

Company Registration Number: 08658085  
Charity Registration Number: 1156472

**TAUNTON THEATRE ASSOCIATION LIMITED**

**(A Company limited by Guarantee)**

**UNAUDITED REPORT OF THE TRUSTEES AND FINANCIAL  
STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**CONTENTS**

	<b>Page</b>
Company and Charity Information	2
Report of the Trustees	3-13
Trustees' Responsibility Statement	13-14
Independent Examiner's Report	15-16
Consolidated Statement of Financial Activities	17
Consolidated Balance Sheet and Company Balance Sheet	18-19
Consolidated Statement of Cashflows	20
Notes to the Financial Statements	21-34
ACE Cultural Recovery Fund Grant	35

**COMPANY AND CHARITY INFORMATION**

---

**Directors and Trustees**

Mr. S Berg	
Mrs V J Berry	(Chair, known as Val Hammond)
Mr C Cook	(Appointed 20 July 2020)
Mrs V Dawson	(Appointed 26 April 2021)
Mr E F Gaines	
Ms G H Lawrence	(Resigned 26 April 2021)
Mr B Lee	(Appointed 30 October 2020)
Mr P B Phillips	(Appointed 26 April 2021)
Mr R Rowles	(Resigned 21 November 2020)
Mrs E Shirley-Smith	
Mr M R Watts	
Mr N G White	Resigned 26 April 2021

<b>Chief Executive</b>	Mrs A Bere	(Appointed 1 October 2020)
	Mrs V Lefrancois	(Resigned 14 April 2020)

<b>Company number</b>	08658085
-----------------------	----------

<b>Charity number</b>	1156472
-----------------------	---------

<b>Registered office</b>	The Brewhouse Theatre and Arts Centre Coal Orchard Taunton TA1 1JL
--------------------------	---

<b>Independent Examiner</b>	Alexandrea Shore FCA DChA A C Mole Chartered Accountants Stafford House Blackbrook Park Avenue Taunton, Somerset TA1 2PX
-----------------------------	---

<b>Bankers</b>	National Westminster Bank Plc 26-35 Fore Street Taunton Somerset TA1 1JQ
----------------	--

<b>Legal Advisors</b>	Foot Anstey LLP Senate Court Southernhay Gardens Exeter EX1 1NT
-----------------------	---

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

---

The Trustees present their annual report with financial statements of the charity for the year ending 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act and Charity Commission purposes.

The year covers a year impacted by the Covid-19 epidemic when the charity was closed for long periods and survival was assisted by the Government's Cultural Recovery Fund and other funders for which we are very grateful. The work and experience of this year is included under Review of the Year, Page 6. The following Administrative Information refers to our standing procedures and practices.

**REFERENCE AND ADMINISTRATIVE INFORMATION**

**Constitution and Structure**

Taunton Theatre Association Ltd is a registered Charity, No. 156472, and a Company limited by guarantee and not having a share capital. Taunton Theatre Association Ltd was incorporated on 20 August 2013 under the Companies Act 2006, Registration No. 08658085. Membership is by invitation from the Board of Trustees and Directors. Upon dissolution of the Company, members guarantee to pay the sum of £10 each. The trustees and directors and principal advisers of the charity and company are listed on Page 2.

Taunton Theatre Association Ltd operates from the Brewhouse Theatre and Arts Centre in Taunton and although all contracts and other legal documents are as Taunton Theatre Association Ltd, its public face is as the Taunton Brewhouse, the building being owned by the Council, now Somerset West and Taunton Council.

**GOVERNANCE AND MANAGEMENT**

**Governing document and body**

The charity's governing documents are its Memorandum and Articles of Association. The governing body of the charity is the Board of Trustees who are also the directors of the company.

**Recruitment and training of trustees**

New trustees are sought by advertisement with responses reviewed having regard to the overall skill mix required by the Board. Candidates are invited and appointed by the whole Board of Trustees. Induction includes interviews with existing Board members and the Chief Executive and senior staff as appropriate. A new trustee may be appointed to the Board at any time during the year. The appointment is confirmed at the Annual General Meeting.

**Organisational Management**

The Board is legally responsible for the overall management of the charity and meets quarterly with other meetings as necessary. It comprises nine independent trustees who are also Members of the charity. Two non-voting observers nominated by the Local Authority, the owners of the site, (Somerset West and Taunton Council) attend meetings. One-third of trustees submit themselves for re-election each year.

The Chief Executive is appointed by the Trustees with responsibility for leadership and management of the charity and attends Board Meetings as Senior Officer. To facilitate effective operations, the Chief Executive has delegated authority within terms of delegation approved by the Trustees, for operational matters including finance, employment, business development and planning as well as overall artistic direction of the company.

Lead trustees advise on specific matters, e.g. finance, fundraising, legal matters. Public benefit and risks are discussed by the Board following reports by senior staff.

### **Pay Policy**

The Board of trustees and directors consider the salary of the Chief Executive who is charged with directing and controlling, running and operating the charity on a day-to-day basis. The trustees set guidelines for the pay of the senior management team. Pay is reviewed annually to ensure people are rewarded to reflect performance and market rates whilst being mindful of the charity's responsibility to consider its own financial position.

All trustees give of their time freely and receive no remuneration for their Board responsibilities. If contracted to provide a specific service in the work of the Charity, e.g. as a theatre professional, they are paid the appropriate fee.

### **Related Parties**

The Charity's wholly owned subsidiary, TTA Trading Ltd, operates the Brewhouse bar, kiosks, sales of merchandise and art works and the hire of all facilities when not required for the core purpose. It also manages the contract for the provision of the on-site café. This was operated in 2020-21 by Singing Fish Ltd trading as Freddy Sunshine. Profits from these activities are transferred to Taunton Theatre Association Ltd by means of a charitable donation. TTA Trading Ltd also pays a service charge to the Charity to cover costs associated with TTA Trading overheads and operating costs.

### **Risk Management**

The Board of Trustees is responsible for the management of risks faced by Taunton Theatre Association Ltd. The Trustees are assisted by the Chief Executive and Senior Team in identifying, assessing, and controlling these risks.

Risks are categorised under People, Finance, Public Policy, Security, Building Works and Redevelopment, Artistic Programme, Leadership, Governance, Operations, Public Relations, Business Continuity and Regulatory Matters and are assessed for likelihood and impact with mitigating actions.

Highest rated risks at the start of the year were:

- The impact of COVID-19 due to enforced closure of the Theatre to the public for substantial periods. This was mitigated by the DCMS Cultural Recovery Grants. These ensured survival but there is a latent risk from the possibility of further closures and due to the need to completely rebuild the business to previous levels.
- The effect on business of the adjacent Coal Orchard development. The development work is not yet complete and continues to impact negatively on the environment for Taunton Brewhouse
- Major change in the structure and organisation of the local authority. This risk continues with the Secretary of State's decision for a Unitary Authority for Somerset
- TTA's tenure of the Brewhouse. This has been overcome through the generation of a long-term lease and grant funding agreement with Somerset West and Taunton Council.

Risks that emerged during the year were:

- The ability to maintain standards with high percentage of new staff following the impact of COVID-19 and operating pressures whilst maintaining the well-being of all staff in difficult circumstances.
- The ability to continue to attract sufficient revenue funding to support operations and subsidise cultural offer.

Business Plans are approved by the Trustees and performance against plans is reported in Heads of Department quarterly reports. During COVID-19 weekly reports were monitored by the Trustees who met fortnightly during the first 6 months of the pandemic and then monthly. Additionally, SWTC Observers attend TTA Board Meetings to keep updated as (Landlord and Grant Funder) on TTA's situation and performance.

## **OBJECTS AND AIMS**

### **Charity Objects**

Taunton Theatre Association's formal objective is:

- The advancement of education for the public benefit through the promotion and encouragement of the performing arts, the creative arts and the visual arts by such means as the directors shall think fit, with reference to (but without limitation) the County of Somerset.

### **Aims and Intended Impact**

Following the appointment of our new Chief Executive, Amy Bere, and following consultations and research, a new 5-year strategic plan has been developed along with an updated vision, mission and values along with a change in branding to Taunton Brewhouse.

### **Our Vision**

We imagine a future where people and communities are liberated through artistic expression, becoming connected and considered equal. Our vision is that in the future, people from all over the world will fondly remember TAUNTON BREWHOUSE.

### **Our Mission**

Since 1977, TAUNTON BREWHOUSE has existed to welcome people locally and globally, to enjoy and participate in a liberating programme of bold and brilliant artistic and creative experiences that inspire and transform our individual and shared experience of the world.

### **Our Values**

Our four new values are held at the heart of all that we do. These values are seen and felt through the spirit and attitude of our people, programme and creative community building confidence in Taunton Brewhouse as an inspiring and generous place to visit and work.

- **Welcoming** – we value open hearts, open minds and welcome all to Taunton Brewhouse
- **Bold** – We value bold artists and bold ideas, inspiring locally and globally
- **Collaborative** – we believe meaningful collaboration can change the world; we work together to create, play and learn
- **Resilient** – We are committed to remaining Taunton's enduring centre for creative excellence.

### **How we achieve our purpose**

The purpose of Taunton Theatre Association is achieved through holding the lease for Taunton Brewhouse and offering at and from that base for the benefit of the public:

- Programme of high-quality, diverse live performance
- Delivering a comprehensive learning and participation programme known as 'Learn'
- Offering Youth and Young People's Theatre Groups to build and foster artistic talent
- Producing an annual Christmas musical in the main house
- Screening regular and event cinema
- Curating and presenting visual arts and crafts exhibitions
- Contributing activities for Brewhouse specific and other Taunton festivals
- Supporting artists to research and develop new work.

### **Our people**

Our excellent and committed professional team perform their skilled work to a high level whilst also giving guidance and training to our volunteers. The employed team, including the Chief Executive, volunteer outside their paid area of expertise, expressing our strong belief in volunteering.

### **Our employees**

Our core employed management team comprises: Chief Executive and managers of: Artistic Programmes, Creative Engagement (Learn), Marketing & Communications (now Communications and Development), Technical & Facilities, Operations (Front of House), and Finance & Administration. Paid staff include Theatre Technicians, Box Office Coordinator, Finance and Marketing Officers, and Duty Managers.

### **Our volunteers**

Our team of c100 volunteers provide vital support for our work. Volunteers contribute at the Box Office, Front of House, Bar, Marketing and Technical/Back-stage and help also with repairs and redecoration.

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**Our facilities**

The theatre buildings date from 1977 with later additions and are attached to an 18<sup>th</sup> century house. We benefit from being able to use these facilities which are owned by Somerset West and Taunton Council for the benefit of the community. Because of the unique character of the building, a commercial value is difficult to define although it represents a real contribution to public support for the arts in Taunton.

**PUBLIC BENEFIT**

Our public benefit offers education, inclusion, and wellbeing through the provision of cultural and arts engagement for all ages.

**Our beneficiaries**

In this most difficult of years, COVID measures meant the theatre was either completely closed or operated with social distancing so that numbers of events and participants inevitably plummeted from that seen in earlier years. We are proud of developing digital activities which helped us to keep in touch with the community and that our digital art gallery attracted both entrants and viewers.

YEAR	2017-18		2018-19		2019-20		2020-21	
EVENT	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance
Live Performances (MA & Studio)	201	43,310	203	43,707	183	41,116	8	413
Learn/ Activities	551	6,478	704	8,516	730	8,205	396	3,268
Exhibitions	13	2,169	9	7,200	9	2,300	4	2,098
Cinema Live Transmissions	44	3,499	42	4,770	54	7,423	29	1,097
Cinema Screenings	70	4,354	81	7,489	74	6,345	28	588
Other/2020 Digital	-	-	4	350	-	-	10	N/K
Total	879	59,810	1,043	72,032	1,050	65,389	475	5,366

**Notes:**

2018-19 The Ann Frank exhibition was exceptional, attracting significant attendance from schools and more generally.

2020-21 Exhibition attendees are drawn from those attending theatre for performance, thus they are excluded from the total as this could involve double counting. The numbers exclude viewers of the digital art gallery and digital programmes.

**The opportunity to benefit**

We aim to keep prices at affordable levels and offer further benefits through our Friends Scheme. In normal years and where performing companies permit, we offer reduced price or multi-tickets to increase access. We work with schools and colleges to bring young people to the arts either by attending shows or by bringing their own work to the theatre. Our 'Young Friend of the Brewhouse' offers 16-24-year olds the benefits of free Membership plus £5 tickets for selected shows. It is our custom to offer a Christmas performance with BSL interpretation and to adapt productions on request to make them fully accessible

Attendance at exhibitions is free to all as is participation in activities at festivals throughout the year.

**2020-21**

The way our organisation was affected and how our policies were interpreted in the year ending 31 March 2021 is set out in the following Review of the Year.

**REVIEW OF THE YEAR 2020-21**

By the start of this year, Taunton Brewhouse had been closed for 10 days with no immediate prospect of re-opening due to the COVID-19 pandemic. From the start Trustees and Senior Managers worked together, determined that we would do more than survive. We aimed to keep in contact with performing companies particularly those in the South West and with audience members. We wanted, as far as we were able, to offer new ways to access the arts. We did not know then that we would scarcely be open for the whole year. Although this was difficult, it opened new and creative ways to think about our work and our community, particularly the introduction of digital and on-line offerings.

At the same time, there were significant changes in our staff and organisation. The onset of COVID-19 coincided with the departure of our then Chief Executive. In the circumstances, it was decided to delay the appointment of our new leader until October when Amy Bere joined us as Chief Executive.

Staff were furloughed as far as possible although the essential tasks of cancelling or rescheduling performances and refunding tickets had to be dealt with. The Senior Management Team reported directly to the Board as new ways of operating were navigated. With our new Chief Executive in post a new 5-year Strategic Plan was developed along with the opportunity to restructure. This resulted in a stronger staff resource for Communications and Development amongst other changes.

With virtually no live performances and reductions in film attendance when permitted with social distancing constraints, it was inevitable that audience numbers and therefore earned income would drop drastically. Government support through Emergency and Cultural Recovery Funds, the Job Retention Scheme along with funds from the Garfield Weston Trust and maintaining our grant from Somerset West and Taunton Council, were all vital in enabling us to achieve our goals of survive and to add to our skill base for the future.

### **Performance**

Our Artistic Programmes Manager, Will Bourdillon, joined us on 23 March just as COVID closures began. He worked quickly to win funds to develop digital offerings. These included the new production stream 'HomeBrew'. It enabled us to commission local Somerset artists at a time when paid work was in very short supply. The aim was to create new work for release through our website and through other online platforms. Productions included:

- Black Voices of Somerset by Emma Grazette – a documentary video
- Where You To? By Joe Garbett and Elinor Lewis – a choose your own adventure experience
- A Symphony of Somersets by Akulah Agbami – collective conversation events hosted on Zoom
- Brassknocker, 1979 by Benjamin Hall – an online game
- Looper: Looped by Eleanor Westbrook – a contemporary theatre/dance performance broadcast online
- The Fairy Battle of Buckland St Mary by Mumblecrust Theatre – an audio drama.

These productions were offered free or for a small contribution and were much appreciated by those who participated – novel experiences to enjoy at home. They generated social media comment and discussion.

Sessions were hosted with authors in conjunction with Brendons, our local Bookshop. Social distancing impacted on numbers, but the events were well-attended given the restrictions and allowed for lively, engaging discussions in a time when social contact was necessarily limited.

Inevitably, the Christmas musical, which is a key feature of Taunton Brewhouse, had to be postponed to another year but we were able to offer families two smaller productions with a Christmas theme.

### **Cinema**

When allowed by pandemic regulations, Taunton Brewhouse cinema showed primarily recordings of earlier live transmissions. Although these attracted full houses under the terms allowed by social distancing, the actual numbers attending were less than 15% of those expected in a normal year. For regular films, numbers and percentages were even lower at 9%. Nevertheless, these sessions provided an opportunity for people to come into their theatre. This helped to build confidence in the systems in place for a full return. We appreciated the assistance of our Cinema Advisers, Eddie Gaines and Andy Childs in this process.

### **Exhibitions**

A new online digital art gallery offered community involvement where artists – novices and experienced – submitted work for a changing theme each month. Selected works were then displayed via the Brewhouse website for all to enjoy. The digital gallery co-existed with the in-house Gallery which could be visited whenever the theatre was permitted to open. Social distancing pathways were routed through the Gallery itself facilitating easy viewing. This is reflected in our exhibition numbers which records approximately 2000 persons, mostly those attending other events.

We were fortunate to retain the innovative Modular Locus by Chuck Elliott for an extended period. Later, an emotional community exhibition organised by Go Create shared reactions to the restrictions of the pandemic and generated discussion amongst viewers. Our impromptu outdoor art gallery which surrounds the adjacent building site, showed reproductions of work previously exhibited in Taunton Brewhouse by Somerset artists and



has remained in place throughout. The Somerset Art Gallery Trust and Freeny Hammick of Close House continued to offer support for art at Taunton Brewhouse which we much appreciate.

### **Learn**

Our Take-Part programme, then led by Deborah Ward, but now renamed 'Learn' and led by Natasha Lay, was initially transferred from workshops and activities within the building, to similar events online. Although overall, numbers of participants were smaller than in previous years, many individuals moved to the new format. It also attracted new participants. The change in style to online or a blended experience, when this became possible, also meant that our course leaders had to acquire new ways of working. Their flexibility meant that we were able to continue offering activities including dance, music, art, and workshops enjoyed by adults, young people, and families.

For adults, alongside well-attended online workshops, there were curated pieces of work for the digital community art gallery throughout the year

Youth theatre continued through the year using the on-line format when necessary for production sessions and a series of masterclasses. Films showing the work were made and shares on the big Brewhouse screen with families and friends. Towards the end of the year a Youth Board was established which meets monthly, feeding its views through to theatre decision makers.

Work with families experimented with online programmes for young children and offered activities in the Brewhouse when possible. This included a workshop on 'Little Moving Stories'. In August, outside events included making a Community Mosaic now exhibited in the Brewhouse foyer and a community willow sculpture erected in Somerset Square.

Collaboration continued with South West production company Wassail on the new work 'Whispering Willows' about the Somerset willow industry. Performances were delayed but the production continued with plans for public and schools performances.

We are grateful for a grant from Somerset Community Foundation which underpinned some of these activities and ensured they continued through lockdowns.

### **Audience Development and Access**

Audience development formed part of the research for the Strategic Plan. We were pleased to have a good response to questions about preferences and options for the future to inform our plans. Meanwhile, the constantly changing environment during the year meant that there were frequent communications with our audience relating to rearranged events as well as social media and occasional mailings to keep the community updated.

We were also mindful of the need to broaden access, both physical and in terms of the attracting wider representation of our community. Productions within the HomeBrew programme included some that dealt with race and social issues. We acknowledge there is more to do to reflect our changing community profile. Our Strategic Plan focusses attention on ways to achieve this, taking work out into the community for example, as well as continuing to improve the offering and facilities at Taunton Brewhouse itself.

### **Grants, Sponsorship and Fundraising**

In a year when public support for the arts meant the difference between permanent closure and survival, we won all three Arts Council England grants for which we were eligible: Emergency Funds, Cultural Recovery Funds 1 and 2 although ACE 2 relates to 2021-22. We benefited from the Government Small Business Funds linked to rateable value and for Rate Relief. The Jobs Retention Scheme enabled us to retain staff within the arts sector which is essential for the long-term recovery of the arts. The grant from The Garfield Weston Foundation enabled us to continue with our digital projects and to build the arts capacity in the South West by supporting local arts people and companies. As ever, the underpinning grant from Somerset West and Taunton Council provided core funds, essential for our work. We are immensely grateful to all our funders.

Business pressures meant that commercial concerns that had previously supported us felt unable to do so through COVID. We thank them for their past support and hope that they will find ways to continue to contribute to arts in the future. We thank all businesses and individuals who continue to support us in other ways: choosing to hire our facilities, advertising in our brochures, loaning equipment or providing services. They make an invaluable contribution.

We also thank members of the public who donated their cancelled show ticket money or made personal donations at different times during the year. This is appreciated both for the financial benefit and for the confidence it shows in our ability to bounce back from COVID-19.

Finding ways to raise new grants and funds to support our work is a continuing priority and we have strengthened our capacity for this work.

The Charity does not use professional fundraisers or commercial participators. There were no complaints regarding fundraising. The Trustees confirm that their fundraising is compliant with the recognised standards of fundraising.

### **Our People**

Pressures due to managing in a COVID environment posed challenges in terms of people management. As reported earlier, we delayed the appointment of a Chief Executive and, with regret, we were unable to replace the Marketing and Programming Trainees all of whom were supported to the end of their contracts. The decision to restructure meant that different appointments were made that we judge better meet our current need although some roles were not filled until after the year end. However, the new team is now in place with three senior managers appointed since the year end.

Whilst furloughed, staff had access to online learning to develop their skills and we have continued to carry out regulatory training across the team.

We thank those staff who have provided the constant thread, those who have now left us but worked diligently on our behalf and those who have since joined and are quickly becoming the new Brewhouse team. Our colleagues have a remarkable capacity to go 'above and beyond'. We value their contributions immensely and that is particularly so in COVID times.

Our volunteers were seldom able to contribute directly during this year but each time we re-opened, they proved willing to return. This often involved attended training and information sessions to learn and operate different safe-working practices as well as resuming their previous roles. Whilst enabling us to open and operate safely, they are also our ambassadors as they work with audience members and out in the community. Their contribution is invaluable, and we sincerely thank them.

### **Investment In The Facilities**

Good use was made during closed periods to repair and redecorate backstage and some public facing areas, and to replace lighting and other equipment using our sustainable environment policy to guide decisions. It is sometimes difficult to schedule remedial work under normal conditions and we believe visiting companies as well as the home team will enjoy the benefits.

### **FINANCIAL REVIEW**

Despite support from Government and others and due to the impact of COVID-19, Income from all sources during this year totalled £624,518, only 42% of the previous year's income of £1,476,010. In 2020-21, tickets sales accounted for £40,102 representing 6.4% of income; by comparison ticket income in 2019-20 amounted to £1,038,000, over 70% of our income in that year. Total turnover in our Trading subsidiary amounted to £3,414 due to lack of opportunity to trade which, in turn, made it unable to contribute to charity funds. These aspects demonstrate that without assistance from national and local government, it would not have been possible to survive. We are immensely grateful to Department of Culture, Media and Sport, to Arts Council England, to Somerset West and Taunton Council and to The Garfield Weston Foundation for their support through the pandemic.

### **RISK FACTORS AFFECTING OUR FINANCIAL SITUATION**

Highest rated risks at the start of the year were:

- The impact of COVID-19 and enforced closure of the Theatre to the public for substantial periods. This was mitigated by the DCMS Cultural Recovery Grants and other grant funds. These ensured survival but there is a latent risk from the possibility of further closures and the need to completely rebuild the business to previous levels.
- The impact of the adjacent Coal Orchard development. The development work is not yet complete and continues to impact negatively on the environment for Taunton Brewhouse. The current estimate is that this work will be complete within the next 3-6 months.
- Major change in the structure and organisation of the local authority. This risk continues with the Secretary of State's decision to recommend a single Unitary Authority for Somerset. This is a risk we have to work within and to build appropriate new relationships and understanding.
- TTA's tenure of the Brewhouse. This has been overcome through the generation of a long-term lease and grant funding agreement with Somerset West and Taunton Council which will be passed to successor Council/s.

Risks that emerged during the year were:

- The ability to integrate a high percentage of new staff following the impact of COVID and operating pressures and to maintain standards whilst ensuring the well-being of all staff in difficult circumstances. This is being addressed through training, monitoring and support
- The ability to continue to attract sufficient revenue funding to support operations and subsidise cultural offer. We have increased our resources devoted to raising funds
- The ability to generate income through our trading subsidiary including the provision of catering and beverages. We are preparing a new and fresh catering offer to support our work which we expect to be in place during the current year.

### **RESERVES POLICY**

Taunton Theatre Association Ltd maintains reserves to underpin the financial stability of the company and mitigate financial risk. The intent of the Reserves Policy is to replenish released reserves and to maintain the reserve balance at six months expenditure, excluding theatre costs. The aim is to hold unrestricted reserves of £200,000 plus £50,000 for designated projects with £50,000 for capital expenditure and a restricted reserve balance as dictated by grant conditions. As at 31 March 2021, the total reserves were £360,159 of which £200,658 were unrestricted.

In view of funds held for dedicated purposes, free reserves fall short of the policy. However, at year end and in view of continuing Government support through COVID-19 funding for 2021-22, the Trustees consider the funds sufficient to cover the basic needs of the Charity for the coming year.

Funds marked as Reserves are held in a savings account. In addition, cash at bank is held in the current account for operational purposes.

### **INDEMNITY PROVISION FOR TRUSTEES/DIRECTORS**

Charity Trustees Insurance is in place for the benefit of all trustees/directors of the company.

### **INDEPENDENT EXAMINER**

The Trustees elected to have an Independent Examination in the year due to turnover falling below the audit threshold. Our advisors, A C Mole, were initially appointed in March 2018 and reappointed annually. A resolution to re-appoint A C Mole for the ensuing year will be proposed at the Annual General Meeting.

### **Statement of disclosure of information to Independent Examiner**

The Trustees, who were in office at the date of approval of these accounts, have confirmed that, as far as they are aware, there is no relevant examination information of which the Charitable Company's Independent Examiner is unaware and that they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant information and to establish that the Independent Examiner is aware of that information.

**FUTURE PLANS**

Taunton Brewhouse has weathered the storm of a global pandemic that saw the venue's doors close for the majority of 2020-21. It is a testament to its position as a significant creative hub in South West England that our major funders invested in the organisation's future as a key figure in our regional cultural recovery.

Our plans over the next five years are to develop the artistic programme at the venue and beyond, fully optimising our built resources whilst developing ways to reach out into our community and region to take the Brewhouse brand beyond its home base in Taunton.

We envisage increasing the use of the building to diversify income streams and take every opportunity to welcome people to Taunton Brewhouse. We will develop our daytime offer to complement our evening programme, redevelop our foyer, bar and café into spaces that residents and visitors to the town can enjoy whether or not they are engaging with our creative programme. We will be a space that artists regularly visit to develop ideas and concepts, which we will share with audiences.

The artistic vision for Taunton Brewhouse will grow and develop. The Main House will continue to drive healthy ticket sales. We will bring the best of UK touring from the Country's most significant companies to Taunton presenting original music, plays and comedy as well as the best of independent film, restored classics and event screenings from the most important world stages to the cinema. Simultaneously, we will continue to welcome community companies and schools/colleges to perform in our venue. We will create a studio programme that focuses on developing local and regional artists and their work. We will use our creative hub for a programme of life-long learning for adults and we will offer a programme for young people that is embedded in all areas of our activity.

Beyond our building we will learn from digital programming created out of necessity during COVID-19, and work in strategic partnerships with others to present performance in other spaces and venues across the region.

Specifically, In the first year of the new five-year strategy, we will:

- launch the Distillery Programme with local and regional artists
- create a Youth Board to ensure the voices of young people are heard
- introduce and implement our new identity as Taunton Brewhouse with new branding and logos on our building and materials. We have used the new identity throughout this report
- update and upgrade our website making it easier to use and in keeping with our brand
- re-structure our professional team, recruiting where necessary, to bring necessary skills and experience to the fore. As new roles are embedded, we will
  - create and implement a communications and audience development plan
  - fundraising and development strategy for the organisation.
- engage with a new café provider to better meet the needs of people visiting Taunton Brewhouse.

Cross-cutting themes within our plan speak to global needs: the Climate Emergency, ongoing social injustices that perpetuate division in our society and the need for strong, engaged and fulfilled intergenerational communications. We will engage with these issues and explore ways to embed learning and evaluation to measure our progress within our civic role as an arts organisation, always mindful of the need to reflect the 10-year strategy for Arts as published by Arts Council England in January 2020. In short, we aim over the 5 years to 2026, to position Taunton Brewhouse as a regional venue, rooted in place with a national reputation for artistic excellence.

#### **POST BALANCE SHEET EVENTS**

The COVID-19 pandemic continued after the balance sheet date. Measures taken by the government to contain the virus have affected the operations of Taunton Brewhouse in different ways which resulted in the venue remaining closed until 21 June 2021 and then operating under socially distanced measures until 19 July 2021.

The enforced closure of Taunton Brewhouse and subsequent re-opening under socially-distanced conditions resulted in a significant reduction in income and receipts and this has had a negative impact on results in subsequent accounting periods. This is particularly so for TTA Trading Ltd.

During 2021-22 the Board has taken the following measures to address the impact of the pandemic:

- Applied for and awarded £96,878 (CRF2 to support core costs) by Arts Council England as part of the DCMS Culture Recovery Fund
- Limited furlough assistance through to 17 May 2021
- Applied for and received other benefits including continuing holiday from paying rates and a £10,000 rates related Government backed grant.

These are all considered to be non-adjusting post balance sheet events for the purpose of these financial statements.

If there is a re-emergence of the COVID-19 crisis the Theatre could experience further negative results, and cash constraints. These are considered in Note 1.3 to the financial statements in relation to Going Concern.

#### **GOING CONCERN**

The financial statements have been prepared on a going concern basis, which assumes the charity and group will continue in operation for a period of at least twelve months from the date of authorisation of the financial statements and have sufficient funds to pay debts as and when they fall due.

Recovery from the impact of the pandemic is supported by grant funds and actions have been taken to rebuild audience confidence. However, the impact of the virus may negatively affect results in subsequent reporting periods whilst the potential for re-emergence of COVID-19 continues. The known impacts of COVID-19 at the date of approval of the financial statements include:

- Lower income for the first seven months of the year 2021-22 when compared with pre pandemic levels
- Complete physical closure of the Theatre for three months and socially distanced operation for a further month ameliorated to a limited extent by providing learn activities in an on-line format and offering films, when permitted, under socially distanced conditions. This maintained contact with the audience but generated limited income.
- Closure and socially distanced audiences, when permitted, resulted in reduced income in the Trading subsidiary and therefore in potential for donation to the Charity.

These have had a negative impact on operations and results in subsequent financial periods.

Wherever possible the Board has taken steps to mitigate the impact of the pandemic, through winning grants to support our core costs, managing cash reserves through the enforced closures and continuing to use the furlough scheme where this was possible and adapting our working spaces to create safe, hospitable environments.

As indicated earlier, these actions and sums are in addition to the continuing annual grant from SW&T Council to support TTA's work in delivering arts for the community.

Management and Trustees have prepared forecasts which indicate that taking all funds won into account, the charity has sufficient cash available to continue to operate and the financial statements have therefore been prepared on this basis.

Government measures such as vaccinations and testing has contributed to managing the likelihood of further outbreaks of COVID-19. Nevertheless, the risk remains of known and new strains which, if they emerge, could have further and continued negative impacts on the charity's operations beyond those already forecast and the Charity and Group may experience further negative results and cash constraints as a result.

As a result, while there is a material uncertainty that may cast doubt upon the ability of the charity and group to continue as a going concern, the Trustees and Management Team are confident of managing resources to maintain the charity and delivery of art and culture in ways appropriate for emerging situations.

#### **THANKS**

We thank our Chief Executive, Amy Bere, for leading and building our professional team, for carrying out major projects including an organisational review, building a new strategic plan for the next five year, winning funds to enable Taunton Brewhouse to survive and thrive whilst building relationships across arts and communities. We look forward to working with her as TTA and Taunton Brewhouse fully emerges from COVID-19 and goes forward in meeting the art and culture needs across Taunton, Somerset West and beyond.

We thank our Brewhouse Team, managers, staff and volunteers, our specialist advisers who work with us to deliver a rich and exciting programme of cultural offers for our community. We are proud of their achievements, especially in such challenging times. All contributed to our survival. The Managers, in particular, stepped up when we were without a Chief Executive and ensured our presence in the community was maintained. Other staff assisted by being on furlough – a challenge in itself – whilst volunteers continued to give support whenever that was possible.

We thank our funders, sponsors, donors, and, not least, our patrons and participants for their support, encouragement, and enthusiasm throughout the year. Without this vital support, we would not exist.

Finally, I should like to thank my colleagues on the Board for their continuing work and support which has been unstinting in such challenging times.

#### **TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS**

The charity trustees (who are also directors for the purposes of company law) are responsible for preparing a Trustees' Annual Report (incorporating the directors' report) and financial statement in accordance with applicable law and UK Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 the group and of the income and expenditure, of the charitable group for that year. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departure disclosed and explained in the financial statements; and
- Prepare the financial statement on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

#### **TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS (continued)**

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

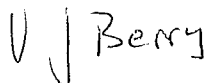
**TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS (continued)**

In so far as the trustees are aware:

- there is no relevant information of which the charitable company's independent examiners are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the examiner is aware of that information.

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

The financial statements, which incorporate the Report of the Trustees and Trustees Responsibility Statement are approved by the board in their meeting on 25 October 2021 and signed on its behalf



Valerie J Berry (Val Hammond)  
Chair

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF TAUNTON THEATRE ASSOCIATION LIMITED ("the parent charitable company")**

I report to the Charity Trustees on my examination of the accounts of Taunton Theatre Association Limited (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2021 which are set out on pages 17 to 34.

**Responsibilities and basis of report**

As the Charity's Trustees of the parent charitable 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.

Since the parent charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am member of the Institute of Chartered Accountants England & Wales, which is one of the listed bodies.

**Independent examiner's report – Comment as a matter necessary for a proper understanding of the accounts to be reached**

I have completed my examination.

As detailed in note 1.3, there is uncertainty over the future impact of the COVID-19 pandemic. These events or conditions indicate that a material uncertainty exists that may cast significant doubt on the charity's ability to continue as a going concern.

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

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)].



TAUNTON THEATRE ASSOCIATION LIMITED  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Company Number: 08658085

INDEPENDENT EXAMINER'S REPORT (continued)

I have no other 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.

Alexandra Shore

Alexandra Shore FCA DChA  
A C Mole  
Chartered Accountants  
Stafford House  
Blackbrook Park Avenue  
Taunton  
Somerset TA1 2PX

25 October 2021

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(including Consolidated Income and Expenditure Account)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	Unrestricted Funds	Restricted Funds	Total Funds 2021	Unrestricted Funds	Restricted Funds	Restated Total Funds 2020
		£	£	£	£	£	£
<b>Income</b>							
Donations		11,669	-	11,669	13,115	-	13,115
<b>Charitable Activities</b>							
Grants	2	146,500	354,943	501,443	205,000	73,000	278,000
Ticket Sales							
Performance Revenue		10,699	-	10,699	825,047	-	825,047
Cinema Revenue		3,742	-	3,742	177,546	-	177,546
Learning and Participation		25,661	-	25,661	35,407	-	35,407
Other Trading Activities	3	9,387	-	9,387	146,145	-	146,145
Investment Income		111	-	111	750	-	750
Other income	4	61,806	-	61,806	-	-	-
<b>Total Income</b>		<b>269,575</b>	<b>354,943</b>	<b>624,518</b>	<b>1,403,010</b>	<b>73,000</b>	<b>1,476,010</b>
<b>Expenditure</b>							
Charitable Activities	5	241,524	247,030	488,554	1,272,763	83,630	1,356,393
Cost of Other Trading Activities		9,474	-	9,474	70,135	-	70,135
<b>Total Expenditure</b>		<b>250,998</b>	<b>247,030</b>	<b>498,028</b>	<b>1,342,898</b>	<b>83,630</b>	<b>1,426,528</b>
<b>Net Income/(Expenditure)</b>		<b>18,577</b>	<b>107,913</b>	<b>126,490</b>	<b>60,112</b>	<b>(10,630)</b>	<b>49,482</b>
Tax		(1,801)	-	(1,801)	43,622	-	43,622
<b>Net Movement in Funds</b>		<b>16,776</b>	<b>107,913</b>	<b>124,689</b>	<b>103,734</b>	<b>(10,630)</b>	<b>93,104</b>
<b>Total Funds Brought Forward</b>		<b>222,840</b>	<b>12,630</b>	<b>235,470</b>	<b>119,106</b>	<b>23,260</b>	<b>142,366</b>
Transfer		(38,958)	38,958	-	-	-	-
<b>Total Funds Carried Forward</b>		<b>200,658</b>	<b>159,501</b>	<b>360,159</b>	<b>222,840</b>	<b>12,630</b>	<b>235,470</b>

The statement of financial activities includes all gains and losses in the year.  
The notes on pages 21 to 34 form part of these financial statements.

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**CONSOLIDATED AND CHARITY BALANCE SHEETS AS AT 31 MARCH 2021**

		2021		Restated 2020	
	Notes	Group £	Charity £	Group £	Charity £
<b>Fixed Assets</b>					
Tangible Assets	9	9,421	8,405	27,634	27,634
Investments	10	-	1	-	1
		<hr/>	<hr/>	<hr/>	<hr/>
		9,421	8,406	27,634	27,635
<b>Current Assets</b>					
Stocks		1,812	-	2,623	100
Debtors	11	22,516	28,151	85,186	82,184
Cash at bank and in hand		523,419	516,441	358,608	329,923
		<hr/>	<hr/>	<hr/>	<hr/>
		547,747	544,592	446,417	412,207
<b>Creditors:</b>					
Amounts falling due within one year	12	(197,009)	(200,306)	(238,581)	(229,935)
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net Current Assets</b>		350,738	344,286	207,836	182,272
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net Assets</b>		360,159	352,692	235,470	209,907
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>The Funds of the Charity</b>					
Unrestricted funds	13	200,658	193,191	222,840	197,277
Restricted funds	13	159,501	159,501	12,630	12,630
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Charity Funds</b>		360,159	352,692	235,470	209,907
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 21 to 34 form part of these financial statements.

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**BALANCE SHEETS AS AT 31 MARCH 2021 (continued)**

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

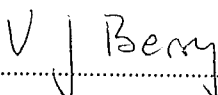
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

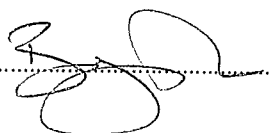
The trustees acknowledge their responsibilities for:

- (a) ensuring that the group and company keep accounting records which comply with Section 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 group and company as at the end of each financial year and of the group's profit or loss 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 company and group.

These accounts have been prepared in accordance with the provisions of part 15 of the Companies Act 2006 relating to the small companies' regime.

Approved by the Trustees and Directors and signed on its behalf by:-

 ..... Valerie J Berry (Val Hammond)

 ..... Ben R Lee

Date: 25 October 2021

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**STATEMENTS OF CASHFLOWS AS AT 31 MARCH 2021**

		2021		2020	
	Notes	Group £	Charity £	Group £	Charity £
<b>Cashflows from operating activities</b>					
Net cash provided by operating activities	18	165,809	186,407	(46,763)	(47,741)
<b>Cashflows from investing activities</b>					
Purchase of tangible fixed assets		(1,109)	-	-	-
Interest received		111	111	750	750
		<hr/>	<hr/>	<hr/>	<hr/>
Net cash (used in)/generated by investing activities		(998)	111	750	750
		<hr/>	<hr/>	<hr/>	<hr/>
Net increase in cash and cash equivalents		164,811	186,518	(46,013)	(46,991)
Cash and cash equivalents at beginning of year		358,608	329,923	404,621	376,914
		<hr/>	<hr/>	<hr/>	<hr/>
Cash and cash equivalents at end of year		523,419	516,441	358,608	329,923
		<hr/>	<hr/>	<hr/>	<hr/>

**NOTES TO THE FINANCIAL STATEMENTS**

**1. Accounting Policies**

The principal accounting policies adopted in the preparation of the financial statements are as follows:

**1.1 Company Information**

The charitable company is incorporated in England and Wales under registration number 08658085 and is registered with the Charity Commission under charity number 1156472. The registered office is The Brewhouse Theatre and Arts Centre, Coal Orchard, Taunton, Somerset, TA1 1JL. It is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited £10 per member. As at 31 March 2021 there were 9 members.

**1.2 Basis of Preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statements 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) (issued October 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Taunton Theatre Association Limited meets the definition of a public entity under FRS 102.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated otherwise within these notes.

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

**1.3 Going Concern**

The financial statements have been prepared on a going concern basis, which assumes that the charity and the group will continue in operation for a period of at least twelve months from the date of authorisation of the financial statements and have sufficient funds to pay debts as and when they fall due.

Recovery from the impact of the pandemic is supported by grant funds and actions have been taken to rebuild audience confidence. However, the impact of the virus may negatively affect results in subsequent reporting periods whilst the potential for re-emergence of COVID-19 continues. The known impacts of COVID-19 at the date of approval of the financial statements include:

- Lower income for the first seven months of the year 2021-22 when compared with pre pandemic levels
- Complete physical closure of the Theatre for three months and socially distanced operation for a further month ameliorated to a limited extent by providing learn activities in an on-line format and offering films, when permitted, under socially distanced conditions. This maintained contact with the audience but generated limited income.
- Closure and socially distanced audiences, when permitted, resulted in reduced income in the Trading subsidiary and therefore in potential for donation to the Charity.

These have had a negative impact on operations and results in subsequent financial periods.

Wherever possible the Board has taken steps to mitigate the impact of the pandemic, through winning grants to support our core costs, managing cash reserves through the enforced closures and continuing to use the furlough scheme where this was possible and adapting our working spaces to create safe, hospitable environments.

**NOTES TO THE FINANCIAL STATEMENTS**

**1. Accounting Policies (continued)**

**1.3 Going concern (continued)**

As indicated earlier, these actions and sums are in addition to the continuing annual grant from SW&T Council to support TTA's work in delivering arts for the community.

Management and Trustees have prepared forecasts which indicate that taking all funds won into account, the charity has sufficient cash available to continue to operate and the financial statements have therefore been prepared on this basis.

Government measures such as vaccinations and testing has contributed to managing the likelihood of further outbreaks of COVID-19. Nevertheless, the risk remains of known and new strains which, if they emerge, could have further and continued negative impacts on the charity's operations beyond those already forecast and the Charity and Group may experience further negative results and cash constraints as a result.

As a result, while there is a material uncertainty that may cast doubt upon the ability of the charity and group to continue as a going concern, the Trustees and Management Team are confident of managing resources to maintain the charity and delivery of art and culture in ways appropriate for emerging situations.

**1.4 Basis of Consolidation**

These financial statements consolidate the results of the Charity and its wholly owned subsidiary, TTA Trading Limited, on a line by line basis. The "Group" heading within the balance sheet refers to the consolidated accounts of Taunton Theatre Association Limited and TTA Trading Limited. All intra-group transactions are eliminated on consolidation.

In the parent company financial statements the investment in the trading subsidiary is accounted for at cost less impairment.

A separate Statement of Financial Activities or income and expenditure account, for the Charity itself has not been presented because the Charity has taken advantage of the exemptions afforded by Section 408 of the Companies Act 2006. The surplus in the year for the charity was £142,786 (2020: £76,097). Note 10 gives details of the results of the subsidiary undertaking for the year to 31 March 2021.

**1.5 Fund Accounting**

Unrestricted income funds are available for the general purpose of the charity at the discretion of the trustees, in furtherance of the general objectives of the charity, and which have not been designated for other purposes.

Designated income funds are unrestricted funds earmarked by the trustees for particular reason or activity.

Restricted income funds are only available for specific purposes designated by the donor or through the terms of an appeal or a specific object of the charity.

**1.6 Cash and Cash Equivalents**

Cash and cash equivalents include cash and short term highly liquid investments that are readily convertible to a known amount of cash and subject to an insignificant risk of change in value.

**NOTES TO THE FINANCIAL STATEMENTS**

**1. Accounting Policies (continued)**

**1.7 Financial Instruments**

The charity and group only has financial assets and liabilities that qualify as basic financial instruments including bank balances, cash, debtors and creditors. Basic financial instruments are therefore recognised at transaction price and subsequently amortised cost.

**1.8 Tangible Fixed Assets**

Fixed assets are stated at cost less accumulated depreciation. The costs of minor additions, items under £1,000 are not capitalised. Depreciation is provided on all tangible fixed assets, at rates calculated to write off the costs, less estimated residual value of each asset evenly over its expected useful life, as follows:-

Sound and lighting equipment	20% on cost
Tools and equipment	20% on cost
IT equipment	25% on cost

**1.9 Stocks**

Stocks are stated at the lower of cost and net realisable value.

**1.10 Taxation**

The company is a registered charity and is therefore not liable to corporation tax or capital gains tax to the extent that its income and gains are applicable to charitable purposes only. Value added taxation is not recoverable by the charity, and is therefore included in the relevant costs in the Statement of Financial Activities

**1.11 Pension costs**

The group and charity make contributions to defined contribution pension schemes on behalf of employees. The assets of these schemes are held separately from the group in independently administered schemes. The amount included in the statement of financial activities represents the contributions payable to the schemes in respect of the accounting period.

**1.11 Prior period adjustments**

Where an error or omission is identified in respect of comparative figures this is adjusted in the preceding period.



**NOTES TO THE FINANCIAL STATEMENTS**

**1. Accounting Policies (continued)**

**1.12 Income**

All incoming resources are included in the SOFA when the Charity and Group is legally entitled to the income, it is probable the income will be received and the amount can be measured reliably. The following specific policies are applied to particular categories of income.

Income from donations and gifts are recognised in the year in which they are receivable.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Where grant income is received in advance of conditions being met which are outside of the charity's control, income is deferred within creditors: grants received in advance until grant conditions are met. Where the charity has entitlement to funds but these have not yet been received, income is recognised within debtors: accrued grant income.

Income from grants which relate to the Government's Coronavirus Job Retention Scheme are included within other income, in the period in which the charity becomes entitled to the income.

Income from ticket sales is recognised when the charity has entitlement to the funds. Where ticket sales income relates to future performances income is deferred within Creditors: Ticket sales received in advance.

Investment income is recognised when receivable.

**1.13 Expenditure and Irrecoverable VAT**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing to that expenditure, it is probable that settlement will be required and the obligation can be measured reliably.

All expenditure is recognised on the accruals basis.

Costs of other trading activities includes expenditure incurred in generating the trading subsidiary funds.

Expenditure on charitable activities comprises costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and costs of an indirect nature necessary to support them.

**1.14 Critical accounting estimates and judgements**

The preparation of the financial statements requires management to make judgements, estimates and assumptions. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results.

The trustees are of the opinion that there are no estimates or assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**1.15 Volunteered Services**

The charity benefits greatly from the involvement and support of its many volunteers. In accordance with FRS102 and the Charities SORP (FRS102) the economic contribution of general volunteers is not recognised in the financial statements.

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**NOTES TO THE FINANCIAL STATEMENTS**

**2. Income from Charitable Activities – Grants**

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	2021 £	£	£	2020 £
Somerset West and Taunton Council	132,000	-	132,000	160,000	-	160,000
Retail and hospitality grant	-	-	-	25,000	-	25,000
Arts Council	-	34,551	34,551	-	48,000	48,000
Arts Council: Cultural Recovery Fund	-	182,512	182,512	-	-	-
Arts Council - Railway Children	-	1,630	1,630	-	15,000	15,000
Garfield Weston Foundation	-	136,250	136,250	20,000	-	20,000
Future Arts Centres	-	-	-	-	10,000	10,000
Covid-19 SWT Grants	14,500	-	14,500	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	146,500	354,943	501,443	205,000	73,000	278,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

**3. Income from Other Trading Activities**

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	2021 £	£	£	2020 £
TTA Trading Limited	3,414	-	3,414	123,289	-	123,289
Business Sponsorship	5,279	-	5,279	19,854	-	19,854
Fundraising	38	-	38	66	-	66
Other	656	-	656	2,936	-	2,936
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	9,387	-	9,387	146,145	-	146,145
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

<b>4. Other income</b>	61,806	-	61,806	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**NOTES TO THE FINANCIAL STATEMENTS**

5. **Expenditure on Charitable Activities**

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Restated Total 2020 £
<b>Theatre costs</b>						
Artists' Payments	14,702	33,923	48,625	539,014	72,000	611,014
Sound & Lighting						
Consumables	158	-	158	438	-	438
Cinema Film Rental	4,892	6,834	11,726	86,389	-	86,389
Cinema & Equipment						
Repairs	6,472	416	6,888	8,650	-	8,650
Depreciation on Sound & Lighting Equipment	5,937	9,665	15,602	6,439	10,490	16,929
	<u>32,161</u>	<u>50,838</u>	<u>82,999</u>	<u>640,930</u>	<u>82,490</u>	<u>723,420</u>
<b>Premises Costs</b>						
Business Rates	-	-	-	5,090	-	5,090
Water Rates	4,112	739	4,851	5,118	-	5,118
Insurance	6,235	-	6,235	5,557	-	5,557
Light & Heat	8,017	6,619	14,636	31,076	-	31,076
Cleaning & Waste Disposal	360	-	360	1,260	-	1,260
Repairs & Maintenance	1,424	1,876	3,300	8,191	-	8,191
Fire & Security	1,202	826	2,028	3,055	-	3,055
	<u>21,350</u>	<u>10,060</u>	<u>31,410</u>	<u>59,347</u>	<u>-</u>	<u>59,347</u>
<b>Staff Costs</b>						
Wages & Salaries	152,135	144,745	296,880	359,617	-	359,617
<b>Publicity &amp; Marketing</b>						
Publicity & Marketing	1,613	6,274	7,887	86,599	-	86,599
Social Media	979	455	1,434	2,812	-	2,812
Website	2,713	1,884	4,597	4,545	-	4,545
	<u>5,305</u>	<u>8,613</u>	<u>13,918</u>	<u>93,956</u>	<u>-</u>	<u>93,956</u>

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**NOTES TO THE FINANCIAL STATEMENTS**

**5. Expenditure on Charitable Activities (Continued)**

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Restated Total 2020 £
<b>Support Costs</b>						
Recruitment & HR	470	1,277	1,747	5,367	-	5,367
Training	-	-	-	10,736	-	10,736
Travel & Subsistence	409	-	409	2,050	-	2,050
Health & Safety	1,102	481	1,583	879	-	879
Licences	2,623	60	2,683	21,354	-	21,354
Printing, Postage & Stationery	555	178	733	4,624	-	4,624
IT support & Telephone	3,724	1,949	5,673	2,529	-	2,529
Legal & Professional Fees	7,074	19,356	26,430	4,071	-	4,071
Audit & Accountancy	7,366	-	7,366	13,625	-	13,625
Bank & Credit Card Charges	562	-	562	1,158	-	1,158
Ticketing Charges	5,026	7,508	12,534	43,796	-	43,796
Sundry Expenses	-	-	-	4,818	-	4,818
Depreciation of Equipment	1,662	1,965	3,627	3,906	1,140	5,046
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	30,573	32,774	63,347	118,913	1,140	120,053
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Charitable Activities Expenditure</b>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	241,524	247,030	488,554	1,272,763	83,630	1,356,393
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

**NOTES TO THE FINANCIAL STATEMENTS**

6. Staff Costs	2021 £	2020 £
Salaries & Wages	273,716	329,314
Social Security Costs	17,418	23,397
Pension Contributions	5,746	6,906
	<hr/>	<hr/>
	296,880	359,617
	<hr/>	<hr/>

No employee earned £60,000 per annum or more (2020: none).

The average number of persons (excluding trustees) employed during the year was 15 (2020: 17).

The key management personnel of the group comprise those of the charity and those of its wholly owned subsidiary TTA Trading Ltd. The key management personnel is identified as the chief executive, marketing and communications manager, technical and facility manager, artistic programmer, head of finance and administration, front of house manager and learning and participation manager. The total employee benefits, inclusive of pension and social security costs of key management personnel of the charity and group were £190,961 (2020: £232,108).

**7. Trustee Remuneration and Related Party Transactions**

The Trustees who are all directors received no remuneration during the year. No expenses have been reimbursed to directors during the year (2020: £nil).

During the year £Nil was invoiced by Andy Childs and Eddie Gaines in respect of film programming work. Eddie Gaines was appointed as a Trustee in August 2019. (2020: £3,476).

The Trustee Nick White is also the artistic director of the Wassail Theatre Company. During the 2019/20 year Taunton Theatre Association and the Wassail Theatre Company had a partnership agreement to produce Whispering Willows as part of the Future Arts Councils Here and Now project. Taunton Theatre Association received grant income of £10,000 of which £9,000 was paid over to the Wassail Theatre Company. The final instalment was paid after 31 March 2021. During the year £1,300 of expenditure was recognised in relation to Wassail Theatre Company for Youth Theatre Company.

The Charity's wholly owned subsidiary, TTA trading, operates the Brewhouse bar, kiosks, sales of merchandise and art works and the hire of all facilities not required for core purpose. In the previous financial year it also managed the contract for the provision of the on-site café. This was operated by Singing Fish Ltd under the brand name of Freddie Sunshine until February 2020. Profits from these activities are transferred to Taunton Theatre Association Ltd by means of a charitable donation. TTA Trading also pay a service charge to the Charity to cover costs associated with TTA trading overheads and operating costs.

**8. Taxation**

As a charity, Taunton Theatre Association Limited is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 and section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects.

**NOTES TO THE FINANCIAL STATEMENTS**

**9. Tangible Fixed Assets – Charity and Group**

	Sound & Lighting £	IT Equipment £	Tools & Other Equipment £	Total £
<b>Cost</b>				
At 1 April 2020	84,645	14,649	15,404	114,698
Additions	-	-	1,109	1,109
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	84,645	14,649	16,513	115,807
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Depreciation</b>				
At 1 April 2020	63,700	13,702	9,662	87,064
Charge for Year	15,602	714	3,006	19,322
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	79,302	14,416	12,668	106,386
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net Book Value</b>				
At 31 March 2021	5,343	233	3,845	9,421
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2020	20,945	947	5,742	27,634
	<hr/>	<hr/>	<hr/>	<hr/>

Included within tools and equipment of group fixed assets are assets with a net book value of £1,017 which are held in the trading subsidiary.

**10. Investments**

	Total 2021 £	Charity Total 2020 £
TTA Trading Limited		
Ordinary shares of £1 each	1	1
	<hr/>	<hr/>

TTA Trading Ltd (Company no 09011008) was incorporated on 25 April 2014 as a wholly owned trading subsidiary of Taunton Theatre Association Limited. The parent charity holds 100% of the issued share capital and 100% of the voting rights of the subsidiary trading company.

The principal activities of the company was that of a theatre bar and café. The trading subsidiary gift aids its taxable profits to Taunton Theatre Association Limited. The Registered Office is The Brewhouse Theatre and Arts Centre, Coal Orchard, Taunton, Somerset, TA1 1JZ.

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**NOTES TO THE FINANCIAL STATEMENTS**

**10. Investments (Continued)**

The results of TTA Trading Limited were as follows:-

	2021	2020
	£	£
Turnover	3,414	123,289
Costs of sales	(2,732)	(45,821)
	<hr/>	<hr/>
Gross profit	682	77,468
Administrative expenses	(17,242)	(51,395)
Tax on (loss)/profit	(1,537)	(208)
	<hr/>	<hr/>
Operating (loss)/profit	(18,097)	25,865
	<hr/>	<hr/>
Gift aid to Taunton Theatre Association Limited	-	(18,446)
	<hr/>	<hr/>
The assets and liabilities were:-		
Fixed assets	1,017	-
Current assets	19,822	36,772
Current liabilities	(13,373)	(11,207)
	<hr/>	<hr/>
Total assets less current liabilities	7,466	25,565
	<hr/>	<hr/>
Called up share capital	1	1
Retained earnings	7,465	25,564
	<hr/>	<hr/>
	7,466	25,565
	<hr/>	<hr/>

**11. Debtors**

	2021		2020	
	Group	Charity	Group	Charity
	£	£	£	£
Trade Debtors	3,965	12,983	14,711	11,709
Prepayments	3,201	3,201	8,153	8,153
Accrued Grant Income	7,898	7,898	31,300	31,300
Other Debtors	7,452	4,069	31,022	31,022
	<hr/>	<hr/>	<hr/>	<hr/>
	22,516	28,151	85,186	82,184
	<hr/>	<hr/>	<hr/>	<hr/>

**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**NOTES TO THE FINANCIAL STATEMENTS**

**12. Creditors: Amounts falling due within one year**

	2021		Restated 2020	
	Group	Charity	Group	Charity
	£	£	£	£
Trade Creditors	10,477	14,314	47,155	41,999
Taxation & Social Security	18,599	18,599	11,030	7,609
Accruals	37,051	36,511	31,830	31,260
Ticket sales received in advance	130,882	130,882	143,287	143,287
Amounts owed to subsidiary undertaking	-	-	-	501
Other	-	-	5,279	5,279
	<u>197,009</u>	<u>200,306</u>	<u>238,581</u>	<u>229,935</u>

**13. Statement of Funds – Group and Charity**

	Restated At 1 April 2020	Income	Expenditure	Tax	Transfer	At 31 March 2021
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
General	222,840	269,575	(250,998)	(1,801)	(38,958)	200,658
<b>Restricted funds</b>						
Cinema	9,665	-	(9,665)	-	-	-
Studio refurbishment	1,965	-	(1,965)	-	-	-
Garfield Weston Culture Fund	-	136,250	-	-	-	136,250
Arts Council	-	34,551	(12,300)	-	-	22,251
Arts Council Cultural Recovery Fund	-	182,512	(221,470)	-	38,958	-
Future Arts	1,000	-	-	-	-	1,000
SCF Take Part	-	1,630	(1,630)	-	-	-
	<u>12,630</u>	<u>354,943</u>	<u>(247,030)</u>	<u>-</u>	<u>38,958</u>	<u>159,501</u>

Sufficient resources are held in an appropriate form to enable the above funds to be applied in accordance with their designated purpose.

The Cinema fund relates to the purchase and installation of a cinema projector. The balance on the fund represents the net book value of the equipment held within fixed assets.

The Studio Refurbishment Fund relates to capital expenditure on refurbishing a performance and rehearsal studio facility within the Brewhouse complex. The balance on the fund represents the net book value of the equipment held within fixed assets.

Other restricted income funds are for specific artistic productions and activities undertaken by the company.



**TAUNTON THEATRE ASSOCIATION LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

Company Number: 08658085

**NOTES TO THE FINANCIAL STATEMENTS**

**14. Analysis of Net Assets Between Funds – Group**

			2021			Restated 2020
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Fixed Assets	9,421	-	9,421	16,004	11,630	27,634
Net Current Assets	191,237	159,501	350,738	206,836	1,000	207,836
	<u>200,658</u>	<u>159,501</u>	<u>360,159</u>	<u>222,840</u>	<u>12,630</u>	<u>235,470</u>

**15. Capital Commitments**

At 31 March 2021 the charity had no capital commitments (2020: nil).

**16. Called up Share Capital**

The company is limited by guarantee and as such has no issued share capital.

**17. Auditors/Independent Examiner's Remuneration**

	Charity		Subsidiary		Total	
	2021	2020	2021	2020	2021	2020
	£	£	£	£	£	£
Audit	1,183	6,122	-	-	1,183	6,122
Independent examiner	2,196	-	-	-	2,196	-
Accounting services	2,550	2,912	486	523	3,036	3,435
Corporation tax	927	4,122	-	-	927	4,122
Other services	510	469	-	-	510	469
	<u>7,366</u>	<u>13,625</u>	<u>486</u>	<u>523</u>	<u>7,852</u>	<u>14,148</u>

**NOTES TO THE FINANCIAL STATEMENTS**

**18. Reconciliation of Net Movements in Funds to Net Cashflows from Operating Activities**

	2021		Restated 2020	
	Group £	Charity £	Group £	Charity £
Net Movement in Funds (as per statement of financial activities)	124,689	142,785	93,104	85,685
<b>Adjustments for:-</b>				
Investment Income	(111)	(111)	(750)	(750)
Depreciation	19,322	19,229	21,975	21,975
<b>Movements in Working Capital:-</b>				
Decrease in Stock	811	100	1,294	-
Decrease/(increase) in Debtors	62,670	54,033	(54,139)	(52,193)
(Decrease) in Creditors	(41,572)	(29,629)	(108,247)	(102,458)
 Cash Provided by/(Used in) Operating Activities	 165,809	 186,407	 (46,763)	 (47,741)

**19. Prior Year Statement of Funds – Group and Charity**

	Restated At 1 April 2019 £	Income £	Expenditure £	Tax Credit £	Restated 31 March 2020 £
<b>Unrestricted Funds</b>					
General	119,106	1,403,010	(1,342,898)	43,622	222,840
<b>Restricted Funds</b>					
Cinema	19,330	-	(9,665)	-	9,665
Arts Council	-	48,000	(48,000)	-	-
Railway Children	-	15,000	(15,000)	-	-
Studio Refurbishment	3,930	-	(1,965)	-	1,965
Future Arts	-	10,000	(9,000)	-	1,000
	23,260	73,000	(83,630)	-	12,630

**20. Post Balance Sheet Events**

As set out in full in the Trustees' Annual Report a number of events arose after the balance sheet date. These are all considered to be non-adjusting events for the purposes of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS**

**21. Prior Year Restatements**

**Correction to accruals**

The prior year comparatives have been restated to reflect a correction to accruals. It was identified that accruals for payments to artists had been overstated by £9,380 in 2018/19 and by £9,588 in 2019/20.

Accordingly, the accounts have been restated for the prior period.

The impact of the restatement is to reduce opening balances as at 1 April 2019 by £9,380, and to reduce artists payments in 2019/20 by £9,588.

The overall impact of the restatement increases net assets at 31 March 2020 by £18,968.

The effect of the prior year adjustments on the reserves at 1 April 2019 is as follows:

	Unrestricted Funds £	Restricted Funds £	Total Funds £
As previously reported	109,726	23,260	132,986
Prior year adjustment	9,380	-	9,380
	<hr/>	<hr/>	<hr/>
As restated at 1 April 2019	119,106	23,260	142,366
	<hr/>	<hr/>	<hr/>

