



**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  
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YO32 9GZ

### Solicitors

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Stamford House  
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York  
YO1 9PP

### Bankers

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Parliament Street  
York  
YO1 8XS

Hampshire Trust Bank  
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EC2N 3AS

Shawbrook Bank  
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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.

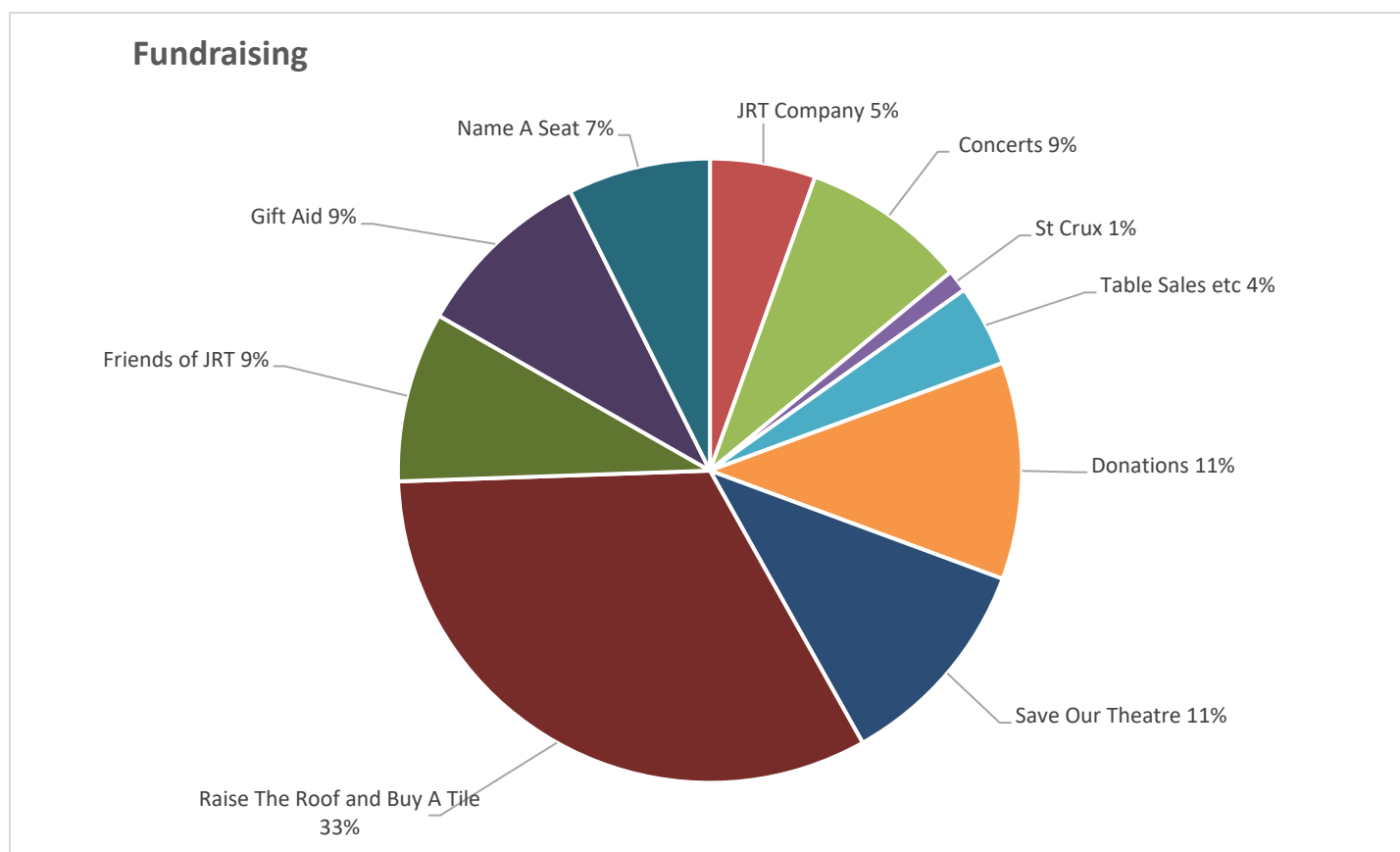
Our 'Friends of Joseph Rowntree Theatre' scheme continued with several levels of membership, and we continued our 'Sponsor A Seat' scheme. We were able to hold one event at St Crux Church Hall in the centre of York – a café plus bric-a-brac, books and jewellery stalls; also a Table Sale at the theatre. 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

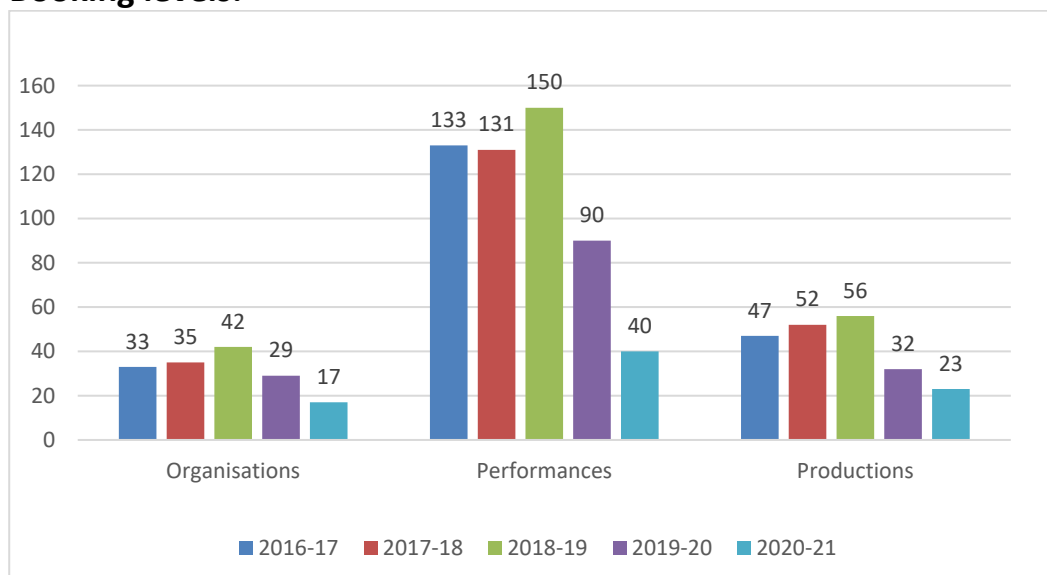
Although the theatre was closed as we started the financial year, various fundraising campaigns carried on, and they are continuing during 2021/22. Our own theatre company has been busy rehearsing Kipps, the musical successor to Half A Sixpence, which has been rescheduled to be performed in February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

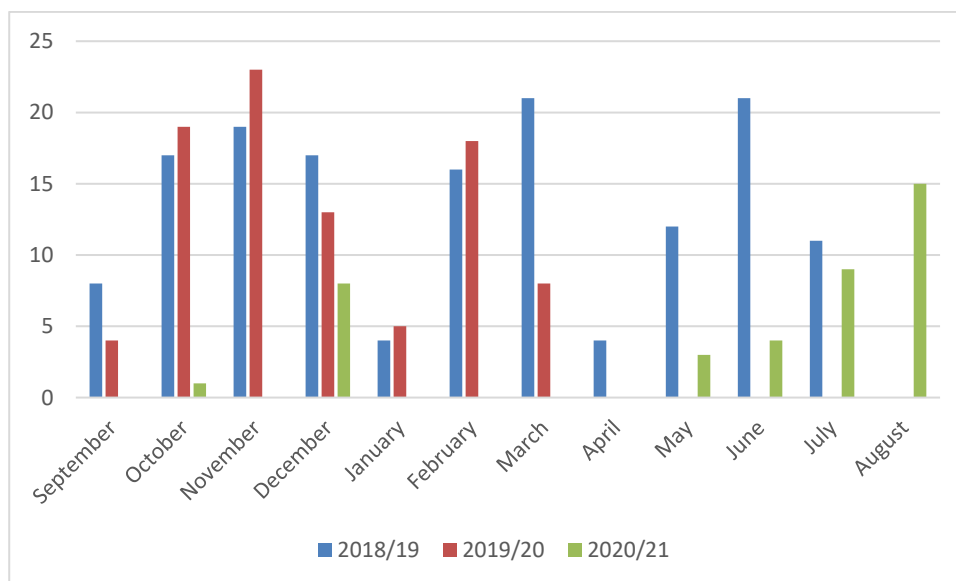
### Booking levels:



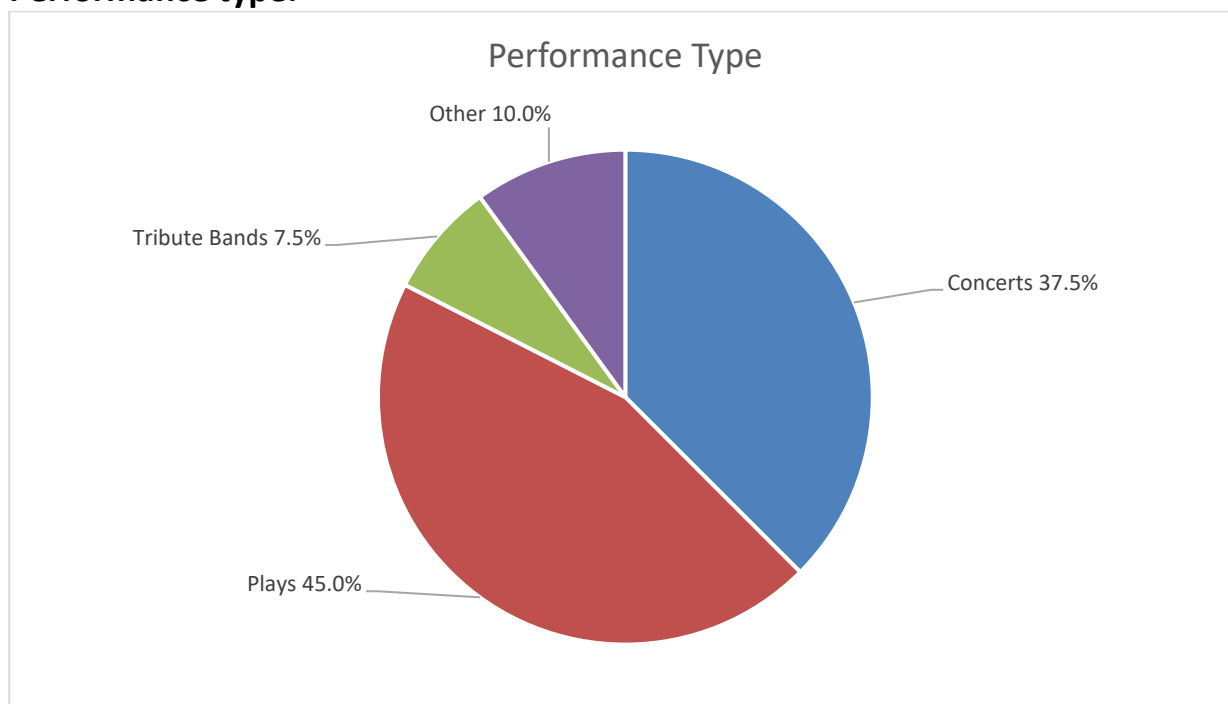
In 2020/21 the number of organisations using the theatre was 17 (2019/20: 29). The number of productions staged was 23 (2019/20: 32), and the number of performances was 40 (2019/20: 90).

# 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

# DIRECTORS' & TRUSTEES' REPORT

The board now has a membership of 14 people. The average attendance of board members at meetings in 2020/21 was 91%, the age range of the board is between 33 and 75.

From 5 October 2020, the board 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:                      David Graham Mitchell – resigned 30 September 2020  
   Hannah Meirion Saxton – appointed 1 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 2021 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 £502,204 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:

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

	<b>Note</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income from:</b>					
Donations and grants	<b>3</b>	57,621	-	57,621	57,184
Charitable activities	<b>4</b>	11,026	2,500	13,526	79,489
Fundraising activities	<b>5</b>	19,371	-	19,371	29,739
Investments	<b>6</b>	690	-	690	1,613
Other		53	-	53	-
<b>Total Income</b>		<b>88,761</b>	<b>2,500</b>	<b>91,261</b>	<b>168,025</b>
<b>Expenditure on:</b>					
Charitable activities	<b>7</b>	110,130	2,500	112,630	126,541
<b>Total expenditure</b>		<b>110,130</b>	<b>2,500</b>	<b>112,630</b>	<b>126,541</b>
Net income and net movement in funds		(21,369)	-	(21,369)	41,484
<b>Reconciliation of funds:</b>					
Total funds brought forward	<b>14</b>	581,429	-	581,429	539,945
Total funds carried forward	<b>14</b>	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
		£	£
<b>Fixed assets</b>			
Tangible assets	10	<u>372,444</u>	<u>366,409</u>
<b>Current assets</b>			
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>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	12	<u>(92,527)</u>	<u>(55,780)</u>
<b>Net current assets</b>		<u>187,616</u>	<u>215,020</u>
<b>Net assets</b>		<u>560,060</u>	<u>581,429</u>
<b>The funds of the charity</b>			
Unrestricted income funds	15	<u>560,060</u>	<u>581,429</u>
<b>Total charity funds</b>		<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 11<sup>th</sup> April 2022 and were signed on its behalf by:

**Keith Barnes**  
Director and Trustee

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

## 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
	£	£	£	£	£
<b>Costs directly allocated to activities:</b>					
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
<b>Support costs allocated to activities:</b>					
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>-</u>	<u>-</u>	<u>41,000</u>	<u>86,000</u>
Total funds	<u>539,945</u>	<u>168,025</u>	<u>(126,541)</u>	<u>-</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  £
<b>Income</b>		
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>
<b>Total income</b>	91,261	168,025
<b>Expenditure (page 34)</b>	(112,630)	(126,541)
<b>Net (expenditure)/income for the year</b>	<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  £
<b>Expenditure</b>		
<b>Direct charitable expenditure</b>		
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>
<b>Administrative expenditure</b>		
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>
<b>Total expenditure</b>	<u>112,630</u>	<u>126,541</u>