

## **LEWES LITTLE THEATRE** **BOARD REPORT 2023**

	<b>Last Appointed</b>	<b>Term Expires</b>	<b>6-Year Rule</b>	<b>Attendance</b>
<b>Chris Spinks</b>	<b>October 2021</b>	<b>2024</b>	<b>2027</b>	<b>6/6</b>
<b>Estelle Carpenter</b>	<b>October 2020</b>	<b>2023</b>	<b>2023</b>	<b>5/6</b>
<b>Chloe Hoiland</b>	<b>October 2022</b>	<b>2025</b>	<b>2028</b>	<b>6/6</b>
<b>Mike Palmer</b>	<b>October 2022</b>	<b>2025</b>	<b>2025</b>	<b>5/6</b>
<b>David Rankin</b>	<b>October 2020</b>	<b>2023</b>	<b>2023</b>	<b>2/6</b>
<b>Tony Potter</b>	<b>October 2022</b>	<b>2025</b>	<b>2028</b>	<b>5/6</b>

### **1. Governance and Management**

The Board of Trustees have met on six occasions since the last AGM, with Chris Spinks as Chair.

Day to day management of the theatre is delegated to the Executive Committee (EC), with Mike Palmer as Chair. The other members are David Rankin, Chris Spinks, Shaun Hughes and Chloe Holland, with Tony Bannister coopted as secretary. The EC meet fortnightly, and are directly accountable to the Board, by whom they are appointed.

Shaun Hughes is continuing as Artistic Director, and Bob Leeds as guardian of the Charity's finances. The Premises Manager is David Rankin.

### **2. Appointment of Trustees**

Having served two consecutive three-year terms, Estelle Carpenter and David Rankin will be standing down as trustees after this AGM, thus creating two vacancies. The Board are grateful to them both for six years of valued service, and hope that the theatre will continue to benefit from their experience and expertise, David in the vital role of Premises Manager and member of the EC, as well as acting and designing and building sets in his capacity as Stage Director, and Estelle who does much valuable work, not least in the Box Office as well as being one of our most experienced stage managers and actors.

As previously reported, the Board are keen to recruit trustees with particular skills and experience useful to the organisation. Having in place up to date health and safety policies and procedures is crucial, and the Board wish to recommend the appointment of Darren Heather as a trustee with immediate effect. Darren is an experienced H&S consultant who is already supporting the development of the theatre's risk assessments and other statutory procedures, and his advice to the Board will be important to the future growth of the theatre.

With regard to the second vacancy, the Board are keen to appoint someone with experience of fund raising and financial management in the voluntary sector. Recruitment notices have already been posted, and the Board propose that this vacancy is held open for the time being until a suitable candidate is found.

### **3. Financial Position**

The accounts for 2022/23 have been submitted under item 3 of this agenda.

In recent years there has been significant expenditure on the maintenance and improvement of the building. Major items include:

redcoration of the foyer and auditorium;  
replacement of all ground level doors and windows to the front of the building, and upgrading the white cladding;  
replacement and upgrading of the dressing room roof;  
replacement and/or upgrading of all internal fire doors;  
resurfacing of foyer floor.

All of the above, together with all other ongoing expenditure on theatre maintenance, have been financed from reserves. It was decided this year to include a new category - Upkeep of Premises - so that we could monitor the amount spent on our infrastructure. These amounts would previously have gone into Fixtures and Fittings. As this latter category is no longer being used, we have decided to write the amount down over the year just gone and the next two. Once this three year period is over, the accounts will present a truer picture of our real financial position; until then, the profit/loss figures will be markedly worse than reality - for example, our income and expenses for the year just gone showed a profit of over £17000, reflecting a good year for income in a year of higher than normal expenditure.

As set out in paragraphs 5 and 6, the theatre will be facing significant expenditure over the coming 2-5 years on essential roof repairs, and necessary improvements to accessibility, which may require a level of supported funding through loans or grants.

#### **4. Publicity and Marketing**

All printed publicity and marketing material including posters, flyers, programmes and newsletters conforms to a characteristic house style designed to give a fresh, modern image. We are grateful to James Meikle for his work in creating and developing this material.

We have just launched a new theatre website which will be expanded to include new and improved content, including the possibility of a members only section. The theatre's publicity and marketing strategy is under progressive review, including printed material and the use of social media and on line distribution.

#### **5. Building Maintenance and Development**

The Board and EC continue to work hard to ensure that the theatre is an attractive, comfortable and safe venue for our audiences and volunteers. All electrical, fire and safety systems are regularly checked and upgraded. Care of the building itself remains a significant challenge given its age and a lack of consistent maintenance in previous years.

Following the replacement of the flat roof over the dressing rooms last year, detailed surveys of the remaining flat roofs and the main, slated pitch roof over the auditorium have been undertaken. These confirm that the flat roofs have all reached, or are reaching, the end of their useful lives and require replacement. With regard to the auditorium, the survey shows that the false ceiling and lighting gantry installed in the 1970s are creating undue pressure on the auditorium walls, which will require strengthening.

Taken together, these works will require considerable investment. The Board have appointed a group comprising Chris Spinks, Mike Palmer, David Rankin and Julianne Parker to prioritise the work and fully explore the funding options.

#### **6. Accessibility**

To enable the theatre to meet its responsibilities in regard to accessibility, the Board recently commissioned an accessibility audit of the whole building from the Centre for Accessible Environments. Chloe Holland led on the commissioning of the survey. The survey report has now been received and provides valuable information on the current areas of weakness, and the remedial action needed. The EC is currently developing an action plan in response to the survey.

**LEWES LITTLE THEATRE**

**ACCOUNTS FOR THE YEAR ENDED**

**31ST JULY 2023**

Lewes Little Theatre

Accounts for the year ended 31st July 2023

EXAMINER'S REPORT

I have examined the Balance Sheet as at 31st July 2023 together with the attached Income and Expenditure Account for the year ended on that date, and hereby certify that they have been correctly prepared in accordance with the books, records, vouchers and explanations furnished to me by the Hon Treasurer.

Signed

*William Spence*

Date

*20th September 2023*

# LEWES LITTLE THEATRE

## BALANCE SHEET AS AT 31 JULY 2023

	2022-3	2021-2
<b>Fixed Assets</b>		
Freehold property - Site Value	£2,100,000	£2,100,000
Fixtures and fittings	£43,351	£32,491
Additions for year	£0	£25,310
Less 25% depreciation for year	-£14,450	-£14,450
	£28,901	£43,351
<b>Current Assets</b>		
Bank current accounts	£257	£2,520
Bank deposit accounts	£1,223	£11,770
Hampshire Trust Bank	£22,658	£22,500
Monmouthshire BS	£56,442	£26,142
Cash	£83	£470
Total cash and banked funds	£80,663	£63,402
Bar stock	£785	£339
Total current assets	£81,448	£63,741
<b>Less Current Liabilities</b>		
Sundry creditors (Audit Fee)	£600	£500
Net current assets	£80,848	£63,241
<b>TOTAL ASSETS</b>	<b>£2,209,749</b>	<b>£2,206,592</b>
<b>REPRESENTED BY</b>		
Accumulated funds brought forward	£2,206,592	£1,204,127
Revaluation of freehold property		£1,000,000
Change to creditors	-£100	£280
Increase/(decrease) in bar stock	£446	
From income and expenditure	£2,811	£2,185
	<b>£2,209,749</b>	<b>£2,206,592</b>



APPROVED:  
(Hon Treasurer)

**LEWES LITTLE THEATRE****INCOME FOR THE PERIOD ENDING 31 JULY 2023**

	<b>2022-3</b>	<b>2021-2</b>
<b>Production Income</b>		
Bar sales	£13,000	£6,630
Foyer refreshments income	£1,089	£886
Programme sales	£1,238	£874
Seat sales	£67,993	£38,759
<b>Total Production Income</b>	<b>£83,320</b>	<b>£47,149</b>
<b>Non-Production Income</b>		
Car park rental	£300	£510
Income tax refund (Gift Aid)	£920	£885
Interest income	£482	£291
Legacies	£2,000	£500
Subscriptions	£9,967	£8,132
<b>Total Non-Production Income</b>	<b>£13,669</b>	<b>£10,318</b>
<b>TOTAL INCOME</b>	<b>£96,989</b>	<b>£57,467</b>

**LEWES LITTLE THEATRE****EXPENDITURE FOR THE PERIOD ENDING 31 JULY 2023**

	<b>2022-3</b>	<b>2021-2</b>
<b>Production expenditure</b>		
Backstage refreshment	£366	£220
Bar expenditure	£0	£191
Bar purchases	£6,415	£3,643
Costumes & wigs	£1,184	£487
Foyer Refreshments Expenditure	£72	£274
Hall hire	£740	£570
Make up	£73	£0
Music	£1,024	£0
Licences	£1,576	£1,181*
Lighting & sound	£44	£300
Photographs	£82	£65
Programmes	£2,435	£1,115
Props & furniture	£654	£270
Publicity	£10,199	£3,727
Scripts	£370	£122
Set expenditure	£3,109	£1,821
Special effects	£135	£0
<b>Total production expenditure</b>	<b>£28,478</b>	<b>£13,986</b>
<b>Non-Production expenditure</b>		
Audit fee	£500	£500
Computer accessories	£0	£48
Depreciation	£14,450	£14,450
Electricity & gas	£7,048	£2,747
Equipment	£1,099	£813
Health and Safety	£446	£112
Insurance	£3,889	£3,559
Little Theatre Guild	£105	£105
Maintenance	£5,944	£8,682
Miscellaneous	£433	£462
Newsletter	£3,140	£2,080
Postage	£868	£1,167
Rates, water & refuse	£1,815	£1,498
Software	£1,735	£1,021
Stationery and printing	£94	£312
Telephone	£749	£490
Theatre management	£5,820	£3,250
Upkeep of premises	£17,565	£0
<b>Total Non-Production expenditure</b>	<b>£65,700</b>	<b>£41,296</b>
<b>TOTAL EXPENDITURE</b>	<b>£94,178</b>	<b>£55,282</b>
<b>CHANGE IN ACCUMULATED FUNDS</b>	<b>£2,811</b>	<b>£2,185</b>

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