

**THE CRESCENT THEATRE LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**  
**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31 JULY 2021**

**COMPANY NO: 00699933**  
**REGISTERED CHARITY NO: 245054**

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 July 2021**

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**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE INFORMATION**

**For the Year Ended 31 July 2021**

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Charity name:	The Crescent Theatre Limited
Charity Registration Number:	245054
Company Number:	00699933
Registered Office:	20 Sheepcote Street Birmingham B16 8AE
Independent Auditors:	Haslehursts 88 Hill Village Road Four Oaks Sutton Coldfield West Midlands B75 5BE
Bankers:	Lloyds Bank Plc 114/116 Colmore Row Birmingham B3 3DP
Secretary:	J Cunningham
Principal Officers:	K Middleton - Chairman C Arnold - Treasurer
Senior Executive Team:	J Booth - Theatre Manager E Mitchell - Deputy Theatre Manager C Gurney - Venue Hire and Sales Co-ordinator J Harper - Technical Co-ordinator

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**REPORT OF THE DIRECTORS AND TRUSTEES**

**For the Year Ended 31 July 2021**

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The Directors and Trustees present their report and the audited financial statements of the charity for the year ended 31 July 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**GOVERNING DOCUMENT**

The Crescent Theatre Limited is constituted under a Memorandum of Association that established its objects and powers and is governed under its Articles of Association. The charitable company was incorporated as a company limited by guarantee and not having a share capital on 2 August 1961. The charitable company was registered as a charitable company on 23 March 1966.

**RECRUITMENT AND APPOINTMENT OF DIRECTORS**

The Crescent Theatre is made up of the following Directors (who are also the Trustees for the purposes of Charity Law). Directors have the power to appoint Directors to fill casual vacancies or add to the number of Directors but these must be notified at the next Annual General Meeting. The Directors of the charitable company who served during the year and up to the date of this report are set out below (one post vacant).

A Lowrie (Chairman)	Resigned 29 March 2021
V Dean (Secretary)	Resigned (Secretary) 30 November 2020
K Middleton (Chairman)	Resigned (Treasurer) appointed (Chairman) 29 March 2021
A Marshall	Resigned 29 March 2021
R Duddin	
R Snape	
L Stringer	Resigned 29 March 2021
G Evans	Resigned 28 June 2021
J Blackwood	
J Cunningham (Secretary)	Appointed (Secretary) 30 November 2020
J Hobbs	
K Maynard	Appointed 29 March 2021
K Goldhawk	Appointed 29 March 2021
L Plumptre	Appointed 29 March 2021
C Arnold	Appointed (Treasurer) 29 March 2021

**PATRON**

We acknowledge Ruby Turner as our president during the year and thank her for her support.

**DIRECTORS INDUCTION AND TRAINING**

The directors have compiled a Board Induction Pack consisting of a copy of the Company's Memorandum and Articles of Association, a document outlining the basics of Directors' duties and responsibilities under Company Law and the major Charity Commission documents How To Be An Effective Charity Trustee, Trustee Responsibilities and CC03 - The Essential Trustee. The pack also contains eight other Charity Commission documents for reference as required.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**REPORT OF THE DIRECTORS AND TRUSTEES (continued)**

**For the Year Ended 31 July 2021**

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**PAY POLICY FOR SENIOR STAFF**

The directors consider the board of directors, who are the Trust's trustees, and the senior management team as the key management personnel of the charity in charge of directing and controlling, running and operating the Trust on a day to day basis. All directors give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 7 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark against pay levels in other provincial theatres of a similar size run on a voluntary basis.

**RELATED PARTIES**

The Crescent Theatre Limited operates from a building leased from The Crescent Theatre Trust Limited, a separately owned and managed company and registered charity. One director of the company was trustee of The Crescent Theatre Trust Limited during the year.

**RISK MANAGEMENT**

The assets of the charitable company are invested in Lloyds Bank account.

The Board has reviewed, identified and assessed potential areas of risk to the organisation. The risks are classed in terms of low to high risk and are monitored on a monthly basis at the Board meetings. These use the main key performance indicators of Box Office Income, Hire Booking Income, Debtor Control and Expenditure set against pre targets to monitor progress. This allows prompt action to mitigate the risk identified.

The steps taken include weekly Finance Meetings between the Treasurer/Chairman/Theatre Manager to highlight any shortfalls against set budgets. More robust monthly forecasting system across the year triggers stronger cost control ensuring manager authorisation of all expenditure. All expenditure agreed limits across the management team. New Media Marketing strategy has been developed to allow swift, proactive campaigns to address any potential income risk.

**ORGANISATIONAL STRUCTURE**

The day-to-day management of activities, as directed by the Board of Directors, has been delegated to the Theatre Manager. The full board of Directors meets at monthly intervals.

**OBJECTIVES AND ACTIVITIES**

The charitable company's objects are to promote, maintain and improve and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, dramatic authorship, mime, dancing, singing and music and to formulate, prepare and establish schemes thereof.

The Crescent Theatre Limited continues to provide the resources for a wide-ranging programme of theatre productions staffed by its amateur membership, at the same time offering hiring facilities to independent musical societies and other groups. Bar and refreshment services for patrons and members together with costume and properties hire services are also provided.

The Directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of the charitable company and in planning any future activities. In particular, they have considered how planned activities will contribute to the aims and objectives set.

**REPORT OF THE DIRECTORS AND TRUSTEES (continued)**

**For the Year Ended 31 July 2021**

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**CHAIRMAN'S REVIEW OF THE ACTIVITIES AND ACHIEVEMENTS**

We gratefully acknowledge the support of our President Ruby Turner during the year.

As covid dominated the end of the previous financial year, so it has dominated the majority of this financial year, with productions only returning to our stages at the end of June 2021.

Having only taken up the position of Chairman in February 2021, although having held the position of Treasurer since 2015 until that time, I can say it has been a difficult time to be chairing a theatre.

The national lockdown conditions made it impossible for us to rehearse, and so even after restrictions were lifted, we were unable to stage a production for several months. However, through the hard work of a core group of staff, Board members and general members, we have achieved an incredible amount over this time - not least returning to producing shows.

The first half of the financial year was under the chairmanship of Andrew Lowrie, who stood down at the last AGM in February 2021 in order to return to his native Scotland. Andrew and I worked closely to steer The Crescent through Covid, and on behalf of the Board and the membership I would like to thank Andrew not only for his hard work during Covid, but also for his long service as Chairman.

Through the support of Arts Council England, we received a grant of £215,000 from the Culture Recovery Fund in October 2020. This was supplemented with a further £107,000 in April 2021 through the Culture Recovery Fund 2. In addition, we gratefully accepted a grant of £30,000 from the Garfield Weston Foundation. We applied for various grants and other support from the local council and received just over a further £21,000.

The money received from the Garfield Weston Foundation was spent on a brand new projector. This allows us to present cinema events and opens up new opportunities for us. In particular it meant that we could attract audiences as soon as we were permitted to open the building to the public, but before we had rehearsed anything to perform. I would like to thank the Garfield Weston Foundation for their support.

The money received from Arts Council England was earmarked for specific activities centred around covid security and paying our operating costs, such as the wages of our staff. One of the conditions of the grant was that we were unable to claim furlough for our staff, so most of them were working during the pandemic.

It would not have been possible to get through the pandemic without the unwavering support of our staff, to whom I extend my sincerest thanks. In particular, I would like to thank the Theatre Manager, James Booth, who in exceptional circumstances and having only just started in the role as Covid struck, performed admirably.

Audiences have been slow to return to theatres in general, and this is also true at the Crescent. Audience numbers for Crescent shows are beginning to return to pre-pandemic levels, which is a positive sign. Hire activity has also returned to slightly above pre-pandemic levels. This is partly due to all of the companies who have not performed for over 18 months wanting to return to the stage, but also due to a more flexible approach to accommodating hirers at shorter notice and in more creative ways.

One of the steps that we took during lockdown that has helped improve the hire performance of the business is creating our new performance space: The Underground. This is an intimate new 40 seat space ideal for cabarets, small-scale performances, rehearsed readings, singer-songwriters, performance poets and others. This now gives us a low-cost venue that opens up new markets to us.

As we move out of difficult times, I hope that the foundations we laid during lockdown can be built upon, and our focus now turns to rebuilding our membership by re-engaging with members who lapsed during lockdown and new members, too; rebuilding our audiences by programming shows that they want to see, but also by attracting new audiences and raising awareness of the Crescent as one of Birmingham's oldest producing theatres.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**REPORT OF THE DIRECTORS AND TRUSTEES (continued)**

**For the Year Ended 31 July 2021**

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**CHAIRMAN'S REVIEW OF THE ACTIVITIES AND ACHIEVEMENTS (continued)**

We are approaching the 100th anniversary of the first performance of the Municipal Players, who built the first Crescent Theatre. That anniversary will be in 2023, and I intend to ensure that the Crescent is going strong for our 100th Birthday.

Kevin Middleton  
Chairman  
Date:

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**REPORT OF THE DIRECTORS AND TRUSTEES (continued)**

**For the Year Ended 31 July 2021**

<b>STATISTICS</b>	<b>2021</b>	<b>2020</b>
Membership of Limited Company	146	201
Youth Theatre	0	25
Total number of performances:		
Main House	7	35
Studio	5	40
Touring	8	3
Bar performances	0	3
Seating Capacity:		
Main House	301	301
Studio	100	100
Bar (as a performance area)	60	60

<b>Main House</b>	<b>Seats Sold</b>	<b>Capacity percentage</b>
Cinderella	529	74.82%
<b>Ron Barber Studio</b>		
Pygmalion	96	72.72%
<b>Tour</b>		
Pygmalion @ Castle Bromwich Hall Gardens	90	25.71%
Pygmalion @ Selly Manor	69	49.28%
Pygmalion @ Harvington Hall	295	98.33%
Pygmalion @ Blakesley Hall	166	55.33%

**FINANCIAL REVIEW**

**Principal Funding Sources**

The principal funding sources of the charitable company were box office receipts from productions and touring £13,353 (2020: £118,499), theatre and facilities hire £41,678 (2020: £129,325) and income from bar and catering operations £7,719 (2020: £73,624). The charity was also in receipt of government grants for the year of £341,036 (2020: £68,817) and other grants of £30,000 (2020: £nil).

**Investment Policy**

The charitable company's investments are held in cash bank accounts so as to protect capital invested.



**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**REPORT OF THE DIRECTORS AND TRUSTEES (continued)**

**For the Year Ended 31 July 2021**

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**Reserves policy**

The Board of Directors has considered the level of financial reserves required to enable the charity to meet its obligations on an on-going basis. The Directors consider that they should aim to hold as unrestricted funds a level of reserves equivalent to at least two months' outgoing resources increasing to six months' outgoing resources held in reserve over the longer term.

The budgeted expenditure for 2021/22 is £530,000 and therefore the targeted level of reserves is in the region of £245,000. This figure would allow the charity an orderly reduction in activities in the event of a major loss of income. The strategy has always been to build sufficient reserves through operating surpluses and fundraising. The Directors and management of the charity are aware of the urgency to react of any shortfall in income.

Unrestricted free general reserves at the year end totalled £245,981 (2020: £161,500). In the coming years it is the intention of the Directors to implement a reserves policy and commit to a level of reserves which will enable the charitable company to continue to be in a position to operate as envisaged.

**Future Plans**

The ongoing repair and maintenance programme will be a major focus. The theatre roof requires work and funds are being raised for this. Audience development will be a key area of the marketing effort to ensure income is maintained. Daytime hire and an expansion of the Prop / Furniture hire are considered good opportunities for income growth.

**TRUSTEES RESPONSIBILITIES**

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing 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 FRS102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**REPORT OF THE DIRECTORS AND TRUSTEES (continued)**

**For the Year Ended 31 July 2021**

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**TRUSTEES RESPONSIBILITIES (continued)**

In so far as the directors are aware:

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

**AUDITORS**

Haslehursts has expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

The report has been prepared having taken advantage of the small companies exemptions in the Companies Act 2006.

Approved by the board and signed on its behalf by:

K Middleton  
Chairman

Date:

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF**  
**THE CRESCENT THEATRE LIMITED**

**For the Year Ended 31 July 2021**

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**OPINION**

We have audited the financial statements of The Crescent Theatre Limited (the 'charitable company') for the year ended 31 July 2021 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom 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).

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**CONCLUSIONS RELATING TO GOING CONCERN**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF**  
**THE CRESCENT THEATRE LIMITED (continued)**

**For the Year Ended 31 July 2021**

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**OTHER INFORMATION**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**OPINIONS ON OTHER MATTERS PERSCRIBED BY THE COMPANIES ACT 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report incorporating the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

**RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the trustees' responsibilities statement set out on page 7 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF**  
**THE CRESCENT THEATRE LIMITED (continued)**

**For the Year Ended 31 July 2021**

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**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the company's legal and regulatory framework and the industry in which it operates. We considered the risk of acts by the company that might have contravened applicable laws and regulations, including fraud. Our audit procedures were designed to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by way of forgery, intentional representations or through collusion.

We focussed on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to the Charities Act and UK tax legislation. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management and third party company representatives. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF**  
**THE CRESCENT THEATRE LIMITED (continued)**

**For the Year Ended 31 July 2021**

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**USE OF OUR REPORT**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Haslehursts  
Statutory Auditor  
88 Hill Village Road  
Four Oaks  
Sutton Coldfield  
West Midlands  
B75 5BE

Date

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(Incorporating an Income and Expenditure Account)**

**For the Year Ended 31 July 2021**

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
<b>Income and endowments from:</b>					
Donations and legacies	3	13,634	-	13,634	18,661
Charitable activities	4	68,869	-	68,869	332,077
Other income	5	374,745	-	374,745	83,233
<b>TOTAL INCOME</b>		457,248	-	457,248	433,971
<b>EXPENDITURE ON:</b>					
Charitable activities	6	372,767	-	372,767	435,717
<b>TOTAL EXPENDITURE</b>		372,767	-	372,767	435,717
<b>NET (EXPENDITURE) / INCOME AND NET MOVEMENT IN FUNDS FOR THE YEAR</b>		84,481	-	84,481	(1,746)
<b>Reconciliation of Funds</b>					
Total funds brought forward		161,500	-	161,500	163,246
<b>TOTAL FUNDS CARRIED FORWARD</b>	13	245,981	-	245,981	161,500

All amounts above are derived from continuing operations.

The statement of financial activities includes all gains and losses recognised during the year.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**BALANCE SHEET**

**For the Year Ended 31 July 2021**  
**Registered Number 00699933**

	Note	£	2021 £	£	2020 £
<b>FIXED ASSETS</b>					
Tangible assets	9		105,075		38,618
<b>CURRENT ASSETS</b>					
Stock		3,545		4,110	
Debtors	10	34,327		17,027	
Cash at bank and in hand		275,402		243,721	
		313,274		264,858	
<b>CREDITORS:</b> Amounts falling due within one year	11	(132,781)		(93,434)	
<b>NET CURRENT ASSETS</b>			180,493		171,424
			285,568		210,042
<b>CREDITORS:</b> Amounts falling due after a year	12		(39,587)		(48,542)
<b>TOTAL ASSETS LESS LIABILITIES</b>			245,981		161,500
<b>RESERVES</b>					
Unrestricted funds	14		245,981		161,500
Restricted funds	14		-		-
			245,981		161,500

For the year ending 31 July 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as the company is a charity, it is subject to audit under the Charities Act 2011.



**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**BALANCE SHEET (continued)**

**For the Year Ended 31 July 2021**  
**Registered Number 00699933**

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**Directors' responsibilities**

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

K Middleton  
Chairman

Date

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**STATEMENT OF CASH FLOWS**

**For the Year Ended 31 July 2021**

	<b>Note</b>	<b>2021</b> <b>£</b>	<b>2020</b> <b>£</b>
Cash flow from operating activities	19	114,467	(53,264)
Interest paid		(197)	-
		<hr/>	<hr/>
<b>Net cash flow from operating activities</b>		114,270	(53,264)
		<hr/>	<hr/>
<b>Cash flow from investing activities</b>			
Purchase tangible fixed assets		(80,922)	(5,983)
		<hr/>	<hr/>
<b>Net cash flow from investing activities</b>		(80,922)	(5,983)
		<hr/>	<hr/>
<b>Cash flow from financing activities</b>			
Cash in from new borrowing		-	50,000
Repayments of borrowing		(1,667)	-
		<hr/>	<hr/>
<b>Net cash flow from financing activities</b>		(1,667)	50,000
		<hr/>	<hr/>
<b>Net increase/(decrease) in cash and cash equivalents</b>		31,681	(9,247)
<b>Cash and cash equivalents at the beginning of the year</b>		243,721	252,968
		<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>		275,402	243,721
		<hr/>	<hr/>

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**BASIS OF PREPARATION**

The Crescent Theatre Limited (the limited charity) is a registered incorporated charity in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is shown in note 17. The address of the registered office is given in the charity information on page 1. The nature of the charity's operations and principal activities are to promote, maintain and improve and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, dramatic authorship, mime, dancing, singing and music to formulate, prepare and establish schemes thereof including the provision of a library and reading room.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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 United Kingdom and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**INCOMING RESOURCES**

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable and when the amounts are known with certainty and are measurable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charitable company, are recognised when it becomes unconditionally entitled to the grant.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charitable company earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

**RESOURCES EXPENDED**

Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charitable company and include audit fees and costs linked to the strategic management of the charitable company.

### **RESOURCES EXPENDED (continued)**

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

### **FUND ACCOUNTING**

#### **Restricted Funds**

Restricted funds represent grants and donations which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

#### **Unrestricted funds and designated funds**

Unrestricted funds represent funds that are expendable at the discretion of the Directors in the furtherance of the objects of the charitable company. Such funds may be held in order to finance both working capital and capital investment. Designated funds are those funds which are unrestricted in nature but which have been designated by the Directors to be used in a particular manner.

### **VAT**

The charitable company is partially exempt for VAT. Value added tax which is not recoverable by the charitable company is included in the relevant costs in the Statement of Financial Activities and tangible fixed assets.

### **TANGIBLE FIXED ASSETS AND DEPRECIATION**

Tangible fixed assets are included at cost.

Depreciation is provided at the following annual rates on a straight line basis to write off the cost, less the estimated residual value of the assets, over their expected useful economic lives on the following bases:

Fixtures and equipment	7 years
Theatre and production equipment	7 years
Computer equipment	3 years
Leasehold improvements	10% and 20%

The charitable company capitalises fixed assets over a value of £300.00

### **STOCK**

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

### **OPERATING LEASES**

Assets acquired under finance leases are capitalised and depreciated over the lease term and expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net future charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

## **DEBTORS AND CREDITORS RECEIVABLE/PAYABLE WITHIN ONE YEAR**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

## **RECOGNITION OF LIABILITIES**

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

## **PENSIONS**

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions payable for the year are charged in the Statement of Financial Activities.

## **GOING CONCERN**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

## **GOVERNMENT GRANTS**

Government grants have been recognised under the accruals model. Government grants relating to revenue expenditure are recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate.

## **BORROWING COSTS**

Borrowing costs are recognised as an expense in the financial statements.

### **2. NET OUTGOING RESOURCES AND OPERATING SURPLUS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
These are stated after charging the following		
Depreciation	14,465	13,427
Auditors' remuneration - audit services	5,280	4,500
Operating lease rentals	-	-
	<hr/>	<hr/>

### **3. DONATIONS AND LEGACIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Donations and legacies	13,634	18,661
	<hr/>	<hr/>

All of the above is attributable to unrestricted funds.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**For the Year Ended 31 July 2021**

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**4. CHARITABLE ACTIVITIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Box office, touring and programmes	13,353	118,499
Theatre and facilities hire	41,678	129,325
Bar and catering operations	7,719	73,624
Subscriptions	6,119	10,629
	<hr/>	<hr/>
	68,869	332,077
	<hr/>	<hr/>

All of the above is attributable to unrestricted funds.

**5. OTHER INCOME**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other sundry income	31,428	14,416
Government grants received	343,317	68,817
	<hr/>	<hr/>
	374,745	83,233
	<hr/>	<hr/>

All of the above income is attributable to unrestricted funds.

**THE CRESCENT THEATRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**For the Year Ended 31 July 2021**

**6. RESOURCES EXPENDED**

Where support costs can be specifically identified as being related to an activity they have been allocated on that basis.

All other support costs have been allocated to activities on a percentage basis that reflects where the expenditures have been incurred.

	<b>Own productions £</b>	<b>Theatre hire &amp; facilities £</b>	<b>Governance costs £</b>	<b>Total 2021 £</b>	<b>Total 2020 £</b>
<b>Costs directly allocated to activities</b>					
Production costs	15,575	-	-	15,575	38,393
Bar purchases	1,371	2,547	-	3,918	29,053
Programmes and other costs	-	-	-	-	1,318
Car park subsidy	3,636	6,754	-	10,390	10,946
Salaries and wages	-	400	-	400	8,100
Irrecoverable VAT	495	919	-	1,414	2,149
<b>Support costs allocated to activities</b>					
Rent	15,295	28,405	-	43,700	15,400
Rates	206	382	-	588	3,478
Insurances	6,669	12,385	-	19,054	23,547
Heat, light and water	12,286	22,819	-	35,105	40,391
Repairs and maintenance	3,702	6,874	-	10,576	9,223
Security costs	83	155	-	238	-
Cleaning	621	1,152	-	1,773	2,457
Sundry expenses	1,503	2,791	-	4,294	1,911
Wages, salaries and pensions	45,297	84,122	-	129,419	178,922
National insurance	1,032	1,917	-	2,949	4,410
Pensions	511	949	-	1,460	1,692
Telephone	1,394	2,588	-	3,982	4,282
Stationery and general printing	380	705	-	1,085	2,749
Computer expenses	1,802	3,346	-	5,148	11,197
Irrecoverable VAT	283	525	-	808	1,228
Legal and professional fees	746	1,386	-	2,132	5,086
Licence and subscriptions	2,776	5,155	-	7,931	7,738
Auditors' remuneration	-	-	5,280	5,280	4,750
Donations	50,000	-	-	50,000	-
Bad debts	(632)	(1,173)	-	(1,805)	5,069
Depreciation	5,063	9,402	-	14,465	13,427
Bank charges	942	1,749	-	2,691	8,801
Loan interest	69	128	-	197	-
	<b>171,105</b>	<b>196,382</b>	<b>5,280</b>	<b>372,767</b>	<b>435,717</b>

Of the above expenditure £372,767 (2020: £435,717) was attributable to unrestricted funds and £nil (2020: £nil) was attributable to restricted funds.

**THE CRESCENT THEATRE LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**For the Year Ended 31 July 2021**

**7. STAFF COSTS AND NUMBERS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries and wages	129,819	187,022
Social security	2,949	4,410
Pension costs	1,460	1,692
	<hr/>	<hr/>
	134,228	193,124
	<hr/>	<hr/>

All of the above income is attributable to unrestricted funds.

The average number of employees during the year was:

	<b>2021</b>	<b>2020</b>
Technical Support	7	10
Front of House	4	6
Management and administration	6	8
Cleaners	3	2
Other	1	2
	<hr/>	<hr/>
	21	28
	<hr/>	<hr/>

No employees earned in excess of £60,000.

In addition to the above paid staff, there are a large number of volunteers who assist duty staff with ushering and catering tasks and the technical team with event presentation.

The total amount of employee benefits received by key management personnel is £48,926 (2020: £55,108). The charitable company considers its key management personnel comprises of 4 individuals, being Theatre Manager, Deputy Theatre Manager, Technical Co-ordinator and Venue Hire and Sales Co-ordinator.

**8. DIRECTORS REMUNERATION AND TRANSACTIONS WITH DIRECTORS**

No Director received any remuneration or expenses during the year.

Reimbursements of £119 were made to three Directors in the year (2020: £859 made to three Directors) for purchases made on behalf of the charitable company.

No Director or other person related to the charitable company had any personal interest in any contract or transaction entered into by the charitable company during the year.



**THE CRESCENT THEATRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
For the Year Ended 31 July 2021

**9. TANGIBLE FIXED ASSETS**

	Leasehold Improvements £	Computer equipment £	Fixtures and fittings £	Theatre and production equipment £	Total £
<b>COST</b>					
1 August 2020	161,772	44,306	183,403	323,621	713,102
Additions	57,244	2,441	-	21,237	80,922
31 July 2021	219,016	46,747	183,403	344,858	794,024
<b>DEPRECIATION</b>					
1 August 2020	161,772	42,850	167,802	302,060	674,484
Charge for the year	1,909	1,072	6,827	4,657	14,465
31 July 2021	163,681	43,922	174,629	306,717	688,949
<b>NET BOOK AMOUNT</b>					
31 July 2021	55,335	2,825	8,774	38,141	105,075
31 July 2020	-	1,456	15,601	21,561	38,618

All fixed assets are held for charitable purposes.

**10. DEBTORS: AMOUNTS DUE WITHIN ONE YEAR**

	2021 £	2020 £
Trade debtors	3,675	3,214
Prepayments	23,178	10,658
Other debtors	5,198	3,155
VAT	2,276	-
	34,327	17,027

**THE CRESCENT THEATRE LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**For the Year Ended 31 July 2021**

**11. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Banks loans and overdrafts	8,746	1,458
Trade creditors	51,802	22,666
Deferred income - advance box office sales	-	3,044
Deferred income - hire deposits in advance	43,950	47,657
Other creditors	18,424	4,728
Accruals	9,859	13,881
	<hr/>	<hr/>
	132,781	93,434
	<hr/>	<hr/>

**12. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Banks loans and overdrafts	39,587	48,542
	<hr/>	<hr/>
	39,587	48,542
	<hr/>	<hr/>

**13. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>2021</b>
Tangible fixed assets	105,075	-	105,075
Net current assets	189,239	-	189,239
Non-current liabilities	(48,333)	-	(48,333)
	<hr/>	<hr/>	<hr/>
	245,981	-	245,981
	<hr/>	<hr/>	<hr/>

**14. FUNDS**

	<b>Balance at 1 August 2020</b>	<b>Incoming Resources</b>	<b>Outgoing Resources</b>	<b>Balance at 31 July 2021</b>
<b>UNRESTRICTED FUNDS</b>				
General	161,500	457,248	(372,767)	245,981
<b>RESTRICTED FUNDS</b>				
None	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	161,500	457,248	(372,767)	245,981
	<hr/>	<hr/>	<hr/>	<hr/>

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**For the Year Ended 31 July 2021**

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**15. FINANCIAL COMMITMENTS**

At the year end the charitable company has minimum payments under non-cancellable operating leases as follows:

	<b>2021 Other</b>	<b>2020 Other</b>
Expiry within:		
Less than one year	-	-
	<hr/>	<hr/>

**16. TAXATION**

As a charitable company, The Crescent Theatre Limited, is exempt from tax on income and gains falling within section 478 of the Taxes Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charitable company.

**17. MEMBERS LIABILITY**

The liability of the members as set out in the Memorandum of Association of the charitable company is as follows:

Every member of The Crescent Theatre Limited undertakes to contribute to the assets of The Crescent Theatre Limited in the event of the same being wound up while they as a member, or within one year after they cease to be a member, for payment of the debts and liabilities of The Crescent Theatre Limited contracted before they cease to be a member, and of the costs, charges and expenses of winding up and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding 12 ½p.

At 31 July 2021 there were 146 members of the company (2020: 201 members).

**18. RELATED PARTY TRANSACTIONS**

The Crescent Theatre Limited operates from a building leased from The Crescent Theatre Trust Limited, a separately owned and managed company and registered charity. One director of the company was a trustee of The Crescent Theatre Trust Limited during the year.

Rent is charged by The Crescent Theatre Trust Limited to The Crescent Theatre Limited for use of the building amounting to £43,700 (2020: £15,400). A donation of £50,000 was granted to The Crescent Theatre Trust Limited during the year. At the year end there was a balance of £5,198 (2020: £2,393) owing from The Crescent Theatre Trust Limited.

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**For the Year Ended 31 July 2021**

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**19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net movement in funds	84,481	(1,746)
Depreciation of tangible fixed assets	14,465	13,427
Interest paid	197	-
Decrease/(Increase) in stock	565	1,757
Decrease/(Increase) in debtors	(17,300)	6,717
(Decrease)/Increase in creditors	32,059	(73,419)
	<hr/>	<hr/>
	114,467	(53,264)
	<hr/>	<hr/>

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
**For the Year Ended 31 July 2021**

	<b>2021</b>		<b>2020</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income</b>				
Box office	13,353		109,364	
Theatre hire	40,674		125,143	
Wardrobe	10		2,451	
Properties hire	994		1,731	
Bar	7,719		73,624	
Programmes	-		-	
		62,750		312,313
<b>Direct Costs</b>				
Production costs (page 28)	15,575		38,393	
Salaries & wages re Theatre hire	400		8,100	
Bar purchases	3,918		29,053	
Programme and other incidental costs	-		1,318	
Car park subsidy	10,390		10,946	
		(30,283)		(87,810)
<b>Gross Surplus</b>		32,467		224,503
<b>Other operating income</b>				
Sundry receipts	30,000		-	
Subscriptions	6,119		10,629	
Donations	15,915		18,661	
Touring	-		9,135	
Other (including interest received)	1,428		14,416	
Government grants received	341,036		68,817	
		394,498		121,658
Theatre overheads (page 28)	253,913		299,846	
Administrative expenses (page 28)	38,571		48,061	
Donations	50,000		-	
		(342,484)		(347,907)
<b>Net incoming / (Expenditure) resources for the year</b>		84,481		(1,746)

**THE CRESCENT THEATRE LIMITED**  
**(A company limited by guarantee)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT (continued)**  
**For the Year Ended 31 July 2021**

	<b>2021</b> <b>£</b>	<b>2020</b> <b>£</b>
<b>Production Costs</b>		
Production costs	5,523	11,751
Royalties	2,925	8,591
Publicity (including hire publicity)	5,310	15,288
Irrecoverable VAT	1,817	2,763
	<hr/> 15,575	<hr/> 38,393
<b>Theatre Overheads</b>		
Salaries and wages	129,419	178,922
National insurance	2,949	4,410
Pension costs	1,460	1,692
Heat, light and water	35,105	40,391
Rates	588	3,478
Repairs and maintenance	10,576	9,223
Security costs	238	-
Computer costs	5,148	11,197
Insurances	19,054	23,547
Cleaning	1,773	2,457
Rent	43,700	15,400
Sundry expenses	4,294	1,911
Bad debts	(1,805)	5,069
Irrecoverable VAT	1,414	2,149
	<hr/> 253,913	<hr/> 299,846
<b>Administrative expenses</b>		
Bank and credit card charges	2,691	8,801
Loan interest	197	-
Stationery and general printing	1,085	2,749
Telephone	3,982	4,282
Licenses and subscriptions	7,931	7,738
Legal and professional fees	2,132	5,086
Auditors' remuneration	5,280	4,500
Accountancy	-	250
Depreciation	14,465	13,427
Irrecoverable VAT	808	1,228
	<hr/> 38,571	<hr/> 48,061