

# LANCASTER FOOTLIGHTS & GRAND THEATRE

England & Wales · Charity number 1198714

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2022-04-25

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Lancaster Grand Theatre  
St Leonardgate  
Lancaster  
LA1 1NL

**Phone** 0152464695

**Email** [tickets@lancastergrand.co.uk](mailto:tickets@lancastergrand.co.uk)

**Website** [lancastergrand.co.uk](http://lancastergrand.co.uk)

## Activities

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**Objects:** 1. TO PROMOTE, IMPROVE AND ADVANCE THE EDUCATION OF THE PUBLIC IN THE ARTS BY:-• THE PRODUCTION, PROMOTION AND PROVISION OF PLAYS AND THE ENCOURAGEMENT OF THE ARTS AND THE PRODUCTION, STAGING OR STREAMING OF PERFORMANCES, CONCERTS, BROADCASTS, WORKSHOPS (INCLUDING EDUCATIONAL WORKSHOPS) AND MASTERCLASSES IN ALL TYPES OF DRAMATIC AND MUSICAL ARTS, INCLUDING (BUT NOT RESTRICTED TO) THE ARTS OF DRAMA, DRAMATIC AUTHORSHIP, OPERA, OPERETTA, MIME, DANCING, SINGING, MUSIC, COMEDY, PUPPETRY;• THE GIVING OF LECTURES AND EXHIBITIONS AND/OR THE SHOWING OF FILMS WHETHER ON ANY PREMISES OWNED BY THE CIO OR ELSEWHERE AS ARE CONDUCIVE TO THE PROMOTION, MAINTENANCE, IMPROVEMENT AND ADVANCEMENT OF EDUCATION AND KNOWLEDGE OR TO THE ENCOURAGEMENT OF THE ARTS; AND• ENABLING THE THEATRE TO BE USED BY OTHER COMMUNITY GROUPS AND OTHERS FOR THE PERFORMANCE OF DRAMA, MUSIC AND / OR DANCE PRODUCTIONS AND ALL OTHER TYPES OF PERFORMING ARTS. 2. TO PRESERVE AND PROTECT (INCLUDING UNDERTAKING SUITABLE ALTERATIONS AND ADDITIONS TO) THE BUILDING KNOWN AS LANCASTER GRAND THEATRE AND ITS ATTACHED COTTAGES AS A COMMUNITY ASSET AND ANY OTHER LAND AND BUILDINGS WHICH THE CIO MAY AT ANY TIME IN THE FUTURE PURCHASE OR LEASE PROVIDED THAT THIS ACTION EITHER MEETS THE CRITERIA OF BEING WORTHY OF PRESERVATION IN ACCORDANCE WITH CHARITY LAW OF ENGLAND AND WALES OR IS IN FURTHERANCE OR FACILITATION OF OR ANCILLARY TO THE BETTER AND IMPROVED USE OF THE THEATRE FOR THE PURPOSES OF OBJECT 1.

**Activities:** Lancaster Footlights is a thriving amateur drama group which is based at Lancaster Grand Theatre. They first started performing in the 1920's and purchased the Grand in 1951 to save it from demolition. Over the years the theatre has been progressively restored and it is now regularly used by many community groups and a wide range of professional acts.

## Classification

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- **How:** Provides Buildings/facilities/open Space
- **What:** Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

## Geography

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- Lancashire

## Finances

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Period end	Income	Expenditure	Assets	Employees
2024-12-31	£589,707	£470,028	£1,008,889	15
2023-12-31	£540,758	£383,490	£889,209	15
2022-12-31	£0	£400	-	-

## Trustees

Name	Role	Appointed
Adrian Paul Tayler		2023-10-09
Andrew David Marshall		2025-09-16
Charles Raymond Willett		2023-10-09
David Robert Hardy		2023-10-09
Deborah Anne Satterly		2025-09-16
Helen Lavinia Freeborough		2025-09-16
Julie Ann Shaw		2025-09-16
Marcus Lord		2025-09-16
Rebecca Stephen-Denby		2025-09-16
Richard Michael Charles Beveridge		2025-09-16

**LANCASTER FOOTLIGHTS & GRAND THEATRE**

England & Wales - Charity number 1198714

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# Accounts

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**REPORT OF THE TRUSTEES AND**  
**UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2024**  
**FOR**  
**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

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**for the Year Ended 31st December 2024**

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**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31st December 2024**

The trustees present the financial statements of the charity for the year to 31st December 2024.

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The Charity has prepared, consulted upon, and implemented a detailed Strategy for the period 2024-27 which is available via the theatre's website. Our Mission Statement is the single phrase behind which everyone can unite to ensure we are clear what our purpose is. The mission of Lancaster Footlights & Grand Theatre is: "To be a place of joy, and a cornerstone of cultural and artistic excellence, for our community and beyond".

**Our Priorities**

- 1a. Member wellbeing, satisfaction, and engagement
- 1b. Staff wellbeing, satisfaction, and engagement
2. Maintaining financial security
3. Ensuring legal compliance.
4. Acknowledging the importance of organisational culture
5. Recognising our Contribution to the Arts & our City
6. Improving our use of Information, Communication & Technology
7. Protecting the theatre building

**Significant activities**

In the reporting period the charity:

- Rolled out its 2024-27 Strategy following staff, member and volunteer consultation
- Introduced our new values based on the ACTORS acronym
- Focussed on creating resilient joy filled operations, removing single points of failure
- Amended the constitution to enable Board size to be increased from 8 to 12 trustees
- Uplifted wages and salaries in line with inflation and living wage principals
- Introduced the new paid staff role of Compliance & Learning Coordinator
- Introduced the new paid staff roles of Front of House Coordinators
- Commenced the process to introduce a Deputy Theatre Manager (Operations) role
- Introduced a fully refreshed Safeguarding Policy and associated training plan
- Refreshed key risk assessments, policies, and procedures
- Delivered a 'Thank you & Feedback' event for Front of House volunteers
- Established a member, staff, and volunteer Front of House Working group
- Refreshed our approach to preventative and reactive maintenance
- Refreshed our volunteer joining pathway and associated induction & development
- Managed significant risks including implications of proposed car park development
- Introduced an on-line survey tool for use in public, staff and volunteer consultations
- Completed the process of re-branding to align with the new external colour scheme
- Continued as an active member of the Lancaster District Arts Partnership
- Entered the Lancashire Tourism Awards
- Further improved accessibility through audio brochures and relaxed pantomime
- Commenced project to improve safety and storage capacity at our off-site unit
- Commenced project to replace our inefficient and aging sound & lighting equipment
- Commenced project to introduce membership management software & website
- Planned next Thankyou & Feedback events to include all staff, members & volunteer

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31st December 2024**

**ACHIEVEMENT AND PERFORMANCE**

**Audience figures**

	<u>Performances</u> <u>2024</u>	<u>Performances</u> <u>2023</u>	<u>Seats Sold</u> <u>2024</u>	<u>Seats Sold</u> <u>2023</u>
Footlights	31	37	10,384	12,277
Community groups	24	27	7,497	9,763
Professional acts	153	147	49,513	47,809
<b>Total</b>	<b>208</b>	<b>211</b>	<b>67,394</b>	<b>69,849</b>

Our very own shows - seats sold:  
Ladies Day 756,  
Blackadder II 1,013 (hoorah!) and  
Dick Whittington 8,615

**FINANCIAL REVIEW**

**Reserves policy**

The trustees must ensure that unrestricted reserves are maintained so that the charity can continue its operations if an unforeseen event occurs which compromises the ongoing ticket sales at the same level enjoyed over the last few seasons. It is our charity's current policy to maintain unrestricted reserves, underpinned by available cash and bank funds, to support four month's average operating costs plus estimated pending theatre improvement expenditure. The trustees believe the current ideal level of unrestricted reserves is £150,000. To achieve this figure excess reserves have been transferred to The New Foyer Designated Appeals reserve in the sum of £225,000, at the year end.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The Charity is controlled by its governing document and constitutes a charitable incorporated organisation (CIO). Please refer to the relevant section of Lancaster Grand Theatre's website for the full text of the constitution.

The Charity Commission approved our application to convert to a Charitable Incorporated Organisation (CIO) on 25 April 2022. Theatre operations have been transferred to the CIO from 1st January 2023. Since 1st January 2023 assets have been transferred which is an ongoing process.

**Organisational structure**

During the reporting period the charity Board comprised 8 trustee posts. Trustees were supported in meeting charity objectives by paid staff (see Note 9), circa 150 adult and 30 youth members/volunteers, and contractors as necessary.

**Leadership and Governance**

The Board met 8 times to set strategy, manage risks, lead, assure and administer the charity. To ensure sufficient capacity and devolution of responsibility, various subgroups and committees report to it, including:

- Production Committee
- Arts, Culture and Heritage Subgroup - Costume Subgroup
- Maintenance Subgroup
- Props Subgroup
- Tech Subgroup
- Safeguarding Subgroup - Front of House Working Group

**General Management**

The Theatre Manager manages the day-to-day operation of the theatre. To facilitate effective operations, the Theatre Manager has delegated authority within terms approved by the Board for programming and operational matters.

**Induction and training of new trustees**

Trustees are fully briefed on their legal obligations under charity law, including their commitment to safeguarding, the decision-making processes of the Board, its strategy and plans, and financial performance.

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31st December 2024**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Risk management**

The charity maintains a risk register in accordance with Charity Commission guidance. Risks are regularly reviewed, and appropriate and proportionate mitigation actions are put in place.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Charity number**

1198714

**Principal address**

Lancaster Grand Theatre  
St Leonardsgate  
Lancaster  
LA1 1NL

**Trustees**

M T Hardy  
D R Hardy  
A P Tayler  
J J Beamer  
J F Laking (resigned 12.1.24)  
C R Willett  
M Hutton  
C Williams  
C Travis (appointed 16.9.24)  
L Waterhouse (appointed 16.9.24) (resigned 21.3.25)  
D Thomas (appointed 16.9.24) (resigned 24.3.25)  
S Sutton (appointed 16.9.24) (resigned 3.6.25)  
M Clack (appointed 16.9.24) (resigned 19.6.25)

**Independent Examiner**

Mr Simon William Cullingford FCCA  
Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

Approved by order of the board of trustees on 6th August 2025 and signed on its behalf by:



M Hutton - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF**  
**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**Independent examiner's report to the trustees of Lancaster Footlights & Grand Theatre**

I report to the charity trustees on my examination of the accounts of Lancaster Footlights & Grand Theatre (the Trust) for the year ended 31st December 2024.

**Responsibilities and basis of report**

As the charity trustees of the Trust 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 Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.


**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.



Mr Simon William Cullingford FCCA  
The Association of Chartered Certified Accountants

Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

6th August 2025

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the Year Ended 31st December 2024**

		<b>2024</b>	2023
		<b>Unrestricted</b>	Total
		<b>funds</b>	funds
		<b>£</b>	£
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	3,199	14,389
Other trading activities	3	425,588	402,676
Investment income	4	31,259	85
Other income		<u>129,661</u>	<u>123,609</u>
<b>Total</b>		<u>589,707</u>	<u>540,759</u>
 <b>EXPENDITURE ON</b>			
Raising funds	5	371,600	288,975
<b>Charitable activities</b>	6		
Amateur performances		21,271	25,436
Community and Professional Lets		<u>77,157</u>	<u>69,079</u>
<b>Total</b>		<u>470,028</u>	<u>383,490</u>
 <b>NET INCOME</b>		<b>119,679</b>	157,269
Funds transferred from prior entity	16	<u>-</u>	<u>732,341</u>
<b>Net movement in funds</b>		<b>119,679</b>	889,610
 <b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		<u>889,210</u>	(400)
 <b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>1,008,889</u></u>	<u><u>889,210</u></u>

The notes form part of these financial statements

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**BALANCE SHEET**  
**31st December 2024**

	Notes	2024 Unrestricted funds £	2023 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	11	176,006	117,821
<b>CURRENT ASSETS</b>			
Stocks	12	12,758	9,155
Debtors	13	75,256	199,023
Cash at bank and in hand		<u>1,241,826</u>	<u>1,062,884</u>
		<b>1,329,840</b>	1,271,062
<b>CREDITORS</b>			
Amounts falling due within one year	14	(496,957)	(499,673)
		<u>832,883</u>	<u>771,389</u>
<b>NET CURRENT ASSETS</b>			
		<u>832,883</u>	<u>771,389</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>1,008,889</b>	889,210
		<u>1,008,889</u>	<u>889,210</u>
<b>NET ASSETS</b>			
		<u>1,008,889</u>	<u>889,210</u>
<b>FUNDS</b>	16		
Unrestricted funds:			
General fund		549,120	432,732
Designated Appeals Fund		<u>459,769</u>	<u>456,478</u>
		<b>1,008,889</b>	889,210
		<u>1,008,889</u>	<u>889,210</u>
<b>TOTAL FUNDS</b>		<b>1,008,889</b>	889,210
		<u>1,008,889</u>	<u>889,210</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 6th August 2025 and were signed on its behalf by:



M Hutton - Trustee

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**CASH FLOW STATEMENT**  
**for the Year Ended 31st December 2024**

	Notes	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	217,512	359,653
Funds transferred from prior entity		<u>-</u>	<u>732,341</u>
Net cash provided by operating activities		<u>217,512</u>	<u>1,091,994</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(69,829)	(123,694)
Interest received		<u>31,259</u>	<u>85</u>
Net cash used in investing activities		<u>(38,570)</u>	<u>(123,609)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
Cash and cash equivalents at the beginning of the reporting period		<u>1,062,884</u>	<u>94,499</u>
Cash and cash equivalents at the end of the reporting period		<u>1,241,826</u>	<u>1,062,884</u>

The notes form part of these financial statements

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE CASH FLOW STATEMENT**  
**for the Year Ended 31st December 2024**

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2024	2023
	£	£
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	<b>119,679</b>	<b>157,269</b>
<b>Adjustments for:</b>		
Depreciation charges	11,644	5,873
Interest received	(31,259)	(85)
Increase in stocks	(3,603)	(9,155)
Decrease/(increase) in debtors	123,767	(198,014)
(Decrease)/increase in creditors	<u>(2,716)</u>	<u>403,765</u>
<b>Net cash provided by operations</b>	<b><u>217,512</u></b>	<b><u>359,653</u></b>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1/1/24	Cash flow	At 31/12/24
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>1,062,884</u>	<u>178,942</u>	<u>1,241,826</u>
	<u>1,062,884</u>	<u>178,942</u>	<u>1,241,826</u>
<b>Total</b>	<b><u>1,062,884</u></b>	<b><u>178,942</u></b>	<b><u>1,241,826</u></b>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the Year Ended 31st December 2024**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

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

Freehold property	- 5% Straight line on cost
Plant and machinery	- at varying rates on cost

**Stocks**

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

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2024**

<b>2. DONATIONS AND LEGACIES</b>	<b>2024</b>	<b>2023</b>
	£	£
Donations	1,574	2,836
Tax refunds	1,625	1,553
Legacies	-	10,000
	<u>3,199</u>	<u>14,389</u>
<b>3. OTHER TRADING ACTIVITIES</b>	<b>2024</b>	<b>2023</b>
	£	£
Footlights shows income	117,779	128,369
Community let income	33,804	31,512
Professional let income	<u>274,005</u>	<u>242,795</u>
	<u>425,588</u>	<u>402,676</u>
<b>4. INVESTMENT INCOME</b>	<b>2024</b>	<b>2023</b>
	£	£
Deposit account interest	<u>31,259</u>	<u>85</u>
<b>5. RAISING FUNDS</b>		
<b>Raising donations and legacies</b>	<b>2024</b>	<b>2023</b>
	£	£
Just giving charges	216	198
Support costs	<u>369,464</u>	<u>288,777</u>
	<u>369,680</u>	<u>288,975</u>
<b>Other trading activities</b>	<b>2024</b>	<b>2023</b>
	£	£
Bad debts	<u>1,920</u>	-
Aggregate amounts	<u>371,600</u>	<u>288,975</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2024**

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 7) £	Totals £
Amateur performances	23,756	(2,485)	21,271
Community and Professional Lets	<u>77,157</u>	<u>-</u>	<u>77,157</u>
	<u>100,913</u>	<u>(2,485)</u>	<u>98,428</u>

**7. SUPPORT COSTS**

	Management £	Finance £	Governance costs £	Totals £
Raising donations and legacies	356,320	1,668	11,476	369,464
Amateur performances	<u>(2,485)</u>	<u>-</u>	<u>-</u>	<u>(2,485)</u>
	<u>353,835</u>	<u>1,668</u>	<u>11,476</u>	<u>366,979</u>

**8. TRUSTEES' REMUNERATION AND BENEFITS**

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

**Trustees' expenses**

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

**9. STAFF COSTS**

	2024 £	2023 £
Wages and salaries	186,898	142,446
Social security costs	20,854	22,554
Other pension costs	<u>6,679</u>	<u>5,458</u>
	<u>214,431</u>	<u>170,458</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Management	3	2
General	4	4
Box Office	7	8
Marketing	<u>1</u>	<u>1</u>
	<u>15</u>	<u>15</u>

No employees received emoluments in excess of £60,000.

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2024**

**10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	14,389
Other trading activities	402,676
Investment income	85
Other income	<u>123,609</u>
<b>Total</b>	<u>540,759</u>
<b>EXPENDITURE ON</b>	
Raising funds	288,975
<b>Charitable activities</b>	
Amateur performances	25,436
Community and Professional Lets	<u>69,079</u>
<b>Total</b>	<u>383,490</u>
<b>NET INCOME</b>	157,269
Funds transferred from prior entity	<u>732,341</u>
Net movement in funds	889,610
<b>RECONCILIATION OF FUNDS</b>	
Total funds brought forward	(400)
	<hr/>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>889,210</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2024**

**11. TANGIBLE FIXED ASSETS**

	Freehold property £	Plant and machinery £	Totals £
<b>COST</b>			
At 1st January 2024	97,198	26,496	123,694
Additions	<u>-</u>	<u>69,829</u>	<u>69,829</u>
At 31st December 2024	<u>97,198</u>	<u>96,325</u>	<u>193,523</u>
<b>DEPRECIATION</b>			
At 1st January 2024	4,860	1,013	5,873
Charge for year	<u>4,860</u>	<u>6,784</u>	<u>11,644</u>
At 31st December 2024	<u>9,720</u>	<u>7,797</u>	<u>17,517</u>
<b>NET BOOK VALUE</b>			
At 31st December 2024	<u>87,478</u>	<u>88,528</u>	<u>176,006</u>
At 31st December 2023	<u>92,338</u>	<u>25,483</u>	<u>117,821</u>

**12. STOCKS**

	2024 £	2023 £
Stocks	<u>12,758</u>	<u>9,155</u>

**13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024 £	2023 £
Other debtors	56,359	188,935
Prepayments	<u>18,897</u>	<u>10,088</u>
	<u>75,256</u>	<u>199,023</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2024**

**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Trade creditors	10,765	19,345
Taxation and social security	3,521	2,695
Other creditors	<u>482,671</u>	<u>477,633</u>
	<u>496,957</u>	<u>499,673</u>

**15. LEASING AGREEMENTS**

There is a commitment to rental of a storage unit, under a 20-year lease from 15/12/2022, ending on 14/12/2042. The rent charges are £12,000 per year, plus insurance.

There is also a commitment to pay rent to Lancaster City Council for the part of the Theatre Car Park owned by Lancaster City Council and held under an expired lease by the trustees of Lancaster Footlights (509425), the commitment to pay rent to Lancaster City Council having been assumed by the CIO and which has been accepted by Lancaster City Council.

**16. MOVEMENT IN FUNDS**

	At 1/1/24	Net movement in funds	At 31/12/24
	£	£	£
<b>Unrestricted funds</b>			
General fund	432,732	116,388	549,120
Designated Appeals Fund	<u>456,478</u>	<u>3,291</u>	<u>459,769</u>
	<u>889,210</u>	<u>119,679</u>	<u>1,008,889</u>
<b>TOTAL FUNDS</b>	<u>889,210</u>	<u>119,679</u>	<u>1,008,889</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	586,416	(470,028)	116,388
Designated Appeals Fund	<u>3,291</u>	<u>-</u>	<u>3,291</u>
	<u>589,707</u>	<u>(470,028)</u>	<u>119,679</u>
<b>TOTAL FUNDS</b>	<u>589,707</u>	<u>(470,028)</u>	<u>119,679</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2024**

**16. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1/1/23 £	Net movement in funds £	Transfers from prior entity £	At 31/12/23 £
<b>Unrestricted funds</b>				
General fund	(400)	144,354	288,778	432,732
Designated Appeals Fund	-	12,915	443,563	456,478
	<u>(400)</u>	<u>157,269</u>	<u>732,341</u>	<u>889,210</u>
<b>TOTAL FUNDS</b>	<u>(400)</u>	<u>157,269</u>	<u>732,341</u>	<u>889,210</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	527,646	(383,292)	144,354
Designated Appeals Fund	13,113	(198)	12,915
	<u>540,759</u>	<u>(383,490)</u>	<u>157,269</u>
<b>TOTAL FUNDS</b>	<u>540,759</u>	<u>(383,490)</u>	<u>157,269</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/1/23 £	Net movement in funds £	Transfers from prior entity £	At 31/12/24 £
<b>Unrestricted funds</b>				
General fund	(400)	260,742	288,778	549,120
Designated Appeals Fund	-	16,206	443,563	459,769
	<u>(400)</u>	<u>276,948</u>	<u>732,341</u>	<u>1,008,889</u>
<b>TOTAL FUNDS</b>	<u>(400)</u>	<u>276,948</u>	<u>732,341</u>	<u>1,008,889</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2024**

**16. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,114,062	(853,320)	260,742
Designated Appeals Fund	<u>16,404</u>	<u>(198)</u>	<u>16,206</u>
	<u>1,130,466</u>	<u>(853,518)</u>	<u>276,948</u>
<b>TOTAL FUNDS</b>	<u>1,130,466</u>	<u>(853,518)</u>	<u>276,948</u>

**17. RELATED PARTY DISCLOSURES**

The only related party is the prior unincorporated entity, Lancaster Footlights (Charity Registration No. 509425) from which this CIO is taking over. The transfer of assets and operations is anticipated to be complete by the next year end and there was £55,600 due from the prior entity at this year end.

**LANCASTER FOOTLIGHTS & GRAND THEATRE**

England & Wales - Charity number 1198714

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# Accounts

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**REPORT OF THE TRUSTEES AND**  
**UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2023**  
**FOR**  
**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

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**for the Year Ended 31st December 2023**

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**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31st December 2023**

The trustees present the financial statements of the charity for the year to 31st December 2023. The CIO's operations commenced 17th December 2022.

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The Charity has prepared, consulted upon, and implemented a Strategy for 2024-27. Please refer to the Lancaster Grand Theatre's website for the full strategy. Our Mission Statement is the single phrase behind which everyone can unite to ensure we are clear what our purpose is. The mission of Lancaster Footlights & Grand Theatre is: "To be a place of joy, and a cornerstone of cultural and artistic excellence, for our community and beyond". To achieve this, we are dedicated to:

1. Enriching Lives: We strive to bring joy to, and enrich the lives of, our volunteers, staff, patrons, artists, and broader community through the transformative power of live performance, fostering creativity, understanding and empathy.
2. Artistic Excellence: We are committed to hosting, producing, and presenting high-quality, diverse, and thought-provoking theatrical and other performance experiences that engage, challenge, and inspire our audiences.
3. Accessibility and Inclusivity: We believe in providing a welcoming, diverse and inclusive environment, ensuring that everyone in our community has the opportunity to participate in, and enjoy the performing arts.
4. Education and Outreach: We are passionate about nurturing the next generation of artists, volunteers and audiences through educational programs and outreach.
5. Preservation of Heritage: We are dedicated to preserving the rich heritage of our historic theatre, maintaining it as a vibrant cultural landmark for generations to come.
6. Sustainability: We are committed to responsible environmental stewardship and sustainability practices, minimising our environmental impact while providing outstanding theatrical experiences.
7. Customer Safety, Experience & Service: We are committed to providing an entertainment space which is safe for everyone and providing exemplary customer experience and service.

**Significant activities**

In the reporting period the charity:

- Drafted a Strategy for the period 2024-27 in preparation for staff, member and volunteer consultation
- Uplifted wages and salaries in line with inflation and living wage principals
- Re-drafted its Volunteer Handbook
- Began the process of appointing a new paid Compliance & Learning Coordinator role
- Planned a 'Thank you & Feedback' event for Front of House volunteers
- Replaced poorly performing Point of Sale devices
- Completed the Heritage Action Zone funded (to 75%) external restoration and complimentary lighting
- Began the process of re-branding to align with the new external colour scheme
- Reintroduced off-site 'Studio Productions'
- Moved the contents of our off-site scenery and general store to its new location
- Improved fire safety through updates to the fire alarms system, and refreshed external markings, internal signage and training
- Introduced the 'Schools Pantomime' incorporating key safety messages
- Footlights Grand Theatre productions (seats sold): Blackadder II (1157), The Twits (1609), Sleeping Beauty (9301)
- Footlights off-site Studio productions (seats sold): 39 Steps (210) (ticket sales limited by external venue capacity)

**ACHIEVEMENT AND PERFORMANCE**

**Audience figures**

	<u>Performances</u> <u>2023</u>	<u>Performances</u> <u>2022</u>	<u>Seats Sold</u> <u>2023</u>	<u>Seats Sold</u> <u>2022</u>
Footlights	37	39	12,277	10,840
Community groups	27	35	9,763	7,961
Professional acts	147	123	47,809	37,761
<b>Total</b>	<b>211</b>	<b>197</b>	<b>69,849</b>	<b>56,562</b>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31st December 2023**

**FINANCIAL REVIEW**

**Reserves policy**

The trustees must ensure that unrestricted reserves are maintained so that the charity can continue its operations if an unforeseen event occurs which compromises the ongoing ticket sales at the same level previously enjoyed over the last few seasons. It is our charity's current policy to maintain unrestricted reserves, underpinned by available cash and bank funds, to support four month's average operating costs plus estimated pending theatre improvement expenditure, whilst conscious of the obligation to refund tickets in respect of cancelled shows. The trustees believe that the current level of reserves is adequate and justifiable.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The Charity is controlled by its governing document and constitutes a charitable incorporated organisation (CIO). Please refer to the relevant section of Lancaster Grand Theatre's website for the full text of the constitution.

The Charity Commission approved our application to convert to a Charitable Incorporated Organisation (CIO) on 25 April 2022. Theatre operations have been transferred to the CIO from 1st January 2023. Since 1st January assets have been transferred which is an ongoing process.

**Organisational structure**

During the reporting period the charity Board comprised 8 trustee posts. Trustees were supported in meeting charity objectives by paid staff (see Note 9), circa 150 adult and 30 youth members/volunteers, and contractors as necessary.

**Leadership and Governance**

The Board met 8 times to set strategy, manage risks, lead, assure and administer the charity. To ensure sufficient capacity and devolution of responsibility, various subgroups and committees report to it, including:

- Production Committee
- Arts, Culture and Heritage Subgroup - Costume Subgroup
- Maintenance Subgroup
- Props Subgroup
- Tech Subgroup
- Safeguarding Subgroup - Front of House Working Group

**General Management**

The Theatre Manager manages the day-to-day operation of the theatre. To facilitate effective operations, the Theatre Manager has delegated authority within terms approved by the Board for programming and operational matters.

**Induction and training of new trustees**

Trustees are fully briefed on their legal obligations under charity law, including their commitment to safeguarding, the decision-making processes of the Board, its strategy and plans, and financial performance.

**Risk management**

The charity maintains a risk register in accordance with Charity Commission guidance. Risks are regularly reviewed, and appropriate and proportionate mitigation actions are put in place.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Charity number**

1198714

**Principal address**

Lancaster Grand Theatre  
St Leonardsgate  
Lancaster  
LA1 1NL

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31st December 2023**

**Trustees**

Mr M T Hardy  
Mr D R Hardy  
Mrs J C Hardy (resigned 8.10.23)  
Mr A P Tayler  
Mr J J Beamer  
Mr J F Laking (resigned 12.1.24)  
Mr J B Smith (resigned 8.10.23)  
Mr C R Willett  
Mr M Hutton (appointed 9.10.23)  
Mrs C Williams (appointed 9.10.23)

**Independent Examiner**

Mr Simon William Cullingford FCCA  
Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

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



Mr M Hutton - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
LANCASTER FOOTLIGHTS & GRAND THEATRE  
(A CHARITABLE INCORPORATED ORGANISATION)**

**Independent examiner's report to the trustees of Lancaster Footlights & Grand Theatre**

I report to the charity trustees on my examination of the accounts of Lancaster Footlights & Grand Theatre (the Trust) for the year ended 31st December 2023.

**Responsibilities and basis of report**

As the charity trustees of the Trust 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 Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.



Mr Simon William Cullingford FCCA  
The Association of Chartered Certified Accountants

Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

8th August 2024

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the Year Ended 31st December 2023**

		Year Ended 31/12/23 Unrestricted funds £	Period 25/4/22 to 31/12/22 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	14,388	-
Other trading activities	3	402,676	-
Investment income	4	85	-
Other income		<u>123,609</u>	<u>-</u>
<b>Total</b>		<u>540,758</u>	<u>-</u>
 <b>EXPENDITURE ON</b>			
Raising funds	5	288,975	400
<b>Charitable activities</b>	6		
Amateur performances		25,436	-
Community and Professional Lets		<u>69,079</u>	<u>-</u>
<b>Total</b>		<u>383,490</u>	<u>400</u>
 <b>NET INCOME/(EXPENDITURE)</b>		157,268	(400)
Funds transferred from prior entity	15	<u>732,341</u>	<u>-</u>
<b>Net movement in funds</b>		889,609	(400)
 <b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		(400)	-
 <b>TOTAL FUNDS CARRIED FORWARD</b>		<u>889,209</u>	<u>(400)</u>

The notes form part of these financial statements

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**BALANCE SHEET**  
**31st December 2023**

	Notes	2023 Unrestricted funds £	2022 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	11	117,821	-
<b>CURRENT ASSETS</b>			
Stocks	12	9,155	-
Debtors	13	199,023	1,009
Cash at bank and in hand		<u>1,062,884</u>	<u>94,499</u>
		1,271,062	95,508
<b>CREDITORS</b>			
Amounts falling due within one year	14	(499,674)	(95,908)
		<u>771,388</u>	<u>(400)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>			
		<u>889,209</u>	<u>(400)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>889,209</u>	<u>(400)</u>
<b>NET ASSETS/(LIABILITIES)</b>			
		<u>889,209</u>	<u>(400)</u>
<b>FUNDS</b>	15		
Unrestricted funds:			
General fund		432,731	(400)
Designated Appeals Fund		<u>456,478</u>	<u>-</u>
		<u>889,209</u>	<u>(400)</u>
<b>TOTAL FUNDS</b>		<u>889,209</u>	<u>(400)</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 8th August 2024 and were signed on its behalf by:



Mr M Hutton - Trustee

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**CASH FLOW STATEMENT**  
**for the Year Ended 31st December 2023**

	Notes	Year Ended 31/12/23 £	Period 25/4/22 to 31/12/22 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	359,653	94,499
Funds transferred from prior entity		<u>732,341</u>	<u>-</u>
Net cash provided by operating activities		<u>1,091,994</u>	<u>94,499</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(123,694)	-
Interest received		<u>85</u>	<u>-</u>
Net cash (used in)/provided by investing activities		<u>(123,609)</u>	<u>-</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>968,385</u>	<u>94,499</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>94,499</u>	<u>-</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>1,062,884</u></u>	<u><u>94,499</u></u>

The notes form part of these financial statements

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE CASH FLOW STATEMENT**  
**for the Year Ended 31st December 2023**

**1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>Year Ended 31/12/23 £</b>	<b>Period 25/4/22 to 31/12/22 £</b>
<b>Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)</b>	<b>157,268</b>	<b>(400)</b>
<b>Adjustments for:</b>		
Depreciation charges	5,873	-
Interest received	(85)	-
Increase in stocks	(9,155)	-
Increase in debtors	(198,014)	(1,009)
Increase in creditors	<u>403,766</u>	<u>95,908</u>
<b>Net cash provided by operations</b>	<u><b>359,653</b></u>	<u><b>94,499</b></u>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	<b>At 1/1/23 £</b>	<b>Cash flow £</b>	<b>At 31/12/23 £</b>
<b>Net cash</b>			
Cash at bank and in hand	<u>94,499</u>	<u>968,385</u>	<u>1,062,884</u>
	<u>94,499</u>	<u>968,385</u>	<u>1,062,884</u>
<b>Total</b>	<u><b>94,499</b></u>	<u><b>968,385</b></u>	<u><b>1,062,884</b></u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the Year Ended 31st December 2023**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

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

Freehold property	- 5% Straight line on cost
Plant and machinery	- at varying rates on cost

**Stocks**

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

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2023**

**2. DONATIONS AND LEGACIES**

	<b>Year Ended</b> <b>31/12/23</b>	Period 25/4/22 to 31/12/22
	£	£
Donations	2,835	-
Tax refunds	1,553	-
Legacies	<u>10,000</u>	-
	<u><b>14,388</b></u>	<u>-</u>

**3. OTHER TRADING ACTIVITIES**

	<b>Year Ended</b> <b>31/12/23</b>	Period 25/4/22 to 31/12/22
	£	£
Footlights shows income	128,369	-
Community let income	31,512	-
Professional let income	<u>242,795</u>	-
	<u><b>402,676</b></u>	<u>-</u>

**4. INVESTMENT INCOME**

	<b>Year Ended</b> <b>31/12/23</b>	Period 25/4/22 to 31/12/22
	£	£
Deposit account interest	<u>85</u>	<u>-</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2023**

**5. RAISING FUNDS**

**Raising donations and legacies**

	<b>Year Ended</b> <b>31/12/23</b>	Period 25/4/22 to 31/12/22
	£	£
Just giving charges	198	-
Support costs	<u>288,777</u>	<u>400</u>
	<u><b>288,975</b></u>	<u><b>400</b></u>

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 7) £	Totals £
Amateur performances	23,083	2,353	25,436
Community and Professional Lets	<u>69,079</u>	<u>-</u>	<u>69,079</u>
	<u><b>92,162</b></u>	<u><b>2,353</b></u>	<u><b>94,515</b></u>

**7. SUPPORT COSTS**

	Management £	Finance £	Governance costs £	Totals £
Raising donations and legacies	279,701	328	8,748	288,777
Amateur performances	<u>2,351</u>	<u>2</u>	<u>-</u>	<u>2,353</u>
	<u><b>282,052</b></u>	<u><b>330</b></u>	<u><b>8,748</b></u>	<u><b>291,130</b></u>

**8. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st December 2023 nor for the period ended 31st December 2022.

**Trustees' expenses**

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

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2023**

**9. STAFF COSTS**

	<b>Year Ended</b> <b>31/12/23</b>	Period 25/4/22 to 31/12/22
	£	£
Wages and salaries	142,446	-
Social security costs	22,554	-
Other pension costs	<u>5,458</u>	<u>-</u>
	<b><u>170,458</u></b>	<b><u>-</u></b>

The average monthly number of employees during the year was as follows:

	<b>Year Ended</b> <b>31/12/23</b>	Period 25/4/22 to 31/12/22
Management	2	-
General	4	-
Box Office	8	-
Marketing	<u>1</u>	<u>-</u>
	<b><u>15</u></b>	<b><u>-</u></b>

No employees received emoluments in excess of £60,000.

**10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £
<b>EXPENDITURE ON</b>	
Raising funds	400
	<u>          </u>
<b>NET INCOME/(EXPENDITURE)</b>	(400)
	<u>          </u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b><u>(400)</u></b>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2023**

**11. TANGIBLE FIXED ASSETS**

	Freehold property £	Plant and machinery £	Totals £
<b>COST</b>			
Additions	<u>97,198</u>	<u>26,496</u>	<u>123,694</u>
<b>DEPRECIATION</b>			
Charge for year	<u>4,860</u>	<u>1,013</u>	<u>5,873</u>
<b>NET BOOK VALUE</b>			
At 31st December 2023	<u>92,338</u>	<u>25,483</u>	<u>117,821</u>
At 31st December 2022	<u>-</u>	<u>-</u>	<u>-</u>

**12. STOCKS**

	2023 £	2022 £
Stocks	<u>9,155</u>	<u>-</u>

**13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023 £	2022 £
Other debtors	188,935	-
Prepayments	<u>10,088</u>	<u>1,009</u>
	<u>199,023</u>	<u>1,009</u>

**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023 £	2022 £
Trade creditors	19,346	-
Taxation and social security	2,695	-
Other creditors	<u>477,633</u>	<u>95,908</u>
	<u>499,674</u>	<u>95,908</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2023**

**15. MOVEMENT IN FUNDS**

	At 1/1/23 £	Net movement in funds £	Funds transferred from prior entity £	At 31/12/23 £
<b>Unrestricted funds</b>				
General fund	(400)	144,353	288,778	432,731
Designated Appeals Fund	-	12,915	443,563	456,478
	<u>(400)</u>	<u>157,268</u>	<u>732,341</u>	<u>889,209</u>
<b>TOTAL FUNDS</b>	<u>(400)</u>	<u>157,268</u>	<u>732,341</u>	<u>889,209</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	527,645	(383,292)	144,353
Designated Appeals Fund	13,113	(198)	12,915
	<u>540,758</u>	<u>(383,490)</u>	<u>157,268</u>
<b>TOTAL FUNDS</b>	<u>540,758</u>	<u>(383,490)</u>	<u>157,268</u>

**Comparatives for movement in funds**

	Net movement in funds £	At 31/12/22 £
<b>Unrestricted funds</b>		
General fund	(400)	(400)
	<u>(400)</u>	<u>(400)</u>
<b>TOTAL FUNDS</b>	<u>(400)</u>	<u>(400)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	-	(400)	(400)
	<u>-</u>	<u>(400)</u>	<u>(400)</u>
<b>TOTAL FUNDS</b>	<u>-</u>	<u>(400)</u>	<u>(400)</u>

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31st December 2023**

**16. RELATED PARTY DISCLOSURES**

The only related party is the prior unincorporated entity, Lancaster Footlights (Charity Registration No. 509425) from which this CIO is taking over. The transfer of assets and operations is anticipated to be complete by the next year end and there was £181,013 due from the prior entity at this year end.

**17. LEASING AGREEMENTS**

There is a commitment to rental of a storage unit, under a 20-year lease from 15/12/2022, ending on 14/12/2042. The rent charges are £12,000 per year, plus insurance.

**LANCASTER FOOTLIGHTS & GRAND THEATRE**

England & Wales - Charity number 1198714

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# Accounts

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**REPORT OF THE TRUSTEES AND**  
**UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE PERIOD 25TH APRIL 2022 TO 31ST DECEMBER 2022**  
**FOR**  
**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**CONTENTS OF THE FINANCIAL STATEMENTS**  
**for the Period 25th April 2022 to 31st December 2022**

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<b>Statement of Financial Activities</b>	3
<b>Balance Sheet</b>	4
<b>Notes to the Financial Statements</b>	5 to 6
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**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES**  
**for the Period 25th April 2022 to 31st December 2022**

The trustees present their first report with the financial statements of the charity for the period 25th April 2022 to 31st December 2022. The CIO's operations commenced 17th December 2022.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The Charity is controlled by its governing document and constitutes a charitable incorporated organisation (CIO). Please refer to the relevant section of Lancaster Grand Theatre's website for the full text of the constitution.

The Charity Commission approved our application to convert to a Charitable Incorporated Organisation (CIO) on 25 April 2022. Theatre operations have been transferred to the CIO from 1st January 2023. Since 1st January assets have been transferred which is an ongoing process.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Charity number**

1198714

**Principal address**

Lancaster Grand Theatre  
St Leonardsgate  
Lancaster  
LA1 1NL

**Trustees**

Mr M T Hardy Trustee (appointed 25.4.22)  
Mr D R Hardy (appointed 25.4.22)  
Mrs J C Hardy (appointed 25.4.22)  
Mr A P Tayler (appointed 25.4.22)  
Mr J J Beamer (appointed 20.10.22)  
Mr J F Laking (appointed 20.10.22)  
Mr J B Smith (appointed 25.4.22)  
Mr C R Willett (appointed 25.4.22) (resigned 27.1.23)

**Independent Examiner**

Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

**NEW OFF-SITE STORAGE LOCATION**

A Lease of 2 Victoria Place Lancaster has been entered into by the CIO on 15th December 2022 for a term of 20 years to use these premises by the CIO for the essential storage of sets and scenery for use in the Grand Theatre plus any other storage uses for items needed to be stored for the purposes of the CIO. The annual rent is £12,000 payable on a monthly basis plus reimbursement of the Landlords insurance premium for insuring the premises. The Lease is assignable subject to the landlords written consent, such consent not to be unreasonably withheld. Laker Legal Solicitors Ltd acted on behalf of the CIO in this transaction and the Lease was negotiated so as not to include any rent review during the period of the Lease. Storage is essential for enabling theatrical productions to be performed and the Grand Theatre itself does not have sufficient space to store sets and scenery. The previous charity (Lancaster Footlights) had occupied other premises for storage, but the landlords had given notice to quit and intended to redevelop those premises themselves. It therefore became urgent to find alternative storage premises which is a necessity for the furtherance of the CIO's objectives.

Approved by order of the board of trustees on 15 Sept 2023 and signed on its behalf by:

Mike Hardy  
Mr M T Hardy - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
LANCASTER FOOTLIGHTS & GRAND THEATRE  
(A CHARITABLE INCORPORATED ORGANISATION)**

**Independent examiner's report to the trustees of Lancaster Footlights & Grand Theatre**  
I report to the charity trustees on my examination of the accounts of Lancaster Footlights & Grand Theatre (the Trust) for the period 25th April 2022 to 31st December 2022.

**Responsibilities and basis of report**

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

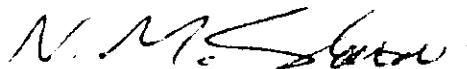
I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

**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; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.



Mr Neil Martin Slater  
The Association of Chartered Certified Accountants

Taylor, Robertson & Willett Ltd  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

Date: 15/9/2023

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the Period 25th April 2022 to 31st December 2022**

	Notes	Unrestricted fund £
<b>EXPENDITURE ON</b>		
Other		<u>400</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u>(400)</u>
<b>TOTAL DEFICIT CARRIED FORWARD</b>		<u>(400)</u>


The notes form part of these financial statements

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**BALANCE SHEET**  
**31st December 2022**

	Notes	Unrestricted fund £
<b>CURRENT ASSETS</b>		
Debtors	3	1,009
Cash at bank		<u>94,499</u>
		95,508
<b>CREDITORS</b>		
Amounts falling due within one year	4	<u>(95,908)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>(400)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>(400)</u>
<b>NET ASSETS</b>		<u>(400)</u>
<b>FUNDS</b>	5	
Unrestricted funds		<u>(400)</u>
<b>TOTAL FUNDS</b>		<u>(400)</u>

The financial statements were approved by the Board of Trustees and authorised for issue on ~~.....15 Sept 2023~~ and were signed on its behalf by:

  
.....  
Mr M T Hardy - Trustee

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the Period 25th April 2022 to 31st December 2022**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

**2. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the period ended 31st December 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the period ended 31st December 2022.

**3. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

Prepayments

£  
**1,009**

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Period 25th April 2022 to 31st December 2022**

**4. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

Other creditors	£ <b><u>95,908</u></b>
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**5. MOVEMENT IN FUNDS**

	Net movement in funds £	At 31/12/22 £
<b>Unrestricted funds</b>		
General fund	(400)	(400)
	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<b><u>(400)</u></b>	<b><u>(400)</u></b>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	-	(400)	(400)
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<b><u>-</u></b>	<b><u>(400)</u></b>	<b><u>(400)</u></b>

**6. RELATED PARTY DISCLOSURES**

There were no related party transactions for the period ended 31st December 2022.

**LANCASTER FOOTLIGHTS & GRAND THEATRE**  
**(A CHARITABLE INCORPORATED ORGANISATION)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**for the Period 25th April 2022 to 31st December 2022**

£

**INCOME AND ENDOWMENTS**

\_\_\_\_\_

**Total incoming resources**

-

**EXPENDITURE**

**Other**

Rent

**388**

Insurance

**12**

**400**

Total resources expended

**400**

**Net expenditure**

**(400)**