



**AVOCET
THEATRE
COMPANY**

Registered Charity, No: 1186908

**Trustees' Annual Report &
Statement of Financial Activity
for the Year Ended 31 July 2025**

Trustees

Benjamin Coleman
Gillian Crowther
Deborah Coleman
Ian Keeffe
Jennifer Healy
Sam Brittain
Amelia Haverson
Amy Jones



Trustees' Annual Report & Statement of Financial Activity for the Year Ended 31st July 2025

Contents

1	Reference and Administration Details	3
1.1	Charity Name & Registration	3
1.2	Charity's Address	3
1.3	Names of the Trustees Who Manage the Charity	3
1.4	Names of Advisors & Senior Members of Staff	3
1.5	Bank	3
2	Structure, Governance & Management	3
2.1	Type of Governing Document.....	3
2.2	Additional Governance	3
2.3	Charitable Objects	4
2.4	Trustee Selection Methods.....	4
2.5	Other.....	4
3	Activities.....	4
3.1	Statutory Declaration	4
4	Achievements & Performance.....	4
4.1	Outputs and Outcomes for the Charity's Beneficiaries	4
4.2	How the Public Have Benefitted.....	5
4.3	Trustee Development	5
5	Financial Review	5
5.1	Details of Any Funds Materially in Deficit.....	5
5.2	Policy on Reserves	6
5.3	Principal Sources of Funding and Outgoings	6
5.4	Remuneration of Trustees	6
5.5	Financial Status.....	6
5.6	Statutory Statements on Liabilities.....	6
6	Statement of Financial Activity.....	7
6.1	Independent Examiner's Report on the Accounts.....	7
6.2	Notes to the Accounts	11

Trustees Annual Report & Statement of Financial Activity for the Year Ended 31 July 2024

1 Reference and Administration Details

1.1 Charity Name & Registration

Avocet Theatre Company

The charity is a Charitable Incorporated Organisation, registration no: 1186908, registered with the Charity Commission on 12th December 2019. Avocet Theatre Company is sometimes abbreviated to ATC.

1.2 Charity's Address

40A Devon Way, Banbury, OX16 1UJ
E-mail: chairman@avocettheatre.co.uk
Website: www.AvocetTheatre.co.uk

1.3 Names of the Trustees Who Manage the Charity

	<i>Role</i>	<i>Appointed</i>	<i>Resigned</i>
Benjamin Coleman	Chair	12 December 2019	
Ian Keeffe	Treasurer	12 December 2019	
Gillian Crowther	Secretary	12 December 2019	
Jennifer Healy	Safeguarding	12 December 2019	
Deborah Coleman		12 December 2019	
Sam Brittain		12 December 2019	
Amelia Haverson		20 July 2021	
Amy Jones		22 May 2023	

1.4 Names of Advisors & Senior Members of Staff

None

1.5 Bank

Barclays Bank, 32 Bridge Street, Banbury, OX16 5PN

2 Structure, Governance & Management

2.1 Type of Governing Document

Constitution – based on the Charity Commission's model governing document for Foundation Charitable Incorporated Organisations.

2.2 Additional Governance

For individual projects, in accordance with Avocet Theatre Company's charitable objectives, a sub-committee will be convened to oversee the running of said project. For example, this will often take the form of a 'production team'. This sub-committee is always answerable to the trustees and will include at least one trustee on said sub-committee to represent the trustees. The Trustees also form part of a Committee that oversees operations of Avocet Theatre Company.

2.3 Charitable Objects

As defined in Avocet Theatre Company's Constitution (Governing Document), *the charity's objects ("objects") are:*

- *For the public benefit to advance the education in the arts through provision of theatre productions and workshops*

2.4 Trustee Selection Methods

There must be at least three charity trustees. The maximum number of trustees is 10.

In accordance with the Constitution, apart from the first charity trustees, every trustee must be appointed by a resolution passed at a properly convened meeting of the charity trustees.

In appointing Trustees, due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law. All new trustees will be provided with a copy of the Governing Document (Constitution) and the most recent Trustees' Annual Report & Financial Statements

2.5 Other

In May 2023, the Trustees agreed to appoint a new trustee who would act as a 'neutral trustee'. This person wouldn't be required to come to monthly meetings with regards to the day to day running of ATC but would act independently with regards to charitable decisions or conflicts of interest.

3 Activities

3.1 Statutory Declaration

The Trustees of Avocet Theatre Company confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

4 Achievements & Performance

4.1 Outputs and Outcomes for the Charity's Beneficiaries

Between August 2024 and July 2025, Avocet Theatre Company delivered a range of creative projects that directly benefitted our community through inclusive access to performance, participation, and skill development.

In December 2024, we staged *Nativity! The Musical*, our first full-length musical involving both adults and children, supported by a live band. This ambitious and joyful production saw around 60 performers of all ages come together to create a heart-warming and high-quality theatrical experience. All four performances sold out well in advance, and the show received glowing feedback from audiences, participants, and reviewers alike, including a highly positive review from NODA.

This production also led to Avocet Theatre Company being awarded the prestigious NODA Flame Award for Inspirational Contribution to the Pursuit of Excellence in Theatre and Enhancement of the Overall Theatrical Experience for District 12. The citation praised the artistic vision, technical excellence, and deep sense of community fostered by the company, particularly the opportunity it provided for dozens of young people to create something meaningful and memorable. It also highly praised our TheatreFest event from 2024, where we staged multiple productions in one week.

In May 2025, we launched our brand-new musical pantomime - *Cinderella*. Building on the momentum of *Nativity!*, *Cinderella* involved another large cast of children and adults, and was our

most ambitious pantomime to date, incorporating original dialogue and a vibrant range of musical numbers. The production received enthusiastic audience praise and attracted a significant number of new members, cementing ATC's reputation for high-quality, family-friendly productions that are open and accessible to all.

To support ongoing engagement and develop new talent, we also ran a musical theatre workshop in July 2025, themed around the show *Hairspray*. This event was well attended and gave both new and returning members the chance to explore performance skills in a relaxed, fun, and welcoming environment. It also helped build early interest ahead of our next major production, *Shrek the Musical*, for which planning and preparation began during this period and which will launch in September 2025.

These activities offered our beneficiaries access to high-quality amateur theatre, performance opportunities, creative development, and community belonging.

4.2 How the Public Have Benefitted.

Avocet Theatre Company has continued to fulfil its charitable objectives by offering open access to theatre participation and by staging a range of productions and events that are inclusive, affordable, and community-focused.

Our shows (*Nativity!* and *Cinderella*) were open to the public at accessible prices, enabling hundreds of audience members to experience live theatre in Banbury. The success of these productions not only supported the charity financially but also enriched the cultural life of the local community, providing joyful shared experiences during key seasonal moments.

Through open auditions, we welcomed participants of all experience levels, and our productions were intergenerational, encouraging collaboration and mutual support across age groups. Our low-cost musical theatre workshop was another way for the public to engage with us without a long-term commitment, and it helped to demystify performance for newcomers while keeping existing members connected outside of full productions.

The company was also honoured with the NODA Flame Award for its inspirational contribution to theatre and community enrichment, recognising the exceptional impact *Nativity!* had both artistically and socially. This award not only validated the charity's approach to inclusive, high-quality theatre but also raised its public profile and reinforced its standing within the wider theatrical community.

The charity continues to offer support through the ATC Bursary, ensuring that financial hardship is never a barrier to participation.

Our work during this period has strengthened community ties, developed participants' confidence and skills, and offered valuable, joyful experiences for audiences and performers alike.

4.3 Trustee Development

Trustees are encouraged to participate in development opportunities as and when appropriate. Some members undertook further safeguarding training as part of their professional duties.

5 Financial Review

5.1 Details of Any Funds Materially in Deficit

The Charity has no funds that are materially in deficit.

5.2 Policy on Reserves

The Charity's policy on reserves is to generate and maintain a balance, which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstance precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves of at least £5,000, previously £3,000. This increase is based on the rising costs that the charity foresees and due to the growth of the charity and its income.

5.3 Principal Sources of Funding and Outgoings

Avocet Theatre Company's principal source of income this financial year has been from ticket sales for Nativity the Musical and Cinderella: A Musical-Pantomime, as well as membership fees. Further income was made on this event from front of house sales. Primary outgoings were for venue hire, production costs, and the securing of the rights for productions.

5.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost.

5.5 Financial Status

Though modest, Avocet Theatre Company's current resources from unrestricted donations are more than sufficient to meet its outgoings for at least next year.

All the indications are that this will remain the case for the foreseeable future.

5.6 Statutory Statements on Liabilities

The Trustees declare that:

- ✓ The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of this statement (*eg*: any outstanding/ongoing contract or legal undertaking to buy or provide specific services);
- ✓ The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the CIO (*eg*: a mortgage on property owned by the charity);

Approved by the Trustees and signed on their behalf,



Name (role): Benjamin Coleman (Chair of Trustees)

Date: 24th August 2025

6 Statement of Financial Activity

6.1 Independent Examiner's Report on the Accounts

Report to the Trustees of Avocet Theatre Company on the accounts for the year ended 31 July 2025 set out on pages 7 to 8

Reasoning

This year, the charities income exceeded the amount required for an independent examination and thus the trustees spoke to an independent examiner for their annual return. This is something they have done in previous years to maintain financial accuracy and accountability.

Responsibilities and Basis of the Report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent Examiner's Statement

I have completed my examination.

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

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act;
or
2. the accounts do not accord with those records.

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.

Name: Alice Robinson

Date: 23rd August 2025

Receipts & Payments Accounts for the Financial Year Ended 31-July-25

6.1.1 Receipts & Payments



CHARITY COMMISSION
FOR ENGLAND AND WALES

Avocet Theatre Company

1186908

Receipts and payments accounts

CC16a

For the period from

1/8/2024

To

31/7/2025

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
	-	-	-	-	-
Ticket Sales	17,691	-	-	17,691	-
Show Fee/Income/FOH	8,801	-	-	8,801	-
Easy Fund	231	-	-	231	-
Adverts/Sponsors	620	-	-	620	-
Card Machine	1,838	-	-	1,838	-
Redunds/Credits					
Santa Float	830	-	-	830	-
	-	-	-	-	-
Sub total (Gross income for AR)	30,010	-	-	30,010	30,049
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	30,010	-	-	30,010	30,049
A3 Payments					
		-	-		-
Studio Hire/BGN/Theatre Hire	5,166	-	-	5,166	-
Set Hire/Lights/Stage	5,961	-	-	5,961	-
Rights/Scripts	2,463	-	-	2,463	-
Show Expense/Props	3,423	-	-	3,423	-
Hall Hire	1,098	-	-	1,098	-
NODA/Insurance	510	-	-	510	-
Costumes	2,035	-	-	2,035	-
Cashpoint Floats	620			620	
Band	1,900			1,900	
Front of House Stock	1,072			1,072	
Santa float Round Table	£281.00	-	-	281	-
Sub total	24,530	-	-	24,530	23,038
A4 Asset and investment purchases, (see table)					
	-	-	-	-	
	-	-	-	-	
Sub total	-	-	-	-	
Total payments	24,530	-	-	24,530	23,038
Net of receipts/(payments)	5,480	-	-	7,461	7,011
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	26,384			26,384	-
Cash funds this year end	31,000	-	-	26,384	18,837

6.1.2 Statement of Assets and Liabilities

Section B Statement of assets and liabilities at the end of the period				
Categories	Details	Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B1 Cash funds	Avocet Theatre Company	31,002	-	-
	Barclays Bank	-	-	-
	Banbury, OX15 4AZ	-	-	-
	Total cash funds	31,002	-	-

6.1.3 **Approval of the Board of Trustees**

The Trustees declare that they have approved the above Annual Report & Statement of Financial Activity.

Signed on behalf of the Trustees

A handwritten signature in brown ink that reads "B. Coleman". The signature is written in a cursive, slightly informal style.

Name (role): Benjamin Coleman (Chair of Trustees)

Date: 24th August 2025

6.2 Notes to the Accounts

a) Accounting Policies

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities.

b) Reimbursement of Out-of-Pocket Expenses

Out-of-pocket expenses incurred necessarily, reasonably and incidentally in the course the charity's activities are reimbursed at cost.

c) Salaries & Professional Fees

No trustee receives any payments for the services they provide to the charity.

In the current financial year the charity employed no staff or external contractors;

d) Fixed Assets

The charity has not purchased or disposed of any fixed assets in the current financial year;

e) Rounding Discrepancies

All amounts are recorded to the penny, but in these accounts are shown as digitally rounded to the nearest pound. This can occasionally result in a total apparently not being the sum of its constituent amounts. All individual amounts, and their totals, are nevertheless correct.