

COMPANY REGISTRATION NUMBER: 01480595
CHARITY REGISTRATION NUMBER: 279714

Canterbury Theatre and Festival Trust
Company Limited by Guarantee
Financial Statements
31 March 2021

BURGESS HODGSON LLP
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Canterbury Theatre and Festival Trust
Company Limited by Guarantee
Financial Statements
Period from 1 January 2020 to 31 March 2021

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Canterbury Theatre and Festival Trust
Company Limited by Guarantee
Trustees' Annual Report (Incorporating the Director's Report)
Period from 1 January 2020 to 31 March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the period ended 31 March 2021.

Chair's report

The Board of the Canterbury Theatre and Festival Trust presents its report for 15-month period ending 31 March 2021, which includes the 2020 Festival.

The Canterbury Theatre and Festival Trust is one of Kent's leading arts organisations, producing a two-week international festival, working year-round to commission and promote performances and exhibitions; working to build future audiences; fostering creative ambition and building talent and skills, and spearheading the cultural life of Canterbury. Its primary focus is the annual international Festival which ordinarily engages over 60,000 participants and whose profile and income generating powers are channelled in turn into year-round cultural activity for young people and communities who may not otherwise be involved with the arts.

But "ordinarily" is not an appropriate description for the 15-month period ending 31 March 2021.

The minutes of the Board's meeting on 12 March 2020 record that "We may need to consider what might happen and how to cope if we cannot hold Festival this year", but otherwise Covid-19 went unremarked. Within two weeks, however, the team was working from home, and we were all familiarising ourselves with Zoom. There was soon much discussion about whether we would be able to hold a Festival in 2020, but that discussion gradually focussed down onto two issues: (i) if we somehow could hold a Festival in 2020, we should try to do so, because that would best fulfil our charitable objectives, and (ii) if we were prevented from holding a Festival at the last minute, could we cope with the financial cost. As time passed, it remained the case that it might be possible to hold a Festival, but it was also the case that the costs in the event of last-minute cancellations would be higher than if we had abandoned the idea earlier.

Supported by modest reserves built up over the last few years, we held our collective nerve, and by a combination of extraordinary organisation from the Festival Team, some financial support from Arts Council England and other supporters, and a considerable dose of luck, we not only put on a Festival, but we put on a Festival of the highest artistic quality, enjoyed by all who attended. And having done that, everything locked down again.

In this extraordinary year, it is worth recording how it felt. The Festival opened, as it might ordinarily have done, with a wonderful concert in the Cathedral from Tenebrae. But to see just 200 people, all masked, looking slightly apprehensive and very socially distanced, in the Nave of the Cathedral, when one might have expected to see 800, was a strange experience indeed. Within a couple of days, and encouraged by the evident use of social distancing and hand sanitiser, people were starting to relax.

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Mig Kimpton came onto an empty stage at Kent College, and left 90 minutes later with the stage full of flower arrangements (later given to members of the audience) inspired by Shakespeare performed by young actors.

The highlight of the Festival for many was the performance of all 32 Beethoven piano sonatas in (almost) chronological order by Joanna MacGregor over 8 concerts preceded by a talk. Not only was it a unique opportunity to hear all the sonatas in their own context, but it provided a single concert that perhaps typified the whole 2020 Festival experience. On the evening of 24 October, we heard The Tempest and Hammerklavier sonatas - providing a (musical) storm in the hall, while a (meteorological) storm raged outside, and the whole world was engulfed in the (metaphorical) storm of Covid. A truly unforgettable evening, for many reasons.

Around all this, the usual range of talks were given, generally in person, though at the last minute one speaker had to appear via technology. Physical theatre, improvised parody, comedy, and science all broadened the experience, and some events were held digitally without an audience.

Surprisingly, Covid brought some benefits. The prescient decision in 2019 to operate our own box office meant that audience members could be greeted by name, and this, and the very high standard of audience care, was welcomed by all. Others were simply ecstatic at being able to hear live performance after so long in isolation.

But we were lucky: as Gentlemen of Few were closing the Festival, further lockdown measures were announced.

We have also taken the opportunity, in this extraordinary year, to reflect on some other aspects of the Festival's activities. First, we have changed our year end from 31 December to 31 March. This aligns us more closely with organisations with which we interface, and, perhaps more importantly, allows us a period of proper reflection on the recently-completed Festival and an opportunity to set some strategic objectives for the Festival to come, before we start our new financial year. Incidentally, it has also allowed us to put many of the financial consequences of Covid into a single reporting period. Secondly, Trustees held a virtual "Away Day" (actually two 90-minute Zoom meetings, separated by small group activities) to agree a new strategic plan, linking, perhaps for the first time, our financial and artistic objectives. This plan reaffirmed our commitment to: ensure artistic excellence for a wide audience; deepen public engagement in the Arts; develop our organisation as we adapt to new circumstances; generate income for sustainability and independence; focus our year-round learning on community engagement; and enhance our relationships with partners. This was a substantial piece of work in which all Trustees and staff were fully engaged.

We have often said that running an Arts organisation is a bit like riding a bicycle: you have to keep moving forward otherwise you fall off. In this extraordinary year, I think we can say with confidence that we have kept moving. We have delivered a wonderful Festival (one of few such events to take place in 2020), with financial support from the Government's furlough scheme we have kept the staff employed throughout the year, we have refreshed our strategic plan to rebuild our activities in the wake of truly unprecedented events over which we had little control, and have emerged with renewed confidence in the value of what we are doing and the role that it plays in our community.

As ever, we acknowledge with gratitude the support of Arts Council England, our local sponsors, donors and audiences, who have sustained our ability, even in these most exceptional of times, to bring the best of the arts to Canterbury in a rich and diverse artistic programme that makes our audiences feel welcome, excited, challenged and wanting to return.

On behalf of the Trustees, I should like to place on record our appreciation for the energetic and creative leadership of Rosie Turner, the Festival Director, and her loyal and hard-working staff team who have delivered artistic excellence in extraordinary times, enhancing the Festival's 'can-do' reputation in doing so.

Canterbury Theatre and Festival Trust

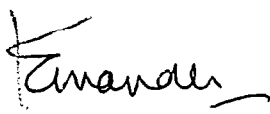
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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Period from 1 January 2020 to 31 March 2021

The Trustees are particularly appreciative of the enthusiastic commitment of those who bought tickets for the Festival this year, and those who donated to keep the Festival alive. I should like to extend my thanks to the volunteers, including the Trustees themselves, that provide help and lively and professional support each year, and who responded so well to the particular circumstances in 2020.

Despite 2020 being the bumpiest of rides, the Festival's goals remain to move forward without falling off, to develop exciting new programmes of artistic excellence in its international Festival while achieving audience numbers to sustain the Festival's financial future and raise its national profile. This will allow it to continue to contribute significantly to support Kent-based artists and reflect the very best of the City of Canterbury within which it currently operates in a year-round programme of other activities. It is a challenge that the Festival embraces with enthusiasm and with renewed confidence in its long-term future.



Professor Keith Mander
Chairman

Canterbury Theatre and Festival Trust

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Period from 1 January 2020 to 31 March 2021

Reference and administrative details

Registered charity name Canterbury Theatre and Festival Trust

Charity registration number 279714

Company registration number 01480595

Principal office and registered office 8 Orange Street
Canterbury
Kent
CT1 2JA
United Kingdom

The trustees

Dr K E Neales
Mr H D H G Barton
Mr C Carmichael
Mrs C Glynn-Williams (Resigned 28 April 2021)
Mr P A Hermitage
Mr A T Ironside
Professor D R Lloyd
Prof K C Mander
Air Marshall C M Nickols
Mr T Pratt (Deceased on 10 June 2021)
Mrs H Riva
Mr H J E Summerfield
Mrs C Swire
Mr T Walder
Professor A Borthwick (Appointed 23 July 2020)

Auditor Burgess Hodgson LLP
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Bankers National Westminster Bank plc
11 The Parade
Canterbury
Kent
CT1 2SQ

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Period from 1 January 2020 to 31 March 2021

Structure, governance and management

Change of year end

The Trustees' have made the decision to extend the year-end from 31 December 2020 to 31 March 2021. As a result, the financial statements show a 15-month period compared to a 12-month period in the comparative information.

As noted in the Chairman's report, the Trustees' believe that this aligns them more closely with organisations with which they interface, and, perhaps more importantly, allows a period of proper reflection on the recently completed Festival and an opportunity to set some strategic objectives for the Festival to come, before starting on their new financial year.

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

As set out in the Articles of Association, the Trustees retire by rotation one third each year but shall be eligible for re-election. The Articles allow for the board to appoint Trustees during the year, such Trustees shall retain their office only until the next AGM but shall then be eligible for re-election. When considering co-opting a Trustee (new appointment), the Board has regard to the requirements of any specialist skills needed and in order to provide necessary academic, professional and commercial knowledge required with respect to a charitable arts company.

Induction and training new trustees

New Trustees are offered training to brief them on their legal obligations under charity and company law, the contents of the Memorandum and Articles of Association, the committee and decision-making process, the business plan and current financial performance of the charity. From time to time trustees are encouraged to attend appropriate external training events, where these will facilitate the understanding of their role.

Organisational structure

The charity is governed by the Board of Directors, which meets at least five times a year and is responsible for making strategic and governance decisions regarding the Trust. There are sub-committees covering sponsorship and finance and secondly strategy and planning. These sub-committees are assisted by the charity's staff members. A Festival Director has delegated authority, within terms approved by the Trustees, for operational matters including finance, employment and artistic performance related activity. At each board meeting, detailed written reports are submitted by the officers and sub-committees for open discussion.

Related parties

The Canterbury Festival Foundation was incorporated in 2002 as a charitable company limited by guarantee, in order to promote and support the charitable objects of the Canterbury Theatre and Festival Trust (the charity). The aim of the organisation is to raise endowment funds which can be invested, and income used for the benefit of Canterbury Theatre and Festival Trust. The Canterbury Theatre and Festival Trust has the power to appoint the Trustees to the Canterbury Festival Foundation. In 2020/21, the Foundation donated £20,000 (2019: £20,000) to the charity.

The Friends of Canterbury Festival is an organisation incorporated as from June 2004 within the Canterbury Festival Foundation which raises funds for Canterbury Theatre and Festival Trust. In 2020/21, the Friends donated a total of £25,000 (2019: £25,000) to the charity.

Each year the Canterbury Festival Foundation offers a Bursary to a young musician which is presented

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at a concert held during the Canterbury Festival. The costs with respect to individual grant making are borne by the charity, on behalf of the Foundation. The work is carried out on an in-kind basis by employees of the charity as part of their normal duties and the cost of staging the concert is met by the charity as part of its general expenditure on production.

Risk management

The charity's risk management strategy includes:

1. A bi-annual review of the risks the charity may face.
2. The establishment of systems and procedures to mitigate those risks identified in the delivery of the Festival's Strategic Plan 2021-2024 created in 2020 for the period to 2024.
3. The implementation of procedures designed to minimise any potential impact on the charity, should these risks materialise.

The charity maintains a Risk Register which identifies the principal risks as non-financial issues arising from artistic excellence, competition and public perception together with management of the specific risks concerning the loss of core income or failure to reach fundraising targets. The Trustees are satisfied that adequate steps are taken to mitigate these risks and other identified within the Risk Register.

A further key element in the management of financial risk is the setting of a reserve policy and its regular review by Trustees.

Reserve policy

Canterbury Festival, like all arts based charities in the UK, faced significant challenges as a result of the Covid pandemic. However, unlike many similar organisations, it was able to deliver a live programme of Festival events during October 2020 and positioned itself as one of the few arts based organisations in the UK offering a live audience experience.

This achievement was recognised both locally and nationally and enabled the Festival to secure a significant Arts Council grant to help alleviate some of the financial pressures and risk associated with delivering the Festival programme.

The Trustees recognised the potential longer term effects of Covid on arts based charities and consequently undertook a strategic review in January 2021. This helped inform the development of a three year operational plan and budgets designed to bring the organisation into a financial break-even position by March 2024. A full risk assessment of the Festival's principal income and expenditure streams has now been undertaken. This has resulted in the development of a revised reserves policy.

The Policy

As a result of careful stewardship of its resources, Canterbury Festival has built a cash reserve of approximately £550k. This is held in its bank accounts as well as a medium-risk portfolio investment with Rathbones. In line with Charity Commission guidelines, the Festival has completed a full risk assessment of its three year financial projections and has determined that its reserves should be applied as follows:

- 1) The Festival's financial objectives require the organisation to maintain a free cash reserve equivalent to approximately six months of its core operating costs - £150k.
- 2) The Festival recognises the risks associated with future ticket sales and has determined to maintain a designated reserve of £40k to cover any shortfall in ticket income.
- 3) The Festival continues to be heavily reliant on fundraising, sponsorship and grant support. The full impact of the pandemic on its supporters is

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unknown, however it is considered appropriate to designate up to £160k against any shortfall. 4) The new strategic plan recognises the importance of investment in order to ensure the Festival has the necessary technological and other infrastructure to support its future development and operation. Consequently, a maximum of £200k is being designated to reset the charity over the next three years.

By following this policy, Canterbury Festival will ensure that all its resources are applied to support the delivery of its charitable objectives.

Investment policy and objectives

Under the Memorandum and Articles of Association the charity has the power to invest in any way the Trustees feel appropriate.

The Trustees have invested £300,000 of the Unrestricted reserve with Rathbone's Investments. The Trustees have set an ethical approach to the Festival's investment portfolio. It does not wish to:

- Invest directly in companies the major part of whose business is pornography, gambling, tobacco, pay day loans or armaments.
- Invest in pooled investments funds where there is significant exposure to companies the major part of whose business is pornography, gambling, tobacco, pay day loans or armaments.

Objectives and activities

The principal objects of the charity as stated in the Memorandum of Association is to promote, maintain, improve and advance the education of the public in the arts, including the arts of drama, mime, dance, singing, opera and music, ballet, cinema, concert, stage performances and the visual arts generally. The charity promotes the arts in East Kent and in particular organises and runs the Canterbury Festival.

Strategies employed to achieve the charity's objectives are:

1. To engage national and international performing artists covering the range of activities noted as specified in the Articles of Association.
2. Supporting Kent-based artists and performers by promoting their activities.
3. Fostering a greater sense of ownership of the Festival in the region through partnerships.
4. To engage, promote and further develop an educational and outreach programme.
5. Additional creative projects to further develop arts in East Kent.
6. To play a strategically important year-round role supporting and developing the arts in the region.
7. To seek future funding and good financial controls to ensure the sustainability of the Festival.

Strategic report

The following sections for achievements and performance and financial review form the strategic report of the charity.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Period from 1 January 2020 to 31 March 2021

Achievements and performance

Charitable activities

The Trustees believe the 2020 Festival met the charity's objectives in full.

The Canterbury Festival in 2020 was one of only a handful of arts festivals that took place "live" despite the pandemic. The Festival fortnight fell between two periods of lockdown, and although social distancing, shielding, reluctance of audiences to travel and fear of infection were all factors, the overwhelming reaction to the programme was gratitude, admiration and support - reflected through audience feedback and donations. We explored moving on-line as so many of our peers did, but decided to pursue a live event, with some online elements as back-up.

The programme was made and remade several times as lockdown extended. Events were concentrated in venues large enough to accommodate distancing, the Spiegeltent was stood down for the year, and the Festival artists' contract adapted to mitigate the impact of any unexpected cancellations.

Full Covid safety measures including Track and Trace were designed for all venues and the box office system allowed us to communicate with customers right up until the day of the event. Our refund policy was relaxed, although due to the scarcity of available tickets we were able to resell any that were returned. Only one performance was cancelled in advance of its date due to a company member being at risk of Covid, but no audience members reported infection arising from attending the Festival.

The edited programme and its associated box office income were reduced by 76% but by choosing events across our usual spread of artforms and producing an attractive printed brochure as well as a strong online and in the City presence, the resulting Festival looked confident, credible, and inviting.

For many performers, Canterbury Festival was their only "gig" of the year and several expressed their appreciation for the booking.

The Festival lost funding from two of its most important and longstanding supporters - Canterbury Christ Church University and Canterbury Cathedral. Part of the work this subsidy normally supports is with schools, and colleges but much of this was curtailed due to Covid therefore not missed. The Festival was successful in winning a Covid Recovery Grant of £117,000 from Arts Council England which offset losses for the year.

Public benefit

The Trustees confirm that they have complied with the duties set out in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. In particular, the Trustees consider how planned activities will contribute to the aims and objectives of the Charity.

Who used and benefited from our services

4,648 tickets were sold for a total of 58 events with 33 sold out completely. Volunteers were specially trained in Covid safety to work in the Festival's venues. Despite some initial reluctance, all artists and Walk leaders who took part in the Festival expressed pleasure, relief and gratitude that they had done so. For many of them and for our audience, simply having a reason to go out in public was an important step to Lockdown recovery and improved mental wellbeing.

Fundraising activities

A total of £172,296 (2019: £267,523) excluding box office and programme receipts was raised from Vice Presidents' donations and subscriptions, Gift Aid, general donation, corporate membership, special fundraising and sponsorship. A total of £137,100 (2019: £22,641) was raised from grants

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during the period.

Financial review

The statement of financial activity reflects the Festival's aspirations to become a year-round arts promoting organisation and develop its position as the major promoter of international work within East Kent. Projects in addition to the annual October Programme included:

- A series of "Beat This" workshops held at local church halls and community centres, aimed at elderly adults.

- "Heart of the City" , a socially-distanced arts trail for city visitors, working with community groups, charities, artists and schools, with artworks displayed in venues throughout Canterbury.

- 2 days of TEC workshops (teach, educate, create), training arts facilitators to run community workshops, covering safeguarding, lesson planning and creative development. The outcome of these was 20-25 workshops run by the participants for "Catching Lives" clients.

The financial results for the period were satisfactory. The unrestricted Funds before accounting for transfers shows a deficit of £10,060.

Gross income was £437,449 (2019: £632,411).

Total resources expended in the 15-month period were £459,859, compared with £729,184 in the year 2019.

There were unrealised gains of investments of £12,350 (2019: £47,104). There was no realisation of any of these gains during the year.

The total reserves, comprising Restricted and Unrestricted Funds, carried forward at the end of the period were £563,068, compared with £573,128 in the prior period. The Restricted Funds held of £2,430 (2019: £2,430) relate to the successful completion of all outstanding projects and well as £1,500 of deferred income released during the year.

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

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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 applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material 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 charity will continue in business.

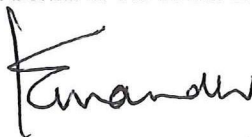
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 13 July 2021 and signed on behalf of the board of trustees by:



Prof K C Mander
Trustee



Mr H J E Summerfield
Trustee

Canterbury Theatre and Festival Trust

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Independent Auditor's Report to the Members of Canterbury Theatre and Festival Trust

Period from 1 January 2020 to 31 March 2021

Opinion

We have audited the financial statements of Canterbury Theatre and Festival Trust (the 'charity') for the period ended 31 March 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 charity 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 charity'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.

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Independent Auditor's Report to the Members of Canterbury Theatre and Festival Trust *(continued)*

Period from 1 January 2020 to 31 March 2021

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 prescribed 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 for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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Independent Auditor's Report to the Members of Canterbury Theatre and Festival Trust *(continued)*

Period from 1 January 2020 to 31 March 2021

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

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 identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered; the nature of the industry, control environment.

We also consider the results of our enquiries of management, relating to their own identification and assessment of the risks of irregularities and possible related fraud. This includes reviewing available documentation on their policies and procedures and performing tests of controls to evidence their effectiveness.

Throughout the audit testing we are considering the incentives that may exist within the organisation for fraud. Key areas include timing of recognising income around the year end, posting of unusual journals. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We ensure we have an understanding of the relevant laws and regulations and remain alert to possible non-compliance throughout the audit.

Despite proper planning and audit work in accordance with auditing standards there are inherent limitations and unavoidable risk that we may not detect some irregularities and material misstatements in the financial statements. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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Independent Auditor's Report to the Members of Canterbury Theatre and Festival Trust *(continued)*

Period from 1 January 2020 to 31 March 2021

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Independent Auditor's Report to the Members of Canterbury Theatre and Festival Trust *(continued)*

Period from 1 January 2020 to 31 March 2021

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Collyer (Senior Statutory Auditor)

For and on behalf of
Burgess Hodgson LLP
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Period from 1 January 2020 to 31 March 2021

		Period from 1 Jan 20 to 31 Mar 21			Year to 31 Dec 19
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	147,699	—	147,699	98,703
Charitable activities	6	203,603	1,500	205,103	339,843
Fundraising income	7	84,491	—	84,491	193,395
Investment income	8	156	—	156	470
Total income		<u>435,949</u>	<u>1,500</u>	<u>437,449</u>	<u>632,411</u>
Expenditure					
Expenditure on raising funds:					
Costs of other trading activities	9	780	—	780	5,597
Expenditure on charitable activities	10,11	452,164	2,000	454,164	715,804
Other expenditure	12	4,915	—	4,915	7,783
Total expenditure		<u>457,859</u>	<u>2,000</u>	<u>459,859</u>	<u>729,184</u>
Net (gains)/losses on investments	14	(12,350)	—	(12,350)	(47,104)
Net expenditure and net movement in funds		<u>(9,560)</u>	<u>(500)</u>	<u>(10,060)</u>	<u>(49,669)</u>
Reconciliation of funds					
Total funds brought forward		570,198	2,930	573,128	622,797
Total funds carried forward		<u>560,638</u>	<u>2,430</u>	<u>563,068</u>	<u>573,128</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 19 to 31 form part of these financial statements.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Statement of Financial Position

31 March 2021

	Note	31 Mar 21 £	31 Dec 19 £
Fixed assets			
Tangible fixed assets	20	—	2,762
Investments	21	364,177	351,827
		<u>364,177</u>	<u>354,589</u>
Current assets			
Debtors	22	14,311	55,442
Cash at bank and in hand		209,346	188,095
		<u>223,657</u>	<u>243,537</u>
Creditors: amounts falling due within one year	23	24,766	24,998
Net current assets		<u>198,891</u>	<u>218,539</u>
Total assets less current liabilities		<u>563,068</u>	<u>573,128</u>
Net assets		<u>563,068</u>	<u>573,128</u>
Funds of the charity			
Restricted funds		2,430	2,930
Unrestricted funds		560,638	570,198
Total charity funds	27	<u>563,068</u>	<u>573,128</u>

These financial statements were approved by the board of trustees and authorised for issue on 13 July 2021 and are signed on behalf of the board by:


Prof K C Mander
Trustee


Mr H J E Summerfield
Trustee

The notes on pages 19 to 31 form part of these financial statements.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Statement of Cash Flows

Period from 1 January 2020 to 31 March 2021

	31 Mar 21 £	31 Dec 19 £
Cash flows from operating activities		
Net expenditure	(10,060)	(49,669)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	2,762	826
Government grant income	(44,959)	—
Net (gains)/losses on investments	(12,350)	(47,104)
Other interest receivable and similar income	(156)	(470)
Accrued income	(963)	(17,507)
<i>Changes in:</i>		
Trade and other debtors	41,131	21,953
Trade and other creditors	731	(11,273)
Cash generated from operations	(23,864)	(103,244)
Interest received	156	470
Net cash used in operating activities	(23,708)	(102,774)
Cash flows from financing activities		
Government grant income	44,959	—
Net cash from financing activities	44,959	—
Net increase/(decrease) in cash and cash equivalents	21,251	(102,774)
Cash and cash equivalents at beginning of period	188,095	290,869
Cash and cash equivalents at end of period	209,346	188,095

The notes on pages 19 to 31 form part of these financial statements.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements

Period from 1 January 2020 to 31 March 2021

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Orange Street, Canterbury, Kent, CT1 2JA, United Kingdom.

Change of year-end

The Trustees' have made the decision to extend the year-end from 31 December 2020 to 31 March 2021. As a result, the financial statements show a 15 month period compared to a 12 month period in the comparative information.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

As part of their going concern review the Trustees have considered the impact of COVID-19 on the Festival's plans. By taking advantage of support available from the government, the Trust's reserves, and by making appropriate contingencies in relation to the two-week Festival, the Trustees are confident that they will have sufficient available funds to support the charity from 2022 and beyond. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

3. Accounting policies *(continued)*

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Investment valuations:

Investment valuations are obtained by trustees from the investment managers, who utilise the closing quoted market price information available at the balance sheet date.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

3. Accounting policies *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Leasehold improvement	-	Over the remaining term of the lease
Fixtures and fittings	-	25% straight line
Marketing & promotional equipment	-	33.33% and 20% straight line
Computer Equipment	-	25% straight line

Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Government grants

Government grants are recognised using the accrual model and the performance model. Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transactions value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

4. Limited by guarantee

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2019 £
Donations				
Donations	94,791	94,791	93,173	93,173
Gift Aid	7,949	7,949	5,530	5,530
Grants				
Government grant income	44,959	44,959	—	—
	<u>147,699</u>	<u>147,699</u>	<u>98,703</u>	<u>98,703</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Box office/other events	68,003	—	68,003
Nightly programme sales	—	—	—
Grants	135,600	1,500	137,100
	<u>203,603</u>	<u>1,500</u>	<u>205,103</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Box office/other events	313,742	—	313,742
Nightly programme sales	3,460	—	3,460
Grants	22,141	500	22,641
	<u>339,343</u>	<u>500</u>	<u>339,843</u>

7. Fundraising income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2019 £
Fundraising	2,449	2,449	3,287	3,287
Sponsorship	56,740	56,740	151,000	151,000
Subscriptions	10,367	10,367	14,533	14,533
Advertising	6,205	6,205	13,355	13,355
Rental & other income	8,730	8,730	11,220	11,220
	<u>84,491</u>	<u>84,491</u>	<u>193,395</u>	<u>193,395</u>

8. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2019 £
Bank interest receivable	156	156	470	470

9. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2019 £
Fundraising costs	780	780	5,597	5,597

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

10. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Promotion of the arts	442,976	2,000	444,976
Support costs	9,188	—	9,188
	<u>452,164</u>	<u>2,000</u>	<u>454,164</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Promotion of the arts	705,618	—	705,618
Support costs	10,186	—	10,186
	<u>715,804</u>	<u>—</u>	<u>715,804</u>

11. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2021 £	Total fund 2019 £
Promotion of the arts	444,976	—	444,976	705,618
Governance costs	—	9,188	9,188	10,186
	<u>444,976</u>	<u>9,188</u>	<u>454,164</u>	<u>715,804</u>

12. Other expenditure

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2019 £
Unrecoverable VAT	2,543	2,543	5,882	5,882
Bank and finance charges	2,372	2,372	1,901	1,901
	<u>4,915</u>	<u>4,915</u>	<u>7,783</u>	<u>7,783</u>

13. Taxation

The Canterbury Theatre and Festival trust is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within the categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

14. Net (gains)/losses on investments

	Unrestricted Funds	Total Funds 2021	Unrestricted Funds	Total Funds 2019
	£	£	£	£
Gains/(losses) on investments	<u>12,350</u>	<u>12,350</u>	<u>47,104</u>	<u>47,104</u>

15. Net expenditure

Net expenditure is stated after charging/(crediting):

	31 Mar 21	31 Dec 19
	£	£
Depreciation of tangible fixed assets	<u>2,762</u>	<u>826</u>

During the year, no Trustees received any remuneration (2019: £Nil). During the year, no Trustees received any benefits in kind (2019: £Nil). During the year, no Trustees received any reimbursement of expenses (2019: £Nil).

16. Auditors remuneration

	Period from 1 Jan 20 to 31 Mar 21	Year to 31 Dec 19
	£	£
Fees payable for the audit of the financial statements	<u>5,600</u>	<u>5,000</u>

17. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	Period from 1 Jan 20 to 31 Mar 21	Year to 31 Dec 19
	£	£
Wages and salaries	278,272	236,763
Social security costs	24,199	20,728
Employer contributions to pension plans	<u>12,823</u>	<u>10,572</u>
	<u>315,294</u>	<u>268,063</u>

The average head count of employees during the period was 7 (2019: 7). The average number of full-time equivalent employees during the period is analysed as follows:

	31 Mar 21 No.	31 Dec 19 No.
Administration	6	6
Marketing	<u>1</u>	<u>1</u>
	<u>7</u>	<u>7</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

17. Staff costs *(continued)*

The number of employees whose remuneration for the year fell within the following bands, were:

	31 Mar 21 No.	31 Dec 19 No.
£60,000 to £69,999	<u>1</u>	<u>1</u>

18. Trustee remuneration and expenses

The Trustees and certain other senior employees who have authority and responsibility for planning, directing and controlling the activities of the charity, are considered to be key management personnel. No Trustees receive remunerating during the period (2019: £Nil) and the total salaries received by key management personnel during the year was £174,660 (2019: £137,652). In addition, employer pension contributions amount to £8,687 (2019: £6,846) and employer national insurance contributions amount to £19,575 (2019: £15,446).

19. Trustee indemnity insurance

During the year the Charity paid £586 (2019: £586) for Trustee Liability Insurance as part of a complete insurance policy to cover neglect of defaults of its Trustees and Officers.

20. Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Marketing & promotional equipment £	Computer equipment £	Total £
Cost					
At 1 January 2020 and 31 March 2021	<u>45,284</u>	<u>2,116</u>	<u>6,500</u>	<u>20,399</u>	<u>74,299</u>
Depreciation					
At 1 January 2020	43,735	2,116	6,500	19,186	71,537
Charge for the period	<u>1,549</u>	<u>—</u>	<u>—</u>	<u>1,213</u>	<u>2,762</u>
At 31 March 2021	<u>45,284</u>	<u>2,116</u>	<u>6,500</u>	<u>20,399</u>	<u>74,299</u>
Carrying amount					
At 31 March 2021	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
At 31 December 2019	<u>1,549</u>	<u>—</u>	<u>—</u>	<u>1,213</u>	<u>2,762</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

21. Investments

	Listed investments £
Cost or valuation	
At 1 January 2020	351,827
Additions	—
Fair value movements	12,350
At 31 March 2021	<u>364,177</u>
Impairment	
At 1 January 2020 and 31 March 2021	
Carrying amount	
At 31 March 2021	<u>364,177</u>
At 31 December 2019	<u>351,827</u>

All investments shown above are held at valuation.

Financial assets held at fair value

Financial assets are measured at fair value on the date of the balance sheet.

22. Debtors

	31 Mar 21 £	31 Dec 19 £
Trade debtors	—	6,567
Prepayments and accrued income	660	3,272
Other debtors	13,651	45,603
	<u>14,311</u>	<u>55,442</u>

23. Creditors: amounts falling due within one year

	31 Mar 21 £	31 Dec 19 £
Trade creditors	1,456	1,991
Accruals and deferred income	13,757	12,003
Social security and other taxes	5,770	6,197
Other creditors	3,783	4,807
	<u>24,766</u>	<u>24,998</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

24. Deferred income

	31 Mar 21	31 Dec 19
	£	£
At 1 Jan 20	5,333	—
Amount released to income	(5,333)	—
Amount deferred in period	8,050	5,333
At 31 Mar 21	<u>8,050</u>	<u>5,333</u>

25. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £12,823 (2019: £10,572).

26. Government grants

The amounts recognised in the financial statements for government grants are as follows:

	31 Mar 21	31 Dec 19
	£	£
Recognised in income from donations and legacies:		
Government grants income	<u>44,959</u>	<u>—</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

27. Analysis of charitable funds

Unrestricted funds

	At 1 Jan 2020 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2021 £
General funds	568,736	432,949	(457,859)	1,462	12,350	557,638
Designated funds						
- Orange Street maintenance fund	1,462	—	—	(1,462)	—	—
Designated funds						
- Grants	—	3,000	—	—	—	3,000
	<u>570,198</u>	<u>435,949</u>	<u>(457,859)</u>	<u>—</u>	<u>12,350</u>	<u>560,638</u>

	At 1 Jan 2019 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Dec 2019 £
General funds	618,905	631,911	(729,184)	—	47,104	568,736
Designated funds						
- Orange Street maintenance fund	1,462	—	—	—	—	1,462
Designated funds						
- Grants	—	—	—	—	—	—
	<u>620,367</u>	<u>631,911</u>	<u>(729,184)</u>	<u>—</u>	<u>47,104</u>	<u>570,198</u>

Designated funds

Orange Street Maintenance Fund

The board has decided that this designated fund is no longer required and as such all funds have been transferred to general funds.

Grants

The board has designated the grants that it had received for specific projects.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

27. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Jan 2020 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Mar 2021 £
Restricted funds	<u>2,930</u>	<u>1,500</u>	<u>(2,000)</u>	<u>—</u>	<u>—</u>	<u>2,430</u>

	At 1 Jan 2019 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Dec 2019 £
Restricted funds	<u>2,430</u>	<u>500</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>2,930</u>

Restricted funds

Restricted funds in respect of Kent Arts Investment and the Visual Evaluation of Made in Kent were received during 2017 and used for grants to artists.

28. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	—	—	—
Investments	364,177	—	364,177
Current assets	221,227	2,430	223,657
Creditors less than 1 year	(24,766)	—	(24,766)
Net assets	<u>560,638</u>	<u>2,430</u>	<u>563,068</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Tangible fixed assets	2,762	—	2,762
Investments	351,827	—	351,827
Current assets	240,607	2,930	243,537
Creditors less than 1 year	(24,998)	—	(24,998)
Net assets	<u>570,198</u>	<u>2,930</u>	<u>573,128</u>

29. Analysis of changes in net debt

	At 1 Jan 2020 £	Cash flows £	At 31 Mar 2021 £
Cash at bank and in hand	<u>188,095</u>	<u>21,251</u>	<u>209,346</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Period from 1 January 2020 to 31 March 2021

30. Related parties

i) During the year, the trustees and related parties donated £8,808 (2019: £17,658) to the charity.

ii) As noted in the Report of the Trustees, Canterbury Theatre and Festival Trust has a close relationship with Canterbury Festival Foundation. The Canterbury Festival Foundation was incorporated in 2002 as a charitable company limited by guarantee, in order to promote and support the charitable objects of the Canterbury Theatre and Festival Trust. From the excess of income over expenditure the Foundation made a donation totalling £45,000 (2019: £45,000) to the Canterbury Theatre and Festival Trust in order to support its charitable activities for the period to March 2021.

iii) The registered office of the Canterbury Theatre and Festival Trust is 8 Orange Street, Canterbury, Kent, CT1 2JA. This building is owned by the Canterbury Festival Foundation, a charity set up in order to aid and support the Canterbury Theatre and Festival Trust in carrying out its charitable activities. No rent is charged for the occupation or use of the building.

31. Controlling party

The charity is a company limited by guarantee and was controlled throughout the year by the Trustees.

Canterbury Theatre and Festival Trust
Company Limited by Guarantee
Management Information
Period from 1 January 2020 to 31 March 2021

The following pages do not form part of the financial statements.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Detailed Statement of Financial Activities

Period from 1 January 2020 to 31 March 2021

	Period from 1 Jan 20 to 31 Mar 21 £	Year to 31 Dec 19 £
Income and endowments		
Donations and legacies		
Donations	94,791	93,173
Gift Aid	7,949	5,530
Government grant income	44,959	—
	<u>147,699</u>	<u>98,703</u>
 Charitable activities		
Box office/other events	68,003	313,742
Nightly programme sales	—	3,460
Grants	137,100	22,641
	<u>205,103</u>	<u>339,843</u>
 Fundraising income		
Fundraising	2,449	3,287
Sponsorship	56,740	151,000
Subscriptions	10,367	14,533
Advertising	6,205	13,355
Rental & other income	8,730	11,220
	<u>84,491</u>	<u>193,395</u>
 Investment income		
Bank interest receivable	156	470
	<u>156</u>	<u>470</u>
 Total income	<u><u>437,449</u></u>	<u><u>632,411</u></u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Detailed Statement of Financial Activities *(continued)*

Period from 1 January 2020 to 31 March 2021

	Period from 1 Jan 20 to 31 Mar 21 £	Year to 31 Dec 19 £
Expenditure		
Costs of other trading activities		
Fundraising costs	780	5,597
Expenditure on charitable activities		
Artist, venue, technical and box office costs	76,085	321,047
Nightly programme costs	—	4,447
Education costs	7,213	17,894
Wages and salaries	278,272	236,763
Employers' NIC	24,199	20,728
Pension costs	12,823	10,572
Rates and water	5,320	6,728
Insurance	3,598	4,950
Office Costs	6,426	9,360
Marketing costs	14,085	14,072
Other staff & misc costs	2,762	826
Artist, venue, technical and box office costs	20,946	59,910
Nightly programme costs	2,435	8,507
	<u>454,164</u>	<u>715,804</u>
Other expenditure		
Unrecoverable VAT	2,543	5,882
Bank and finance charges	2,372	1,901
	<u>4,915</u>	<u>7,783</u>
Total expenditure	<u>459,859</u>	<u>729,184</u>
Net (gains)/losses on investments		
Gains/(losses) on investments	(12,350)	(47,104)
Net expenditure	<u>(10,060)</u>	<u>(49,669)</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Detailed Statement of Financial Activities

Period from 1 January 2020 to 31 March 2021

	Period from 1 Jan 20 to 31 Mar 21 £	Year to 31 Dec 19 £
Costs of other trading activities		
Fundraising costs		
Fundraising costs	780	5,597
	<u>780</u>	<u>5,597</u>
Costs of other trading activities	<u>780</u>	<u>5,597</u>
Expenditure on charitable activities		
Promotion of the arts		
<i>Activities undertaken directly</i>		
Artist, venue, technical and box office costs	76,085	321,047
Nightly programme costs	—	4,447
Education costs	7,213	17,894
Wages and salaries	278,272	236,763
Employers' NIC	24,199	20,728
Pension costs	12,823	10,572
Rates and water	5,320	6,728
Insurance	3,598	4,950
Office Costs	14,085	14,072
Marketing costs	20,946	59,910
Other staff & misc costs	2,435	8,507
	<u>444,976</u>	<u>705,618</u>
Governance costs		
Governance costs - accountancy fees	826	4,360
Governance costs - audit fees	5,600	5,000
Governance costs - depreciation	2,762	826
	<u>9,188</u>	<u>10,186</u>
Expenditure on charitable activities	<u>454,164</u>	<u>715,804</u>