

RUGBY THEATRE

England & Wales · Charity number 1154359

Details

Status	Registered
Legal form	Charitable company
Company number	08363016
Registered	2013-10-28
Register	View on the Charity Commission register

Contact

Address	Rugby Theatre Central Hall Henry Street Rugby CV21 2QA
Phone	01788541234
Email	secretary1@rugbytheatre.co.uk
Website	www.rugbytheatre.co.uk

Activities

Objects: THE FOUNDATION AND MAINTENANCE OF A REPERTORY THEATRE IN RUGBY AND/OR SUCH OTHE PLACE OR PLACES IN ENGLAND AND WITH OR WITHOUT SUCH ANCILLARY SCHOOLS OF INSTRUCTION FOR THE ADVANCEMENT OF THE KNOWLEDGE OF THE HISTORY, ART AND PRACTICE OF THE DRAMA BY MEANS OF PERFORMANCES OF PLAYS, LECTURES AND SUCH OTHER METHODS AS THE TRUSTEES SHALL FROM TIME TO TIME FIT.

Activities: The provision of a repertory theatre in Rugby and the furtherance of education on the history, art and practice of drama.

Classification

- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, The General Public/mankind

Geography

- Leicestershire
- Northamptonshire
- Warwickshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-01-31	£322,697	£269,904	-	-
2024-01-31	£314,585	£268,047	-	-
2023-01-31	£193,319	£178,444	-	-
2022-01-31	£20,644	£78,712	-	-
2021-01-31	£51,289	£99,306	-	-

Trustees

Name	Role	Appointed
DAVID FREDERICK RATCLIFFE		2019-07-14
Debbie Hibberd		2015-09-06
EMMA LOUISE BRIGHT		2014-07-17
Gemma Louise Kettle		2025-12-01
Mark Anthony Paul Tolchard		2015-09-06
Mark Rumsey		2023-07-09
Matthew Joseph Peter Craddock		2019-07-14
Paul Anthony Leonard		2019-07-14
Philip John Kettle		2020-05-03
RICHARD PLAYER GRAIN		2017-09-02
Wendy Kay		2023-11-12

RUGBY THEATRE

England & Wales - Charity number 1154359

Accounts

REGISTERED COMPANY NUMBER: 08363016 (England and Wales)
REGISTERED CHARITY NUMBER: 1154359

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 January 2025
for
Rugby Theatre

Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

Rugby Theatre

Contents of the Financial Statements
For The Year Ended 31 January 2025

	Page
Report of the Trustees	1 to 5
Independent Examiner's Report	6
Statement of Financial Activities	7
Balance Sheet	8 to 9
Notes to the Financial Statements	10 to 13

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 January 2025. The trustees have adopted the provisions of 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 (FRS102 1A) (effective 1 January 2019).

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08363016 (England and Wales)

Registered Charity number

1154359

Registered office

Henry Street

Rugby

Warwickshire

CV21 2QA

Trustees

E L Bright

M J P Craddock

R P Grain FCA

D Hibberd [Chair]

W Kay

P Kettle

P A Leonard

M Rumsey

D F Ratcliffe

M A P Tolchard

Company Secretary

R P Grain

Independent examiner

Mark Palmer

FCA

Cottons Accountants LLP

Chestnut Field House

Chestnut Field

Rugby

Warwickshire

CV21 2PD

Solicitors

Brethertons

Montague House

2 Clifton Road

Rugby

CV21 3PX

Bankers

Lloyds Bank plc

14 Church Street

Rugby

CV21 3PL

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Organisation is a Charitable Company limited by guarantee, incorporated 16 January 2013 and registered as a charity on 28 October 2013. The Company was established under a Memorandum of Association which established the objects and powers of the Charitable Company and is governed by its Articles of Association.

Organisational structure

The ultimate governing body of the Theatre is the Board of Trustees.

The Board comprises up to four trustees elected by the membership, up to six executive trustees which are appointees to Theatre Director posts and up to a further six trustees will be co-opted to complement the skillset of the Board of Trustees.

The six executive trustees, which are all volunteer roles, are:

- the Artistic Director [currently a joint appointment]
- the Customer Services Director
- the Estates Director
- the Finance Director
- the Marketing Director
- the Safeguarding Director

New trustees undergo an induction process where they are given a briefing on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making process, the business plan and recent financial performance of the charity. New trustees are given opportunities to meet other trustees prior to their attendance at the first applicable board meeting and also meet with key members of the Director team.

There are three sub-committees of the Board, being:

- Executive Directors' Committee
- Planning and Operations
- Safeguarding

The Executive Directors' Committee has been established to oversee the detailed management of the theatre, freeing up the Trustee Board to focus on the strategy of the charity. The previous Finance and Estates Committee has been subsumed into this committee.

Planning and Operations sub-committee has responsibility for the theatre programme and includes representation from the theatre's group leaders. This is a large committee essential to ensure that members have a voice in what is primarily a membership organisation.

Safeguarding continues to manage the theatre's responsibilities to the young and vulnerable members of the theatre.

EL Bright, D Hibberd, M Rumsey and MAP Tolchard were initially elected as trustees by the membership but have subsequently been appointed to Executive Director roles.

The Executive Director appointees are:

- Joint Artistic Directors: E Bright and MAP Tolchard, appointed 12 November 2023
- Customer Services Director: M Rumsey, appointed 3 March 2024
- Estates Director: P Kettle, appointed 3 May 2020
- Finance Director: RP Grain FCA, appointed 3 May 2020
- Marketing Director: W Kay, appointed 12 November 2023
- Safeguarding Director: vacant, interim cover by D Hibberd from 2 April 2022

The co-opted trustees are M J P Craddock, P A Leonard and D F Radcliffe.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

A risk register is maintained and reviewed regularly to ensure that systems are in place to mitigate exposure.

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2025

OBJECTIVES AND ACTIVITIES

Objectives and aims

The objects of the Theatre (as declared in the Theatre's Memorandum and Articles of Association) are to study Operatic, Dramatic and other works and to give performances of such works for educational purposes and for the promotion of dramatic art.

Mission

- To be the best we can be.

Vision

- To enhance the experience of our members.
- To give visitors a theatrical experience to remember through their whole theatre journey, from ticket purchase and what our theatre has to offer, to how they experience shows.
- To captivate and capture the imagination of the audience with quality live shows that are diverse and highly engaging.

Values

- Professional
- Enthralling
- Warm and welcoming
- Captivating
- Involving

The charity gives careful consideration to the Charity Commission's general guidance on public benefit when setting objectives and planning activities.

Achievement and Performance

The Theatre's activities focus on the provision of a regular theatre experience for the people of Rugby and its surrounding areas.

In recent years prior to the Covid-19 pandemic, the Theatre has presented a core programme of ten shows each year - a total of 80 performances attracting an audience of over 12,000 people. This programme is supported by music hall, studio productions, poetry readings and film screenings.

The Theatre has, like many voluntary organisations, suffered from reduced volunteer members in the post-pandemic period. The programme continues therefore to be limited to seven or eight shows each year, together with a Fringe week. The reduced programme delivered 75 performances attracting over 13,800 people.

Membership of the Theatre provides opportunities to participate in all aspects of theatre; acting, backstage support, front of house and maintenance to name a few. The Theatre continues to train and develop members in a variety of skills and has been particularly successful in training new show directors.

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2025

FINANCIAL REVIEW

This has been another challenging year, principally due to limited volunteer resources which remain around one third lower than pre-pandemic levels of support, like many organisations which rely on volunteers.

That said, the theatre's member volunteers rose to the challenges of delivering an ambitious programme which comprised two plays and three musicals and a pantomime.

Film revenue continued to fall short of target due to the continued impact of the pandemic on the film production industry and the strike by film industry creatives.

The investment in the enhanced bar facilities has continued to deliver improved revenue and contribution.

Overall, the theatre has experienced a very successful year, in terms of audiences and financial out-turn.

Reserves policy

The trustees consider that the charity should maintain sufficient reserves to ensure that the charity is able to maintain the level of services to the members and the public for the foreseeable future.

Unrestricted Funds:

Rugby Theatre operates a rolling 12-month programme of activities. To support this Rugby Theatre maintains unrestricted funds at least equal to the annual running costs of the theatre which are currently c£95,000. These unrestricted funds are therefore held to mitigate any unforeseen events that could prevent the Theatre from staging shows and therefore not generate income. At 31 January 2025, unrestricted funds are c £252,000.

Designated Funds:

The Infrastructure Project Fund holds designated funds from legacies received from past active members. The legacies were received without restriction but the trustees designated the funds in accordance with the donors' wishes to support major infrastructure projects in the theatre.

The Cyclical Maintenance Fund holds designated funds set aside to fund major cyclical repairs. The fund was established in 2019 and is funded at £20,000 per annum. The purpose of the fund is to support the higher maintenance costs associated with operating from older buildings. At 31 January 2025, the Cyclical Maintenance Funds stands at £123,713.

Investment policy

The trustees have a cautious approach to investment. Monies are held on deposit with UK banks together with a modest investment in an income bond.

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2025

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Rugby Theatre for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business
- state where applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 15 August 2025 and signed on its behalf by:

D Hibberd - Trustee

**Independent Examiner's Report to the Trustees of
Rugby Theatre**

Independent Examiner's Report to the trustees of Rugby Theatre

I report to the charity trustees on my examination of the accounts of Rugby Theatre for the year ended 31 January 2025 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and the related notes.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the charity 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.

Independent examiner's statement I have completed my examination.

Since the charity's gross income exceeded £250,000, the independent examiner must be a member of a body listed in section 145 of the Charities Act 2011. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

I can 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 accordance with section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements under 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 Charities SORP (FRS 102).

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.

Mark Palmer
FCA
Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

15 August 2025

Rugby Theatre

Statement of Financial Activities For The Year Ended 31 January 2025

	Notes	General fund £	Designated funds £	Year ended 31/1/25 Total funds £	Year ended 31/1/24 Total funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income		4,096	-	4,096	4,977
Investment income	2	2,539	6,317	8,856	652
Incoming resources from charitable activities					
Operation of theatre		309,745	-	309,745	308,956
Other incoming resources		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total incoming resources		<u>316,380</u>	<u>6,317</u>	<u>322,697</u>	<u>314,585</u>
RESOURCES EXPENDED					
Charitable activities					
Operation of theatre		267,692	-	267,692	266,676
Governance costs		<u>2,212</u>	<u>-</u>	<u>2,212</u>	<u>1,371</u>
Total resources expended		<u>269,904</u>	<u>-</u>	<u>269,904</u>	<u>268,047</u>
NET (OUTGOING) / INCOMING RESOURCES		46,476	6,317	52,793	46,538
Transfers to/(from) Designated Funds		<u>(14,206)</u>	<u>14,206</u>	<u>-</u>	<u>-</u>
NET MOVEMENT IN FUNDS		<u>32,270</u>	<u>20,523</u>	<u>52,793</u>	<u>46,538</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>1,108,179</u>	<u>242,545</u>	<u>1,350,724</u>	<u>1,304,186</u>
TOTAL FUNDS CARRIED FORWARD		<u>1,140,449</u>	<u>263,068</u>	<u>1,403,517</u>	<u>1,350,724</u>

Rugby Theatre

Balance Sheet
At 31 January 2025

		General fund	Designated	31/1/25	31/1/24
	Notes	£	fund	Total funds	Total funds
			£	£	£
FIXED ASSETS					
Tangible assets	5	874,298	-	874,298	914,895
CURRENT ASSETS					
Stocks		4,258	-	4,258	4,544
Debtors	6	16,064	-	16,064	6,342
Investments	7	10,000	-	10,000	10,000
Cash at bank		<u>263,309</u>	<u>263,068</u>	<u>526,377</u>	<u>440,863</u>
		293,631	263,068	556,699	461,749
CREDITORS					
Amounts falling due within one year	8	(27,480)	-	(27,480)	(25,920)
NET CURRENT ASSETS		<u>266,151</u>	<u>263,068</u>	<u>529,219</u>	<u>425,829</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,140,449	263,068	1,403,517	1,350,724
CREDITORS					
Amounts falling due after more than one year	9	-	-	-	-
NET ASSETS		<u>1,140,449</u>	<u>263,068</u>	<u>1,403,517</u>	<u>1,350,724</u>
FUNDS	12				
Unrestricted funds				<u>1,403,517</u>	<u>1,350,724</u>
TOTAL FUNDS				<u>1,403,517</u>	<u>1,350,724</u>

Rugby Theatre

Balance Sheet - continued

At 31 January 2025

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 January 2025.

The members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 January 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 15 August 2025 and were signed on its behalf by:

D Hibberd - Trustee

R P Grain - Trustee

Rugby Theatre

Notes to the Financial Statements For The Year Ended 31 January 2025

1. ACCOUNTING POLICIES

Accounting convention

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Incoming resources

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income generated from show performances including refreshments income is accounted for on the accruals basis.

Grants and donations are accounted for in the period to which they relate.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Land and buildings	- 2% and 5% on cost
Fixtures and Fittings etc	- 20% on reducing balance and 10% on cost

Stocks

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

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

VAT

The theatre is registered for VAT and is subject to the partial exemption rules. It is therefore able to recover a proportion of the input tax incurred. The irrecoverable VAT is included in the accounts as an expense.

2. INVESTMENT INCOME

	Year ended 31/1/25 £	Year ended 31/1/24 £
Investment income	8,856	323
Miscellaneous income	-	329
	<u>8,856</u>	<u>652</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2025

3. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	Year ended 31/1/25 £	Year ended 31/1/24 £
Depreciation - owned assets	46,352	46,245
Independent examination	1,730	1,371
Other services	<u>-</u>	<u>-</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits or the year ended 31 January 2025 nor for the year ended 31 January 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 January 2025 nor for the year ended 31 January 2024.

5. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Totals £
COST			
At 1 February 2024	991,529	475,695	1,467,224
Additions	-	5,755	5,755
Disposals	<u>-</u>	<u>258</u>	<u>258</u>
At 31 January 2025	<u>991,529</u>	<u>481,192</u>	<u>1,472,721</u>
DEPRECIATION			
At 1 February 2024	173,393	378,936	552,329
Charge for year	26,926	19,332	46,258
Disposals	<u>-</u>	<u>164</u>	<u>164</u>
At 31 January 2025	<u>200,319</u>	<u>398,104</u>	<u>598,423</u>
NET BOOK VALUE			
At 31 January 2025	<u>791,210</u>	<u>83,088</u>	<u>874,298</u>
At 31 January 2024	<u>818,136</u>	<u>96,759</u>	<u>914,895</u>

6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/25 £	31/1/24 £
Other debtors	<u>16,064</u>	<u>6,342</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2025

7. CURRENT ASSET INVESTMENTS

	31/1/25	31/1/24
	£	£
Unlisted investments	<u>10,000</u>	<u>10,000</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/25	31/1/24
	£	£
Bank loans and overdrafts	-	1,814
Trade creditors	19,455	12,744
Taxation and social security	3,153	1,729
Other creditors	<u>4,872</u>	<u>9,633</u>
	<u>27,480</u>	<u>25,920</u>

9. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31/1/25	31/1/24
	£	£
Bank loans	-	-
Other creditors	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>

10. SECURED DEBTS

The following secured debts are included within creditors:

	31/1/25	31/1/24
	£	£
Bank loans	<u>-</u>	<u>1,814</u>

The bank loan was repayable over 10 years commencing in March 2014. Interest was charged at 3.79% above the base rate. The loan was secured by a legal mortgage on the property at 2 Henry Street, Rugby.

Rugby Theatre

Notes to the Financial Statements - continued For The Year Ended 31 January 2025

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General fund	Designated funds	31/1/25 Total funds	31/1/24 Total funds
	£	£	£	£
Fixed assets	874,298	-	874,298	914,895
Current assets	293,631	263,068	556,699	461,749
Current liabilities	(27,480)	-	(27,480)	(25,950)
Long term liabilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>1,140,449</u>	<u>263,068</u>	<u>1,403,517</u>	<u>1,350,724</u>

12. MOVEMENT IN FUNDS

	At 1/2/24 £	Net movement in funds £	At 31/1/25 £
Unrestricted funds			
General fund	1,108,179	32,270	1,140,449
Designated funds			
Infrastructure Projects Fund	141,639	-2,284	139,355
Cyclical Maintenance Fund	<u>100,906</u>	<u>22,807</u>	<u>123,713</u>
Total Designated funds	<u>242,545</u>	<u>20,523</u>	<u>263,068</u>
TOTAL FUNDS	<u>1,350,724</u>	<u>52,793</u>	<u>1,403,517</u>

Net movement on funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Transfers £	Movement in funds £
Unrestricted funds				
General fund	316,380	(269,904)	(14,206)	32,270
Designated funds	<u>6,317</u>	<u>-</u>	<u>14,206</u>	<u>20,523</u>
	<u>322,697</u>	<u>(269,904)</u>	<u>-</u>	<u>52,793</u>

Designated Funds

The Infrastructure Projects fund was established in 2014 with the legacy received from Michael Dawes Hill who was, for many years, the theatre's Chief Electrician and Head of Lighting Group. Subsequently, designations have been made in respect of the legacy from Richard [Dick] Walsingham who, for many years, contributed hugely to lighting, sound and special effects and from Paul Gibbs, a life-long member of the theatre, who was active in many aspects of theatre life.

The Cyclical Maintenance fund was established in 2019 to provide for major cyclical repairs. Currently, £20,000 per annum will be transferred to the fund.

13. ULTIMATE CONTROLLING PARTY

The company is controlled by the Board of Trustees.

14. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee and therefore has no share capital. The liability of each member in the event of wind up is limited to £10.

RUGBY THEATRE

England & Wales - Charity number 1154359

Accounts

REGISTERED COMPANY NUMBER: 08363016 (England and Wales)
REGISTERED CHARITY NUMBER: 1154359

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 January 2024
for
Rugby Theatre

Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

Rugby Theatre

Contents of the Financial Statements
For The Year Ended 31 January 2024

	Page
Report of the Trustees	1 to 5
Independent Examiner's Report	6
Statement of Financial Activities	7
Balance Sheet	8 to 9
Notes to the Financial Statements	10 to 13

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 January 2024. The trustees have adopted the provisions of 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 (FRS102 1A) (effective 1 January 2019).

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08363016 (England and Wales)

Registered Charity number

1154359

Registered office

Henry Street

Rugby

Warwickshire

CV21 2QA

Trustees

E L Bright

M J P Craddock

R P Grain FCA

D Hibberd [Chair]

W Kay

Appointed 12 November 2023

P Kettle

P A Leonard

M Rumsey

Appointed 9 July 2023

D F Ratcliffe

M A P Tolchard

Company Secretary

R P Grain

Independent examiner

Mark Palmer

FCA

Cottons Accountants LLP

Chestnut Field House

Chestnut Field

Rugby

Warwickshire

CV21 2PD

Solicitors

Brethertons

Montague House

2 Clifton Road

Rugby

CV21 3PX

Bankers

Lloyds Bank plc

14 Church Street

Rugby

CV21 3PL

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Organisation is a Charitable Company limited by guarantee, incorporated 16 January 2013 and registered as a charity on 28 October 2013. The Company was established under a Memorandum of Association which established the objects and powers of the Charitable Company and is governed by its Articles of Association.

Organisational structure

The ultimate governing body of the Theatre is the Board of Trustees.

The Board comprises up to four trustees elected by the membership, up to six executive trustees which are appointees to Theatre Director posts and up to a further six trustees will be co-opted to complement the skillset of the Board of Trustees.

The six executive trustees, which are all volunteer roles, are:

- the Artistic Director [currently a joint appointment]
- the Customer Services Director
- the Estates Director
- the Finance Director
- the Marketing Director
- the Safeguarding Director

New trustees undergo an induction process where they are given a briefing on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making process, the business plan and recent financial performance of the charity. New trustees are given opportunities to meet other trustees prior to their attendance at the first applicable board meeting and also meet with key members of the Director team.

There are three sub-committees of the Board, being:

- Executive Directors' Committee
- Planning and Operations
- Safeguarding

The Executive Directors' Committee has been established to oversee the detailed management of the theatre, freeing up the Trustee Board to focus on the strategy of the charity. The previous Finance and Estates Committee has been subsumed into this committee.

Planning and Operations sub-committee has responsibility for the theatre programme and includes representation from the theatre's group leaders. This is a large committee essential to ensure that members have a voice in what is primarily a membership organisation.

Safeguarding continues to manage the theatre's responsibilities to the young and vulnerable members of the theatre.

EL Bright, D Hibberd, M Rumsey and MAP Tolchard were initially elected as trustees by the membership but have subsequently been appointed to Executive Director roles.

The Executive Director appointees are:

- Joint Artistic Directors: E Bright and MAP Tolchard, appointed 12 November 2023 [joint interim cover prior to that date]
- Customer Services Director: M Rumsey, appointed 3 March 2024 [previously vacant]
- Estates Director: P Kettle, appointed 3 May 2020
- Finance Director: RP Grain FCA, appointed 3 May 2020
- Marketing Director: W Kay, appointed 12 November 2023 [previously vacant]
- Safeguarding Director: vacant, interim cover by D Hibberd from 2 April 2022

The co-opted trustees are M J P Craddock, P A Leonard and D F Radcliffe.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

A risk register is maintained and reviewed regularly to ensure that systems are in place to mitigate exposure.

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2024

OBJECTIVES AND ACTIVITIES

Objectives and aims

The objects of the Theatre (as declared in the Theatre's Memorandum and Articles of Association) are to study Operatic, Dramatic and other works and to give performances of such works for educational purposes and for the promotion of dramatic art.

Mission

To be the best we can be.

Vision

- To enhance the experience of our members.
- To give visitors a theatrical experience to remember through their whole theatre journey, from ticket purchase and what our theatre has to offer, to how they experience shows.
- To captivate and capture the imagination of the audience with quality live shows that are diverse and highly engaging.

Values

- Professional
- Enthralling
- Warm and welcoming
- Captivating
- Involving

The charity gives careful consideration to the Charity Commission's general guidance on public benefit when setting objectives and planning activities.

Achievement and Performance

The Theatre's activities focus on the provision of a regular theatre experience for the people of Rugby and its surrounding areas.

In recent years prior to the Covid-19 pandemic, the Theatre has presented a core programme of ten shows each year - a total of 80 performances attracting an audience of over 12,000 people. This programme is supported by music hall, studio productions, poetry readings and film screenings.

The Theatre re-opened on 5 March 2022 but has, like many voluntary organisations, suffered from reduced volunteer members in the post-pandemic period. The programme continues therefore to be limited to six or seven shows each year. The Theatre was delighted to be able to secure rights to School of Rock for performance in June 2023. This presented a number of challenges but proved to be a highly successful production for all concerned.

In 2023, the summer Youth Project was able to be staged for the first time since 2019. The production of Grease attracted a healthy number of students.

The reduced programme delivered 62 performances attracting over 13,500 people.

Membership of the Theatre provides opportunities to participate in all aspects of theatre; acting, backstage support, front of house and maintenance to name a few. The Theatre continues to train and develop members in a variety of skills and has been particularly successful in training new show directors.

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2024

FINANCIAL REVIEW

This has been another challenging year, principally due to limited volunteer resources which remain around one third lower than pre-pandemic levels of support, like many organisations which rely on volunteers.

That said, the theatre's member volunteers rose to the challenges of delivering an ambitious programme which comprised two plays and three musicals and a pantomime. School of Rock and Cinderella each ran for 14 performances, an enormous commitment from a volunteer run organisation. In addition, the choice of Grease for the summer Youth Project proved very popular with the students and delivered full houses for every performance.

Film revenue continued to fall short of target due to the continued impact of the pandemic on the film production industry and the strike by film industry creatives.

The investment in the enhanced bar facilities has continued to deliver improved revenue and contribution.

Overall, the theatre has experienced a very successful year, in terms of audiences and financial out-turn.

Reserves policy

The trustees consider that the charity should maintain sufficient reserves to ensure that the charity is able to maintain the level of services to the members and the public for the foreseeable future.

Unrestricted Funds:

Rugby Theatre operates a rolling 12-month programme of activities. To support this Rugby Theatre maintains unrestricted funds at least equal to the annual running costs of the theatre which are currently c£95,000. These unrestricted funds are therefore held to mitigate any unforeseen events that could prevent the Theatre from staging shows and therefore not generate income. At 31 January 2024, unrestricted funds are c£177,000.

Designated Funds:

The Infrastructure Project Fund holds designated funds from legacies received from past active members. The legacies were received without restriction but the trustees designated the funds in accordance with the donors' wishes to support major infrastructure projects in the theatre.

The Cyclical Maintenance Fund holds designated funds set aside to fund major cyclical repairs. The fund was established in 2019 and is funded at £20,000 per annum. The purpose of the fund is to support the higher maintenance costs associated with operating from older buildings. At 31 January 2024, the Cyclical Maintenance Funds stands at £100,906.

Investment policy

The trustees have a cautious approach to investment. Monies are held on deposit with UK banks together with a modest investment in an income bond.

Rugby Theatre

Report of the Trustees **For The Year Ended 31 January 2024**

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Rugby Theatre for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 8 May 2024 and signed on its behalf by:

D Hibberd - Trustee

**Independent Examiner's Report to the Trustees of
Rugby Theatre**

Independent Examiner's Report to the trustees of Rugby Theatre

I report to the charity trustees on my examination of the accounts of Rugby Theatre for the year ended 31 January 2024 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and the related notes.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the charity 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.

Independent examiner's statement I have completed my examination.

I can 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 accordance with section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements under 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 Charities SORP (FRS 102).

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.

Mark Palmer
FCA
Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

13 May 2024

Rugby Theatre

Statement of Financial Activities For The Year Ended 31 January 2024

	Notes	General fund £	Designated funds £	Year ended 31/1/24 Total funds £	Year ended 31/1/23 Total funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income		4,977	-	4,977	93
Investment income	2	652	-	652	104
Incoming resources from charitable activities					
Operation of theatre		308,956	-	308,956	193,122
Other incoming resources		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total incoming resources		<u>314,585</u>	<u>-</u>	<u>314,585</u>	<u>193,319</u>
RESOURCES EXPENDED					
Charitable activities					
Operation of theatre		266,676	-	266,676	176,370
Governance costs		<u>1,371</u>	<u>-</u>	<u>1,371</u>	<u>2,074</u>
Total resources expended		<u>268,047</u>	<u>-</u>	<u>268,047</u>	<u>178,444</u>
NET (OUTGOING) / INCOMING RESOURCES		46,538	-	46,538	14,875
Transfers to/(from) Designated Funds		<u>(20,000)</u>	<u>20,000</u>	<u>-</u>	<u>-</u>
NET MOVEMENT IN FUNDS		<u>26,538</u>	<u>20,000</u>	<u>46,538</u>	<u>14,875</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>1,081,641</u>	<u>222,545</u>	<u>1,304,186</u>	<u>1,289,311</u>
TOTAL FUNDS CARRIED FORWARD		<u>1,108,179</u>	<u>242,545</u>	<u>1,350,724</u>	<u>1,304,186</u>

Rugby Theatre

Balance Sheet
At 31 January 2024

		General fund	Designated	31/1/24	31/1/23
	Notes	£	fund	Total funds	Total funds
			£	£	£
FIXED ASSETS					
Tangible assets	5	914,895	-	914,895	958,216
CURRENT ASSETS					
Stocks		4,544	-	4,544	3,686
Debtors	6	6,342	-	6,342	11,762
Investments	7	10,000	-	10,000	10,000
Cash at bank		<u>198,318</u>	<u>242,545</u>	<u>440,863</u>	<u>355,411</u>
		219,204	242,545	461,749	380,859
CREDITORS					
Amounts falling due within one year	8	(25,920)	-	(25,920)	(32,336)
NET CURRENT ASSETS		<u>193,284</u>	<u>242,545</u>	<u>425,829</u>	<u>348,523</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,108,179	242,545	1,350,724	1,306,739
CREDITORS					
Amounts falling due after more than one year	9	-	-	-	(2,553)
NET ASSETS		<u><u>1,108,179</u></u>	<u><u>242,545</u></u>	<u><u>1,350,724</u></u>	<u><u>1,304,186</u></u>
FUNDS	12				
Unrestricted funds				<u>1,350,724</u>	<u>1,304,186</u>
TOTAL FUNDS				<u><u>1,350,724</u></u>	<u><u>1,304,186</u></u>

Rugby Theatre

Balance Sheet - continued

At 31 January 2024

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 January 2024.

The members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 January 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 8 May 2024 and were signed on its behalf by:

D Hibberd - Trustee

R P Grain - Trustee

Rugby Theatre

Notes to the Financial Statements For The Year Ended 31 January 2024

1. ACCOUNTING POLICIES

Accounting convention

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Incoming resources

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income generated from show performances including refreshments income is accounted for on the accruals basis.

Grants and donations are accounted for in the period to which they relate.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Land and buildings	- 2% and 5% on cost
Fixtures and Fittings etc	- 20% on reducing balance and 10% on cost

Stocks

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

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

VAT

The theatre is registered for VAT and is subject to the partial exemption rules. It is therefore able to recover a proportion of the input tax incurred. The irrecoverable VAT is included in the accounts as an expense.

2. INVESTMENT INCOME

	Year ended 31/1/24 £	Year ended 31/1/23 £
Investment income	323	104
Miscellaneous income	<u>329</u>	<u>-</u>
	<u>652</u>	<u>14</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2024

3. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	Year ended 31/1/24 £	Year ended 31/1/23 £
Depreciation - owned assets	46,245	50,166
Independent examination	1,371	1,735
Other services	<u>-</u>	<u>-</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits or the year ended 31 January 2024 nor for the year ended 31 January 2023

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 January 2024 nor for the year ended 31 January 2023.

5. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Totals £
COST			
At 1 February 2023	991,529	472,771	1,464,300
Additions	-	2,924	2,924
Disposals	<u>-</u>	<u>-</u>	<u>-</u>
At 31 January 2024	<u>991,529</u>	<u>475,695</u>	<u>1,467,224</u>
DEPRECIATION			
At 1 February 2023	146,467	359,617	506,084
Charge for year	26,926	19,319	46,245
Disposals	<u>-</u>	<u>-</u>	<u>-</u>
At 31 January 2024	<u>173,393</u>	<u>378,936</u>	<u>552,329</u>
NET BOOK VALUE			
At 31 January 2024	<u>818,136</u>	<u>96,759</u>	<u>914,895</u>
At 31 January 2023	<u>845,062</u>	<u>113,154</u>	<u>958,216</u>

6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/24 £	31/1/23 £
Other debtors	<u>6,342</u>	<u>11,762</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2024

7. CURRENT ASSET INVESTMENTS

	31/1/24	31/1/23
	£	£
Unlisted investments	<u>10,000</u>	<u>10,000</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/24	31/1/23
	£	£
Bank loans and overdrafts	1,814	9,850
Trade creditors	12,744	10,358
Taxation and social security	1,729	-
Other creditors	<u>9,633</u>	<u>12,128</u>
	<u>25,920</u>	<u>32,336</u>

9. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31/1/24	31/1/23
	£	£
Bank loans	-	2,553
Other creditors	<u>-</u>	<u>-</u>
	<u>-</u>	<u>2,553</u>

10. SECURED DEBTS

The following secured debts are included within creditors:

	31/1/24	31/1/23
	£	£
Bank loans	<u>1,814</u>	<u>12,403</u>

The bank loan is repayable over 10 years commencing in March 2014. Interest is charged at 3.79% above the base rate. The loan is secured by a legal mortgage on the property at 2 Henry Street, Rugby.

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2024

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General fund	Designated funds	31/1/24 Total funds	31/1/23 Total funds
	£	£	£	£
Fixed assets	914,895	-	914,895	958,216
Current assets	219,204	242,545	461,749	380,859
Current liabilities	(25,920)	-	(25,950)	(32,336)
Long term liabilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>(2,553)</u>
	<u>1,108,179</u>	<u>242,545</u>	<u>1,350,724</u>	<u>1,304,186</u>

12. MOVEMENT IN FUNDS

	At 1/2/23 £	Net movement in funds £	At 31/1/23 £
Unrestricted funds			
General fund	1,081,641	26,538	1,108,179
Designated funds			
Infrastructure Projects Fund	141,639	-	141,639
Cyclical Maintenance Fund	<u>80,906</u>	<u>20,000</u>	<u>100,906</u>
Total Designated funds	<u>222,545</u>	<u>20,000</u>	<u>242,545</u>
TOTAL FUNDS	<u>1,304,186</u>	<u>46,538</u>	<u>1,350,724</u>

Net movement on funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Transfers £	Movement in funds £
Unrestricted funds				
General fund	314,585	(268,047)	(20,000)	26,538
Designated funds	<u>-</u>	<u>-</u>	<u>20,000</u>	<u>20,000</u>
	<u>314,3585</u>	<u>(268,047)</u>	<u>-</u>	<u>46,538</u>

Designated Funds

The Infrastructure Projects fund was established in 2014 with the legacy received from Michael Dawes Hill who was, for many years, the theatre's Chief Electrician and Head of Lighting Group. Subsequently, designations have been made in respect of the legacy from Richard [Dick] Walsingham who, for many years, contributed hugely to lighting, sound and special effects and from Paul Gibbs, a life-long member of the theatre, who was active in many aspects of theatre life.

The Cyclical Maintenance fund was established in 2019 to provide for major cyclical repairs. Currently, £20,000 per annum will be transferred to the fund.

13. ULTIMATE CONTROLLING PARTY

The company is controlled by the Board of Trustees.

14. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee and therefore has no share capital. The liability of each member in the event of wind up is limited to £10.

RUGBY THEATRE

England & Wales - Charity number 1154359

Accounts

REGISTERED COMPANY NUMBER: 08363016 (England and Wales)
REGISTERED CHARITY NUMBER: 1154359

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 January 2023
for
Rugby Theatre

Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

Rugby Theatre

Contents of the Financial Statements
For The Year Ended 31 January 2023

	Page
Report of the Trustees	1 to 6
Independent Examiner's Report	7
Statement of Financial Activities	8
Balance Sheet	9 to 10
Notes to the Financial Statements	11 to 14

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 January 2023. The trustees have adopted the provisions of 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 (FRS102 1A) (effective 1 January 2019).

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08363016 (England and Wales)

Registered Charity number

1154359

Registered office

Henry Street

Rugby

Warwickshire

CV21 2QA

Trustees

E L Bright

M J P Craddock

R P Grain FCA

A M Gyles

Resigned 2 April 2022

D Hibberd [Chair]

P Kettle

P A Leonard

D F Ratcliffe

M A P Tolchard

M L Upjohn

Resigned 17 July 2022

Company Secretary

R P Grain

Independent examiner

Mark Palmer

FCA

Cottons Accountants LLP

Chestnut Field House

Chestnut Field

Rugby

Warwickshire

CV21 2PD

Solicitors

Brethertons

Montague House

2 Clifton Road

Rugby

CV21 3PX

Bankers

Lloyds Bank plc

14 Church Street

Rugby

CV21 3PL

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Organisation is a Charitable Company limited by guarantee, incorporated 16 January 2013 and registered as a charity on 28 October 2013. The Company was established under a Memorandum of Association which established the objects and powers of the Charitable Company and is governed by its Articles of Association.

Organisational structure

The ultimate governing body of the Theatre is the Board of Trustees.

The Board comprises four trustees elected by the membership, up to five executive trustees which are appointees to Theatre Director posts and up to a further six trustees will be co-opted to complement the skillset of the Board of Trustees.

The five executive trustees, which are all volunteer roles, are:

- the Artistic Director
- the Estates Director
- the Finance Director
- the Marketing Director
- the Safeguarding Director

New trustees undergo an induction process where they are given a briefing on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making process, the business plan and recent financial performance of the charity. New trustees are given opportunities to meet other trustees prior to their attendance at the first applicable board meeting and also meet with key members of the Director team.

There are three sub-committees of the Board, being:

- Creative Management
- Finance and Estates
- Safeguarding

Each sub-committee is made up of 2 or 3 trustees, relevant Directors, Managers and relevant group leaders.

The Creative Management sub-committee is the primary decision-making sub-committee of the Theatre: of necessity, this is a large committee essential to ensure that members have a voice in what is primarily a membership organisation.

The Finance & Estates and Safeguarding sub-committees work along-side Creative Management with specialist expertise carrying out detailed work to support decision making by Creative Management.

Key role requirements of the Theatre Directors and Theatre Managers serving on each sub-committee are an integral part of this structure. This is to ensure that the Trustees can both support and challenge those in post on the performance of their roles.

The trustees elected by the membership are:

E L Bright
D Hibberd
M A P Tolchard

The executive trustees appointed with effect from 3 May 2020 are:

- the Estates Director P Kettle
- the Finance Director R P Grain FCA
- the Safeguarding Director A M Gyles, resigned 2 April 2022

The role of Artistic Director is vacant and in the interim is being covered by E L Bright, M A P Tolchard and the Show Directors Group Leader.

Following the resignation of A M Gyles, in the interim, the role of Safeguarding Director is being covered by D Hibberd.

The role of Marketing Director is vacant.

Rugby Theatre

Report of the Trustees
For The Year Ended 31 January 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT [continued]

The co-opted trustees are:

M J P Craddock

P A Leonard

D F Radcliffe

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

A risk register is maintained and reviewed regularly to ensure that systems are in place to mitigate exposure.

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2023

OBJECTIVES AND ACTIVITIES

Objectives and aims

The objects of the Theatre (as declared in the Theatre's Memorandum and Articles of Association) are to study Operatic, Dramatic and other works and to give performances of such works for educational purposes and for the promotion of dramatic art.

Mission

To be the best we can be.

Vision

- To enhance the experience of our members.
- To give visitors a theatrical experience to remember through their whole theatre journey, from ticket purchase and what our theatre has to offer, to how they experience shows.
- To captivate and capture the imagination of the audience with quality live shows that are diverse and highly engaging.

Values

- Professional
- Enthralling
- Warm and welcoming
- Captivating
- Involving

The charity gives careful consideration to the Charity Commission's general guidance on public benefit when setting objectives and planning activities.

Achievement and Performance

The Theatre's activities focus on the provision of a regular theatre experience for the people of Rugby and its surrounding areas.

In recent years prior to the Covid-19 pandemic, the Theatre has presented a core programme of ten shows each year - a total of 80 performances attracting an audience of over 12,000 people. This programme is supported by music hall, studio productions, poetry readings and film screenings.

The Theatre re-opened on 5 March 2022 but has, like many voluntary organisations, suffered from reduced volunteer members in the post-pandemic period. The programme is therefore being limited to six shows each year. In 2022, there was insufficient student interest to stage a summer Youth Project but it is hoped that the Youth Project will return in 2023. The reduced programme delivered 53 performances attracting over 9,600 people.

Membership of the Theatre provides opportunities to participate in all aspects of theatre; acting, backstage support, front of house and maintenance to name a few. The Theatre continues to train and develop members in a variety of skills and has been particularly successful in training new show directors.

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2023

FINANCIAL REVIEW

The Theatre has been fortunate in having had substantial reserves to enable it to survive a significant period of closure. The Theatre was closed from 16 March 2020 until 5 March 2022.

The costs incurred during closure amounted to around £160,000 but have been mitigated by receipt of the Local Restrictions Support Grant amounting to £45,571. These costs were met from unrestricted reserves.

Prior to reopening, the trustees decided to apply a substantial proportion of the Infrastructure Projects Fund to two projects: firstly, enlarging and modernising the bar together with provision of improved toilet facilities in Central Hall and, secondly, improving toilet facilities in the theatre serving the auditorium and the backstage areas. These projects were completed in time for reopening of the theatre.

The year has been challenging: due to uncertainties regarding the return of volunteer support and the return of audiences, the Theatre decided to stage a reduced programme of six productions. Like many organisations reliant upon volunteer services, the Theatre has experienced a reduction in volunteer support, around one third lower than pre-pandemic levels of support. Audience support has been strong, particularly in respect of the annual pantomime. As a result, the Theatre achieved its production income target, with the exception of the 2022 Youth Project which was cancelled due to insufficient student interest. Film revenue was disappointing, although not entirely unexpected due to reduced releases as a result of the impact of the pandemic on the film production industry. The investment in the enhanced bar facilities has been reflected in considerably improved revenue and contribution. This, together with prudent financial management together with close cost control has delivered a modest increase in funds.

Reserves policy

The trustees consider that the charity should maintain sufficient reserves to ensure that the charity is able to maintain the level of services to the members and the public for the foreseeable future.

Unrestricted Funds:

Rugby Theatre operates a rolling 12-month programme of activities. To support this Rugby Theatre maintains unrestricted funds at least equal to the annual running costs of the theatre which are currently c£75,000. These unrestricted funds are therefore held to mitigate any unforeseen events that could prevent the Theatre from staging shows and therefore not generate income. At 31 January 2023, unrestricted funds are c£110,000.

Designated Funds:

The Infrastructure Project Fund holds designated funds from legacies received from past active members. The legacies were received without restriction but the trustees designated the funds in accordance with the donors' wishes to support major infrastructure projects in the theatre.

The Cyclical Maintenance Fund holds designated funds set aside to fund major cyclical repairs. The fund was established in 2019 and is funded at £20,000 per annum. The purpose of the fund is to support the higher maintenance costs associated with operating from older buildings. At 31 January 2023, the Cyclical Maintenance Funds stands at £80,906.

Investment policy

The trustees have a cautious approach to investment. Monies are held on deposit with UK banks together with a modest investment in an income bond.

Rugby Theatre

Report of the Trustees **For The Year Ended 31 January 2023**

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Rugby Theatre for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 4 June 2023 and signed on its behalf by:

D Hibberd - Trustee

**Independent Examiner's Report to the Trustees of
Rugby Theatre**

Independent Examiner's Report to the trustees of Rugby Theatre

I report to the charity trustees on my examination of the accounts of Rugby Theatre for the year ended 31 January 2023 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and the related notes.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the charity 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.

Independent examiner's statement I have completed my examination.

I can 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 accordance with section 386 of the 2006 Act ; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements under 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 Charities SORP (FRS 102). 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.

Mark Palmer
FCA
Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

7 June 2023

Rugby Theatre

Statement of Financial Activities
For The Year Ended 31 January 2023

	Notes	General fund £	Designated funds £	Year ended 31/1/23 Total funds £	Year ended 31/1/22 Total funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income		93	-	93	5,225
Investment income	2	104	-	104	12
Local Restrictions Support Grant		-	-	-	14,357
Incoming resources from charitable activities					
Operation of theatre		193,122	-	193,122	1,050
Other incoming resources		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total incoming resources		<u>193,319</u>	<u>-</u>	<u>193,319</u>	<u>20,644</u>
RESOURCES EXPENDED					
Charitable activities					
Operation of theatre		176,370	-	176,370	77,212
Governance costs		<u>2,074</u>	<u>-</u>	<u>2,074</u>	<u>1,500</u>
Total resources expended		<u>178,444</u>	<u>-</u>	<u>178,444</u>	<u>78,712</u>
NET (OUTGOING) / INCOMING RESOURCES		14,875	-	14,875	(58,068)
Transfers to/(from) Designated Funds		<u>94,689</u>	<u>(94,689)</u>	<u>-</u>	<u>-</u>
NET MOVEMENT IN FUNDS		<u>109,564</u>	<u>(94,689)</u>	<u>14,875</u>	<u>(58,068)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		972,077	317,234	1,289,311	1,347,379
TOTAL FUNDS CARRIED FORWARD		1,081,641	222,545	1,304,186	1,289,311

Rugby Theatre

Balance Sheet
At 31 January 2023

		General fund	Designated	31/1/23	31/1/22
	Notes	£	fund	Total funds	Total funds
			£	£	£
FIXED ASSETS					
Tangible assets	5	958,216	-	958,216	880,701
CURRENT ASSETS					
Stocks		3,686	-	3,686	-
Debtors	6	11,762	-	11,762	32,727
Investments	7	10,000	-	10,000	10,000
Cash at bank		<u>132,866</u>	<u>222,545</u>	<u>355,411</u>	<u>396,692</u>
		158,314	222,545	380,859	439,419
CREDITORS					
Amounts falling due within one year	8	<u>(32,336)</u>	<u>-</u>	<u>(32,336)</u>	<u>(18,201)</u>
NET CURRENT ASSETS		<u>125,978</u>	<u>222,545</u>	<u>348,523</u>	<u>421,218</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,084,194	222,545	1,306,739	1,301,919
CREDITORS					
Amounts falling due after more than one year	9	<u>(2,553)</u>	<u>-</u>	<u>(2,553)</u>	<u>(12,608)</u>
NET ASSETS		<u><u>1,081,641</u></u>	<u><u>222,545</u></u>	<u><u>1,304,186</u></u>	<u><u>1,289,311</u></u>
FUNDS	12				
Unrestricted funds				<u>1,304,186</u>	<u>1,289,311</u>
TOTAL FUNDS				<u><u>1,304,186</u></u>	<u><u>1,289,311</u></u>

Rugby Theatre

Balance Sheet - continued

At 31 January 2023

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 January 2023.

The members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 January 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 4 June 2023 and were signed on its behalf by:

D Hibberd - Trustee

R P Grain - Trustee

Rugby Theatre

Notes to the Financial Statements For The Year Ended 31 January 2023

1. ACCOUNTING POLICIES

Accounting convention

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Incoming resources

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income generated from show performances including refreshments income is accounted for on the accruals basis.

Grants and donations are accounted for in the period to which they relate.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Land and buildings	- 2% on cost
Fixtures and Fittings etc	- 20% on reducing balance and 10% on cost

Stocks

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

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

VAT

The theatre is registered for VAT and is subject to the partial exemption rules. It is therefore able to recover a proportion of the input tax incurred. The irrecoverable VAT is included in the accounts as an expense.

2. INVESTMENT INCOME

	Year ended 31/1/23 £	Year ended 31/1/22 £
Investment income	104	12
Miscellaneous income	-	-
	<u>104</u>	<u>12</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2023

3. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	Year ended 31/1/23 £	Year ended 31/1/22 £
Depreciation - owned assets	50,166	33,528
Independent examination	1,735	1,500
Other services	<u>-</u>	<u>-</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits or the year ended 31 January 2023 nor for the year ended 31 January 2022

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 January 2023 nor for the year ended 31 January 2022.

5. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Totals £
COST			
At 1 February 2022	876,840	465,029	1,341,869
Additions	114,689	15,057	129,746
Disposals	<u>-</u>	<u>(7,315)</u>	<u>(7,315)</u>
At 31 January 2023	<u>991,529</u>	<u>472,771</u>	<u>1,464,300</u>
DEPRECIATION			
At 1 February 2022	119,541	341,627	461,168
Charge for year	26,926	23,240	50,166
Disposals	<u>-</u>	<u>(5,250)</u>	<u>(5,250)</u>
At 31 January 2023	<u>146,467</u>	<u>359,617</u>	<u>506,084</u>
NET BOOK VALUE			
At 31 January 2023	<u>845,062</u>	<u>113,154</u>	<u>958,216</u>
At 31 January 2022	<u>757,299</u>	<u>123,402</u>	<u>880,701</u>

6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/23 £	31/1/22 £
Other debtors	<u>11,762</u>	<u>32,727</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2023

7. CURRENT ASSET INVESTMENTS

	31/1/23	31/1/22
	£	£
Unlisted investments	<u>10,000</u>	<u>10,000</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/23	31/1/22
	£	£
Bank loans and overdrafts	9,850	9,850
Trade creditors	10,358	2,784
Taxation and social security	-	-
Other creditors	<u>12,128</u>	<u>5,567</u>
	<u>32,336</u>	<u>18,201</u>

9. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31/1/23	31/1/22
	£	£
Bank loans	2,553	12,608
Other creditors	-	-
	<u>2,553</u>	<u>12,608</u>

10. SECURED DEBTS

The following secured debts are included within creditors:

	31/1/23	31/1/22
	£	£
Bank loans	<u>10,103</u>	<u>22,458</u>

The bank loan is repayable over 10 years commencing in March 2014. Interest is charged at 3.79% above the base rate. The loan is secured by a legal mortgage on the property at 2 Henry Street, Rugby.

Rugby Theatre

Notes to the Financial Statements - continued For The Year Ended 31 January 2023

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General fund	Designated funds	31/1/23 Total funds	31/1/22 Total funds
	£	£	£	£
Fixed assets	958,216	-	958,216	880,701
Current assets	158,314	222,545	380,859	439,419
Current liabilities	(32,336)	-	(32,336)	(18,201)
Long term liabilities	<u>(2,553)</u>	<u>-</u>	<u>(2,553)</u>	<u>(12,608)</u>
	<u>1,081,641</u>	<u>222,545</u>	<u>1,304,186</u>	<u>1,289,311</u>

12. MOVEMENT IN FUNDS

	At 1/2/22 £	Net movement in funds £	At 31/1/23 £
Unrestricted funds			
General fund	972,077	109,564	1,081,641
Designated funds			
Infrastructure Projects Fund	256,328	(114,689)	141,639
Cyclical Maintenance Fund	<u>60,906</u>	<u>20,000</u>	<u>80,906</u>
Total Designated funds	<u>317,234</u>	<u>(94,689)</u>	<u>222,545</u>
TOTAL FUNDS	<u>1,289,311</u>	<u>14,875</u>	<u>1,304,186</u>

Net movement on funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Transfers £	Movement in funds £
Unrestricted funds				
General fund	193,319	(178,444)	94,689	109,564
Designated funds	<u>-</u>	<u>-</u>	<u>(94,689)</u>	<u>(94,689)</u>
	<u>193,319</u>	<u>(178,444)</u>	<u>-</u>	<u>14,875</u>

Designated Funds

The Infrastructure Projects fund was established in 2014 with the legacy received from Michael Dawes Hill who was, for many years, the theatre's Chief Electrician and Head of Lighting Group. Subsequently, designations have been made in respect of the legacy from Richard [Dick] Walsingham who, for many years, contributed hugely to lighting, sound and special effects and from Paul Gibbs, a life-long member of the theatre, who was active in many aspects of theatre life.

The Cyclical Maintenance fund was established in 2019 to provide for major cyclical repairs. Currently, £20,000 per annum will be transferred to the fund.

13. ULTIMATE CONTROLLING PARTY

The company is controlled by the Board of Trustees.

14. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee and therefore has no share capital. The liability of each member in the event of wind up is limited to £10.

RUGBY THEATRE

England & Wales - Charity number 1154359

Accounts

REGISTERED COMPANY NUMBER: 08363016 (England and Wales)
REGISTERED CHARITY NUMBER: 1154359

Report of the Trustees and
Unaudited Financial Statements For The Year Ended 31 January 2021
for
Rugby Theatre

Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

Rugby Theatre

Contents of the Financial Statements
For The Year Ended 31 January 2021

	Page
Report of the Trustees	1 to 5
Independent Examiner's Report	6
Statement of Financial Activities	7
Balance Sheet	8 to 9
Notes to the Financial Statements	10 to 13

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 January 2021. The trustees have adopted the provisions of 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 (FRS102) (effective 1 January 2015).

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08363016 (England and Wales)

Registered Charity number

1154359

Registered office

Henry Street

Rugby

Warwickshire

CV21 2QA

Trustees

E L Bright

M J P Craddock

A M Derville

L M Fordham

R P Grain FCA

A M Gyles

Mrs D Hibberd [Chair]

P Kettle

Appointed 3 May 2020

P A Leonard

D F Ratcliffe

M A P Tolchard

M L Upjohn

Company Secretary

R P Grain

Independent examiner

Mark Palmer

FCA

Cottons Accountants LLP

Chestnut Field House

Chestnut Field

Rugby

Warwickshire

CV21 2PD

Solicitors

Brethertons

Montague House

2 Clifton Road

Rugby

CV21 3PX

Bankers

Lloyds Bank plc

14 Church Street

Rugby

CV21 3PL

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Organisation is a Charitable Company limited by guarantee, incorporated 16 January 2013 and registered as a charity on 28 October 2013. The Company was established under a Memorandum of Association which established the objects and powers of the Charitable Company and is governed by its Articles of Association.

Organisational structure

The ultimate governing body of the Theatre is the Board of Trustees. Over the six months leading up to 3 May 2020, the Board was working on a major revision to the structure of the Theatre. The key components of the revision are to improve the efficiency of the management and operation of the Theatre and to strengthen the representation of the wider membership. The new structure was in place with effect from 3 May 2020.

The Board comprises four trustees elected by the membership, up to five executive trustees which are appointees to Theatre Director posts and up to a further six trustees will be co-opted to complement the skillset of the Board of Trustees.

The five executive trustees, which are all volunteer roles, are:

- the Artistic Director
- the Estates Director
- the Finance Director
- the Marketing Director
- the Safeguarding Director

New trustees undergo an induction process where they are given a briefing on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making process, the business plan and recent financial performance of the charity. New trustees are given opportunities to meet other trustees prior to their attendance at the first applicable board meeting and also meet with key members of the Director team.

There are three sub-committees of the Board, being:

- Creative Management
- Finance and Estates
- Safeguarding

Each sub-committee is made up of 2 or 3 trustees, relevant Directors, Managers and relevant group leaders.

The Creative Management sub-committee is the primary decision-making sub-committee of the Theatre: of necessity, this is a large committee essential to ensure that members have a voice in what is primarily a membership organisation.

The Finance & Estates and Safeguarding sub-committees work along-side Creative Management with specialist expertise carrying out detailed work to support decision making by Creative Management.

Key role requirements of the Theatre Directors and Theatre Managers serving on each sub-committee are an integral part of this structure. This is to ensure that the Trustees can both support and challenge those in post on the performance of their roles.

The trustees elected by the membership are:

E L Bright
A M Derville
Mrs D Hibberd
M A P Tolchard
M L Upjohn

The executive trustees appointed with effect from 3 May 2020 are:

- the Estates Director P Kettle
- the Finance Director R P Grain FCA
- the Marketing Director L M Fordham [Interim appointee]
- the Safeguarding Director A M Gyles

The role of Artistic Director is vacant and in the interim is being covered by E L Bright, M A P Tolchard and the Show Directors Group Leader.

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT [continued]

The co-opted trustees are:

M J P Craddock
L M Fordham
P A Leonard
D F Radcliffe

The Theatre Directors who served under the outgoing structure until 3 May 2020 or earlier resignation were:

Artistic Director - R Sloan – resigned 13 April 2020
Estates Director - P Kettle
Finance Director - R P Grain FCA
Marketing Director - H O'Connor – resigned 3 March 2020
Production Director - T Holborrow

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

A risk register is maintained and reviewed regularly to ensure that systems are in place to mitigate exposure.

Rugby Theatre

Report of the Trustees For The Year Ended 31 January 2021

OBJECTIVES AND ACTIVITIES

Objectives and aims

The objects of the Theatre (as declared in the Theatre's Memorandum and Articles of Association) are to study Operatic, Dramatic and other works and to give performances of such works for educational purposes and for the promotion of dramatic art.

Mission

- To be the best we can be.

Vision

- To enhance the experience of our members.
- To give visitors a theatrical experience to remember through their whole theatre journey, from ticket purchase and what our theatre has to offer, to how they experience shows.
- To captivate and capture the imagination of the audience with quality live shows that are diverse and highly engaging.

Values

- Professional
- Enthralling
- Warm and welcoming
- Captivating
- Involving

The charity gives careful consideration to the Charity Commission's general guidance on public benefit when setting objectives and planning activities.

Achievement and Performance

The Theatre's activities focus on the provision of a regular theatre experience for the people of Rugby and its surrounding areas.

In recent years, the Theatre has presented a core programme of ten shows each year - a total of 80 performances attracting an audience of over 12,000 people. This programme is supported by music hall, studio productions, poetry readings and film screenings.

Membership of the Theatre provides opportunities to participate in all aspects of theatre; acting, backstage support, front of house and maintenance to name a few. The Theatre continues to train and develop members in a variety of skills and has been particularly successful in training new show directors.

It is worth noting that for many years, the Theatre has been the principal provider of live theatre in Rugby and its surrounding area. In the 2019-20 season, the Theatre celebrated its 70th year of operation.

However, early in 2020 the Covid-19 pandemic reached the UK. On 16 March 2020, following government advice that the public should avoid certain indoor venues including theatres, the trustees concluded that with great regret the Theatre would close with immediate effect. On 19 March 2020, the government introduced Covid-19 restrictions closing all theatres. The 2020-21 season had been cut short after only one show and three film screenings.

Whilst theatres were briefly permitted to re-open in the summer of 2020, the Theatre was unable to comply with stringent Covid-19 safety measures so was unable to re-open.

Whilst the Theatre has been closed, the Writers Group and the Poetry Group have continued to hold play and poetry readings through virtual meetings.

The Theatre is currently planning changes to its premises to enable operation in a covid-safe environment.

Rugby Theatre
Report of the Trustees
For The Year Ended 31 January 2021

FINANCIAL REVIEW

The Theatre is fortunate in having substantial reserves to enable it to survive a significant period of closure. The costs incurred during closure have been mitigated by receipt of the Local Restrictions Support Grant. The trustees envisage that planned works will be undertaken during 2021 and that the Theatre may be able to re-open in 2022.

Reserves policy

The trustees consider that the charity should maintain sufficient reserves to ensure that the charity is able to maintain the level of services to the members and the public for the foreseeable future.

Unrestricted Funds:

Rugby Theatre operates a rolling 12-month programme of activities. To support this Rugby Theatre maintains unrestricted funds equal to the annual running costs of the theatre which are currently c£75,000. These unrestricted funds are therefore held to mitigate any unforeseen events that could prevent the Theatre from staging shows and therefore not generate income.

Rugby Theatre owns and operates from two main buildings which are relatively old and expensive to maintain accordingly Rugby Theatre maintains additional unrestricted funds for a buildings contingency of £50,000.

The total liquid reserves, which form part of the unrestricted funds of the Theatre are therefore maintained at a minimum of £125,000 in line with the above.

Designated Funds:

The Infrastructure Project Fund holds designated funds from legacies received from past active members. The legacies were received without restriction but the trustees designated the funds in accordance with the donors' wishes to support major infrastructure projects in the theatre.

The Cyclical Maintenance Fund holds designated funds set aside to fund major cyclical repairs. Initially the trustees will designate £20,000 per annum for this purpose.

Investment policy

The trustees have a cautious approach to investment. Monies are held on deposit with UK banks together with a modest investment in an income bond.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Rugby Theatre for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 16 June 2021 and signed on its behalf by:

D Hibberd - Trustee

**Independent Examiner's Report to the Trustees of
Rugby Theatre**

Independent examiner's report to the trustees of Rugby Theatre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 January 2021.

Responsibilities and basis of report

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 the 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.

Independent examiner's statement

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the 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
4. 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 applicable in the UK and Republic of Ireland (FRS 102)].

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.

I report on the accounts for the year ended 31 January 2021 set out on pages seven to thirteen.

Mark Palmer
FCA
Cottons Accountants LLP
Chestnut Field House
Chestnut Field
Rugby
Warwickshire
CV21 2PD

17 June 2021

Rugby Theatre

Statement of Financial Activities
For The Year Ended 31 January 2021

	Notes	General fund £	Designated funds £	Year ended 31/1/21 Total funds £	Year ended 31/1/20 Total funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income		631	-	631	4,286
Investment income	2	111	-	111	284
Local Restrictions Support Grant		31,214	-	31,214	-
Incoming resources from charitable activities					
Operation of theatre		19,333	-	19,333	273,425
Other incoming resources		-	-	-	-
Total incoming resources		51,289	-	51,289	277,995
RESOURCES EXPENDED					
Charitable activities					
Operation of theatre		90,251	7,102	97,353	285,408
Governance costs		1,953	-	1,953	2,343
Total resources expended		92,204	7,102	99,306	287,751
NET (OUTGOING) / INCOMING RESOURCES		(40,915)	(7,102)	(48,017)	(9,756)
Transfers to Designated Funds		(20,000)	20,000	-	-
NET MOVEMENT IN FUNDS		(60,915)	12,898	(48,017)	(9,756)
RECONCILIATION OF FUNDS					
Total funds brought forward		940,369	455,027	1,395,396	1,405,152
TOTAL FUNDS CARRIED FORWARD		879,454	467,925	1,347,379	1,395,396

The notes form part of these financial statements

Rugby Theatre

Balance Sheet
At 31 January 2021

		General fund	Designated	31/1/21	31/1/20
	Notes	£	fund	Total funds	Total funds
			£	£	£
FIXED ASSETS					
Tangible assets	5	744,188	-	744,188	777,764
CURRENT ASSETS					
Stocks		565	-	565	2,836
Debtors	6	20,861	-	20,861	9,279
Investments	7	10,000	-	10,000	10,000
Cash at bank		<u>144,577</u>	<u>467,925</u>	<u>612,502</u>	<u>665,184</u>
		176,003	467,925	643,928	687,299
CREDITORS					
Amounts falling due within one year	8	(16,843)	-	(16,843)	(36,298)
NET CURRENT ASSETS		<u>159,160</u>	<u>467,925</u>	<u>627,085</u>	<u>651,001</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		903,348	467,925	1,371,273	1,428,765
CREDITORS					
Amounts falling due after more than one year	9	(23,894)	-	(23,894)	(33,369)
NET ASSETS		<u>879,454</u>	<u>467,925</u>	<u>1,347,379</u>	<u>1,395,396</u>
FUNDS	12				
Unrestricted funds				<u>1,347,379</u>	<u>1,395,396</u>
TOTAL FUNDS				<u>1,347,379</u>	<u>1,395,396</u>

The notes form part of these financial statements

Rugby Theatre

Balance Sheet - continued

At 31 January 2021

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 January 2021.

The members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 January 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 15 June 2021 and were signed on its behalf by:

D Hibberd - Trustee

R P Grain - Trustee

Rugby Theatre

Notes to the Financial Statements For The Year Ended 31 January 2021

1. ACCOUNTING POLICIES

Accounting convention

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Incoming resources

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income generated from show performances including refreshments income is accounted for on the accruals basis.

Grants and donations are accounted for in the period to which they relate.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Land and buildings	- 2% on cost
Plant and machinery etc	- 20% on reducing balance and 10% on cost

Stocks

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

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

VAT

The theatre is registered for VAT and is subject to the partial exemption rules. It is therefore able to recover a proportion of the input tax incurred. The irrecoverable VAT is included in the accounts as an expense.

2. INVESTMENT INCOME

	Year ended 31/1/21 £	Year ended 31/1/20 £
Investment income	111	284
Miscellaneous income	-	-
	<u>111</u>	<u>284</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2021

3. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	Year ended 31/1/21 £	Year ended 31/1/20 £
Depreciation - owned assets	33,576	41,771
Independent examination	1,953	1,845
Other services	<u>-</u>	<u>-</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits or the year ended 31 January 2021 nor for the year ended 31 January 2020

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 January 2021 nor for the year ended 31 January 2020.

5. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Totals £
COST			
At 1 February 2020	755,000	416,828	1,171,828
Additions	<u>-</u>	<u>-</u>	<u>-</u>
At 31 January 2021	<u>755,000</u>	<u>416,828</u>	<u>1,171,828</u>
DEPRECIATION			
At 1 February 2020	89,341	304,723	394,064
Charge for year	<u>15,100</u>	<u>18,476</u>	<u>33,576</u>
At 31 January 2021	<u>104,441</u>	<u>323,199</u>	<u>427,640</u>
NET BOOK VALUE			
At 31 January 2021	<u>650,559</u>	<u>93,629</u>	<u>744,188</u>
At 31 January 2020	<u>665,659</u>	<u>112,105</u>	<u>777,764</u>

6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/21 £	31/1/20 £
Other debtors	<u>20,861</u>	<u>9,279</u>

Rugby Theatre

Notes to the Financial Statements - continued
For The Year Ended 31 January 2021

7. CURRENT ASSET INVESTMENTS

	31/1/21	31/1/20
	£	£
Unlisted investments	<u>10,000</u>	<u>10,000</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/1/21	31/1/20
	£	£
Bank loans and overdrafts	8,900	8,650
Trade creditors	2,199	14,917
Taxation and social security	-	1,738
Other creditors	<u>5,744</u>	<u>10,993</u>
	<u>16,843</u>	<u>36,298</u>

9. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31/1/21	31/1/20
	£	£
Bank loans	23,894	33,369
Other creditors	<u>-</u>	<u>-</u>
	<u>23,894</u>	<u>33,369</u>

10. SECURED DEBTS

The following secured debts are included within creditors:

	31/1/21	31/1/20
	£	£
Bank loans	<u>32,794</u>	<u>42,019</u>

The bank loan is repayable over 10 years commencing in March 2014. Interest is charged at 3.79% above the base rate. The loan is secured by a legal mortgage on the property at 2 Henry Street, Rugby.

Rugby Theatre

Notes to the Financial Statements - continued For The Year Ended 31 January 2021

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General fund £	Designated funds £	31/1/21 Total funds £	31/1/20 Total funds £
Fixed assets	744,188	-	744,188	777,764
Current assets	176,003	467,925	643,928	687,299
Current liabilities	(16,843)	-	(16,843)	(36,298)
Long term liabilities	(23,894)	-	(23,894)	(33,369)
	<u>879,454</u>	<u>467,925</u>	<u>1,347,379</u>	<u>1,395,396</u>

12. MOVEMENT IN FUNDS

	At 1/2/20 £	Net movement in funds £	At 31/1/21 £
Unrestricted funds			
General fund	940,369	(60,915)	879,454
Designated funds			
Infrastructure Projects Fund	429,159	(7,790)	421,369
Cyclical Maintenance Fund	25,868	20,688	46,556
Total Designated funds	455,027	12,898	467,925
TOTAL FUNDS	<u>1,395,396</u>	<u>(48,017)</u>	<u>1,347,379</u>

Net movement on funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Transfers £	Movement in funds £
Unrestricted funds				
General fund	51,289	(92,204)	(20,000)	(60,915)
Designated funds	-	(7,102)	20,000	12,898
	51,289	(99,306)	-	(48,017)

Designated Funds

The Infrastructure Projects fund was established in 2014 with the legacy received from Michael Dawes Hill who was, for many years, the theatre's Chief Electrician and Head of Lighting Group. Subsequently, designations have been made in respect of the legacy from Richard [Dick] Walsingham who, for many years, contributed hugely to lighting, sound and special effects and from Paul Gibbs, a life-long member of the theatre, who was active in many aspects of theatre life.

The Cyclical Maintenance fund was established in 2019 to provide for major cyclical repairs. Initially, £20,000 per annum will be transferred to the fund.

13. ULTIMATE CONTROLLING PARTY

The company is controlled by the Board of Trustees.

14. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee and therefore has no share capital. The liability of each member in the event of wind up is limited to £10.