous financial year
- Constitution of The Joseph Rowntree Theatre Ltd

Formal interviews are arranged with a minimum of three board members. Following the interviews, the selection panel reports back to the subsequent board meeting. For a successful appointment three quarters of the board must agree on the chosen applicant. After initial appointment there is a settling in period, after which, all being well, the board confirms the appointment.

Trustee induction and training

New trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the Charitable Company. During their induction they meet key volunteer workers and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Directors' and Trustees' responsibilities

Company law requires the directors/trustees to prepare financial accounts that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements and estimates that are reasonable and prudent; and,
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The directors/trustees are responsible for maintaining accounting records which disclose with reasonable accuracy at any point in time the financial position of the Charitable Company. The maintenance of these records enables them to ensure that the financial accounts comply with the Companies Act 2006 and applicable charity law. The directors/trustees 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.

In all the charity's fundraising activities the Trustees are committed to following the principles and practices as recommended by the Fundraising Regulator. We aim to be transparent and to operate with integrity, without putting any pressure on our donors. We respond promptly and with care to any complaints.

Related Parties

There are no related parties.

The Board

Members of the board

Members of the board, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are set out below:

Chair: Daniel Mark Shrimpton

Directors and Trustees: Keith Stephen Barnes
Gary Michael Bateson
Barbara Boyce – appointed October 2019
Alastair James Bush
Michael Cooper – resigned December 2020
Sian Eileen Goard
David Graham Holiday
Helen Louise Lay
David Graham Mitchell
Daniel Mark Shrimpton
Amy Smith – appointed October 2019, resigned December 2020
Moirra Tait
Susan Elizabeth Young

The board now has a membership of 13 people. The average attendance of board members at meetings in 2019/20 was 76.6%; the age range of the board is between 29 and 75.

Michael Cooper and Amy Smith have sadly left the board due to personal and work commitments; we thank them both for the work they have undertaken as directors and trustees of the charity and wish them well for the future.

From 5 October 2020, the board appoints a volunteer to the role of Company Secretary they attend board and other meetings as required but they are not a director or trustee of the charity.

Company Secretary: David Graham Mitchell – resigned 5 October 2020
Hannah Saxton – appointed 5 October 2020

Policies

Risk Management

The board undertakes an annual review of all SWOT (Strengths, Weaknesses, Opportunities and Threats) risk management assessments, along with all health and safety risk assessments for the operation of the theatre. Risk assessments related to Coronavirus have been carefully developed. The reserve policy is also subject to an annual review.

Investment powers and policy

Under the Memorandum and Articles of Association, the Charitable Company has the power to make any investments which the trustees see fit. However, the Charitable Company did not hold any investments during the year ending 31 August 2020 nor does it have any plans to do so in the immediate future. The Charitable Company holds a number of savings accounts with its bankers to maximise its income.

Reserves policy

From its inception, the board has consciously adopted an extremely prudent financial policy in that no capital or revenue improvements have been committed to until the necessary funds have been raised and are available. As a result, we have been able to invest some £462,466 in capital improvements without redress to loan finance or overdraft facilities and have ensured that monies raised from the charitable and business sector have been used directly for the purpose that they were given.

Exemptions

This report has been prepared in accordance with the special provisions of the Companies Act 2006 applicable to small companies.

By order of the board



Hannah Saxton

Company Secretary

Date: 1 February, 2021

THE JOSEPH ROWNTREE THEATRE LTD

REPORT OF THE INDEPENDENT EXAMINER
FOR THE YEAR ENDED 31 AUGUST 2020

I report to the charity trustees on the accounts of the Company for the year ended 31 August 2020, which are set out on pages 21 to 30.

Respective responsibilities of trustees and examiner

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with relevant accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (FRS102).

THE JOSEPH ROWNTREE THEATRE LTD

REPORT OF THE INDEPENDENT EXAMINER
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



P D Hughes F.C.A.

P D Hughes Consultancy Services Ltd

11 Sails Drive

York

YO10 3LR

Date: 1 February, 2021

THE JOSEPH ROWNTREE THEATRE LTD

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	Total funds 2020 £	Total funds 2019 £
Income			
Donations and grants	3	56,333	8,461
Charitable activities	4	79,489	145,933
Other trading activities	5	30,590	41,236
Investment income	6	<u>1,613</u>	<u>1,108</u>
Total income		<u>168,025</u>	<u>196,738</u>
Expenditure			
Charitable activities	7	<u>126,541</u>	<u>165,594</u>
Total expenditure		<u>126,541</u>	<u>165,594</u>
Net income and net movement in funds		41,484	31,144
Reconciliation of funds			
Total funds brought forward		<u>539,945</u>	<u>508,801</u>
Total funds carried forward		<u>581,429</u>	<u>539,945</u>

The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

There were no restricted funds in either year; all funds are unrestricted.

THE JOSEPH ROWNTREE THEATRE LTD
COMPANY NUMBER 04695301

BALANCE SHEET AT 31 AUGUST 2020

	Note	2020	2019
		£	£
Fixed assets			
Tangible assets	10	<u>366,409</u>	<u>364,565</u>
Current assets			
Stocks		2,080	2,168
Debtors	11	5,595	16,635
Cash at bank and in hand		<u>263,125</u>	<u>195,941</u>
		<u>270,800</u>	<u>214,744</u>
Liabilities			
Creditors: amounts falling due within one year	12	<u>55,780</u>	<u>39,364</u>
Net current assets		<u>215,020</u>	<u>175,380</u>
Net assets		<u>581,429</u>	<u>539,945</u>
The funds of the charity			
Unrestricted income funds	14	<u>581,429</u>	<u>539,945</u>
Total charity funds		<u>581,429</u>	<u>539,945</u>

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

For the financial year ended 31 August 2020 the company was entitled to exemption from audit under section 477 of the Companies Act 2006; and no notice has been deposited under section 476.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its surplus or deficit for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

THE JOSEPH ROWNTREE THEATRE LTD
COMPANY NUMBER 04695301

BALANCE SHEET AT 31 AUGUST 2020 (continued)

The financial statements were approved by the Board of Trustees on 1st February 2021 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'K Barnes', is written on a light-colored rectangular background.

.....
Keith Barnes
Director and Trustee
Date: 1st February 2021

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies

The accounting policies have been applied consistently throughout the year and in the preceding year.

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006 and with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (“the SORP”).

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Income recognition policies

Items of income are recognised and included in the financial statements when all of the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

In particular, where the terms of grant income are that it can only be utilised against expenditure in years following the balance sheet date, the grant is not recognised as income in the year but is instead treated as deferred income within creditors.

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred.

Expenditure on charitable activities comprises the costs of operating the theatre.

Governance costs are included within expenditure on charitable activities and are analysed separately in the notes to the financial statements. They include those costs associated with meeting the constitutional and statutory requirements of the charity, such as accountancy and other costs linked to the strategic management of the charity.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

1 Accounting policies (continued)

Tangible fixed assets

Depreciation and amortisation are provided at the following rates in order to write each asset down to its residual value over its useful life:

Theatre improvements	Up to 30 August 2017: over term of lease on straight line basis. From 31 August 2017: remaining useful life (straight line basis).
Other equipment	Five years (straight line basis).
Land and buildings	Freehold land is not depreciated. No depreciation is provided on freehold buildings. The directors anticipate that, for the foreseeable future, their estimated residual value will not be less than their book value in these financial statements. This departure from statutory accounting principles is permitted by Companies Act 2006 section 396 (5) for the overriding purpose of presenting a true and fair view.

Stocks

Stocks are valued at the lower of cost and net realisable value after making allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. There were no restricted funds during the year.

2 Liability of members

The Joseph Rowntree Theatre Ltd is a company limited by guarantee. The liability of each member is limited to a sum not exceeding £1.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

3 Donations and grants

	2020	2019
	£	£
Grants	10,000	-
Other donations	<u>46,333</u>	<u>8,461</u>
	<u>56,333</u>	<u>8,461</u>

4 Income from charitable activities

Theatre hire	38,696	76,478
Front of house sales	23,912	41,690
Radio microphone hire	350	1,208
Drinks machine	921	1,720
Box office earnings	13,749	21,950
Advertising and publicity	<u>1,861</u>	<u>2,887</u>
	<u>79,489</u>	<u>145,933</u>

5 Other trading activities

Joseph Rowntree Theatre concert income	524	2,768
Music nights	6,455	6,825
Name a seat	600	1,000
St Crux	-	4,062
Made in Dagenham	14,714	-
Choir Festival	6,256	6,752
Kiss Me Kate	-	18,241
Gift Aid tax credits	<u>2,041</u>	<u>1,588</u>
	<u>30,590</u>	<u>41,236</u>

6 Investment income

All of the charity's investment income arises from money held in interest bearing deposit accounts.

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

7 Analysis of expenditure on charitable activities

	Basis of allocation	Charitable activities	Governance costs	Total 2020	Total 2019
	£	£	£	£	£
Costs directly allocated to activities:					
Health and safety	Direct	148	-	148	146
Stage equipment and consumables	Direct	2,206	-	2,206	2,030
Costs of running events	Direct	13,819	-	13,819	14,149
Costs of fundraising	Direct	260	-	260	684
Friends of JRT costs	Direct	280	-	280	690
PRS adjustment	Direct	403	-	403	144
Repairs and maintenance	Direct	19,574	-	19,574	27,635
Rates and water	Direct	1,402	-	1,402	2,299
Cleaning	Direct	5,819	-	5,819	9,187
Licences	Direct	201	-	201	315
Front of house	Direct	9,541	-	9,541	17,651
Publicity and advertising	Direct	7,744	-	7,744	16,050
Support costs allocated to activities:					
Heat and light	Usage	11,288	-	11,288	13,340
Administration and postage	Usage	1,739	-	1,739	1,286
Insurance	Usage	6,285	-	6,285	5,880
Independent examination and accountancy	Usage	-	1,965	1,965	1,789
Legal and professional	Usage	568	-	568	993
Telephone and broadband	Usage	1,469	-	1,469	1,434
Website	Usage	1,581	-	1,581	6,448
Training	Usage	1,352	-	1,352	1,207
Bad debts	Usage	897	-	897	-
Depreciation	Usage	21,507	-	21,507	21,730
Profit on sale of fixed asset	Usage	(833)	-	(833)	-
Box office running	Usage	<u>17,326</u>	<u>-</u>	<u>17,326</u>	<u>20,507</u>
		<u>124,576</u>	<u>1,965</u>	<u>126,541</u>	<u>165,594</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

8 Net income for the year

Net income for the year is stated after charging:

	2020	2019
	£	£
Depreciation of tangible fixed assets – owned assets	21,507	21,730
Fees paid to independent examiner:		
Independent examination	1,100	1,100
Other accountancy, VAT and consultancy services	600	420

9 Trustees' remuneration and expenses

During the year the charitable company did not have any employees.

No trustees received remuneration nor were reimbursed in respect of out-of-pocket expenses during the year in relation to their trustee duties.

10 Tangible fixed assets

	Land and buildings	Theatre improvements	Other equipment	Total
	£	£	£	£
Cost:				
At 1 September 2019	152,759	444,966	4,150	601,875
Additions	<u> -</u>	<u>23,351</u>	<u> -</u>	<u>23,351</u>
At 31 August 2020	<u>152,759</u>	<u>468,317</u>	<u>4,150</u>	<u>625,226</u>
Depreciation:				
At 1 September 2019	-	233,160	4,150	237,310
Charge for the year	<u> -</u>	<u>21,507</u>	<u> -</u>	<u>21,507</u>
At 31 August 2020	<u> -</u>	<u>254,667</u>	<u>4,150</u>	<u>258,817</u>
Net book value:				
At 31 August 2020	<u>152,759</u>	<u>213,650</u>	<u> -</u>	<u>366,409</u>
At 31 August 2019	<u>152,759</u>	<u>211,806</u>	<u> -</u>	<u>364,565</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

11 Debtors

	2020	2019
	£	£
Trade debtors	120	2,151
Other debtors	2,463	6,994
VAT	2,595	-
Prepayments and accrued income	<u>417</u>	<u>7,490</u>
	<u>5,595</u>	<u>16,635</u>

12 Creditors: amounts falling due within one year

Trade creditors	1,899	1,985
Other creditors	48,654	29,048
Accruals and deferred income	<u>5,227</u>	<u>8,331</u>
	<u>55,780</u>	<u>39,364</u>

13 Analysis of net assets between funds

	General funds	Designated funds	Total funds
	£	£	£
Tangible fixed assets	366,409	-	366,409
Current assets	184,800	86,000	270,800
Creditors: amounts falling due within one year	<u>(55,780)</u>	<u>-</u>	<u>(55,780)</u>
Net assets at 31 August 2020	<u>495,429</u>	<u>86,000</u>	<u>581,429</u>

THE JOSEPH ROWNTREE THEATRE LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

14 Movement in funds

	1 September 2019	Income	Expenditure	Transfers	31 August 2020
	£	£	£	£	£
Unrestricted income funds:					
Operating fund	130,380	168,025	(126,541)	(42,844)	129,020
Fixed assets fund	364,565	-	-	1,844	366,409
Designated funds:					
Development reserve	<u>45,000</u>	—	—	<u>41,000</u>	<u>86,000</u>
Total funds	<u>539,945</u>	<u>168,025</u>	<u>(126,541)</u>	—	<u>581,429</u>

The theatre is planning a major development which will require substantial new funds. The development reserve represents donations and other net income set aside for the development.

THE JOSEPH ROWNTREE THEATRE LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2020

	Total funds 2020	Total funds 2019
	£	£
Income		
Theatre hire	38,696	76,478
Front of house sales	23,912	41,690
Box office earnings	13,749	21,950
Drinks machine	921	1,720
Advertising and publicity	1,861	2,887
Radio microphone hire	350	1,208
Grants and donations	56,333	8,461
Fundraising	<u>30,590</u>	<u>41,236</u>
	166,412	195,630
Bank interest	<u>1,613</u>	<u>1,108</u>
Total income	168,025	196,738
Expenditure (page 32)	<u>(126,541)</u>	<u>(165,594)</u>
Net income for the year	<u>41,484</u>	<u>31,144</u>

THE JOSEPH ROWNTREE THEATRE LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2020 (continued)

	Total funds 2020	Total funds 2019
	£	£
Expenditure		
Direct charitable expenditure		
Health and safety	148	146
Stage equipment and consumables	2,206	2,030
Costs of running events	13,819	14,149
Repairs and maintenance	19,574	27,635
Costs of fundraising	260	684
Friends of JRT costs	280	690
PRS adjustment	403	144
Rates and water	1,402	2,299
Cleaning	5,819	9,187
Licences	201	315
Front of house	9,541	17,651
Publicity and advertising	<u>7,744</u>	<u>16,050</u>
	<u>61,397</u>	<u>90,980</u>
Administrative expenditure		
Heat and light	11,288	13,340
Administration and postage	1,739	1,286
Insurance	6,285	5,880
Accountancy and independent examination	1,965	1,789
Legal and professional	568	993
Telephone and broadband	1,469	1,434
Website	1,581	6,448
Training	1,352	1,207
Bad debts	897	-
Depreciation	21,507	21,730
Profit on sale of fixed asset	(833)	-
Box office running costs	<u>17,326</u>	<u>20,507</u>
	<u>65,144</u>	<u>74,614</u>
Total expenditure	<u>126,541</u>	<u>165,594</u>