

COMPANY REGISTRATION NUMBER: 01480595
CHARITY REGISTRATION NUMBER: 279714

Canterbury Theatre and Festival Trust
Company Limited by Guarantee
Financial Statements
31 March 2023

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
Year ended 31 March 2023

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Canterbury Theatre and Festival Trust

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

Year ended 31 March 2023

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 year ended 31 March 2023.

Chair's report

The Board of the Canterbury Theatre and Festival Trust presents its report for year ending 31 March 2023, which includes the 2022 Festival.

I think it was about five years ago that we first said that it was an unusual year for the Festival, and that we needed to align our strategic, artistic and financial objectives into a more coherent three-year plan. While we did this, each subsequent year has been "unusual" in some different and unusual way. As usual, this year has also been unusual, rather like (to use a musical analogy) a theme and variations.

The theme has been to align our strategic, artistic and financial objectives into a coherent three-year plan that attempts to deliver our mission (to produce an annual two-week arts festival of international standing that both delights our loyal audiences and attracts new audiences; to work throughout the year to provide creative opportunities, particularly for young people; and to commission and produce performances and events) within a financial framework that makes these endeavours financially sustainable. I believe we can say, with some quiet satisfaction, that we have done this, but there have been variations.

The variations have been a global pandemic which directly affected the 2020 and 2021 Festivals, but which also seems to have left a legacy in 2022 and 2023 in that the pipeline that has produced new work that the Festival can showcase has been disrupted. More recently, and affecting 2022 and 2023, a range of global events have conspired to produce a cost-of-living crisis which will drive up the Festival's costs while lowering incomes that our audiences choose to dispose on Festival events. Finally, after 20 years, Festival Director Rosie Turner has announced that the 2023 Festival will be her last as Artistic Director.

The theme and variations frame our report for 2023.

The 2022 Festival turned out to be a slightly extended affair. With the two-week Festival scheduled for the last two weeks of October, we began in September with the Globe Theatre's challenging production of Julius Caesar, followed by "An Audience with Dame Joanna Lumley and Stephen Barlow". We then strayed into November when Luxmuralis presented "Shine" - a spectacular light and sound show, presented to highlight the architectural features of the majestic Canterbury Cathedral. If the audiences felt themselves on familiar ground with Shakespeare and Joanna Lumley, Luxmuralis proved more of a surprise to some. We sold nearly 12,000 tickets over three nights, mostly to people who had not attended a Festival event before, and very many of whom had not visited Canterbury Cathedral before - delighting loyal audiences and attracting new ones.

The Festival in between these bookending events was typically eclectic, starting with "Elizabeth, our Queen" in which the Ora Singers presented a programme designed to celebrate the Platinum Jubilee of Queen Elizabeth II, but which became a wonderful tribute to her life. This was followed by the London Community Gospel Choir, the London Handel Players (with dancers) and the Canterbury Choral Society. We celebrated the life of Aphra Behn (Britain's first published female playwright and poet), the physical theatre of Bromance, and Tom Crean (Antarctic Explorer); talks profiled Tutankhamun, Josiah Wedgwood, Jewellery, Clay, Death by Shakespeare, and How to Solve a Crime. Following the success of linked concerts in 2020 when Joanna MacGregor played all 32 piano sonatas by Beethoven, the Carducci Quartet brought us the 15 String Quartets of Shostakovich in sequence - a journey that took us from the naive and bright mood of number 1, through increasingly dark quartets to number 15, in which Shostakovich asked the members of the quartet to play the opening movement "so that flies drop dead in mid-air and the audience start leaving the hall from sheer boredom". Not something that usually happens at a Festival event, but a memorable, albeit slightly masochistic, experience nevertheless.

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

Year ended 31 March 2023

2022 also saw the restarting of our Public Engagement activity, year-round activity to ignite the spark of passion for the arts, particularly for groups who may find it harder to engage with the more structured two-week Festival. Projects include: projects in collaboration with Catching Lives exploring themes of refuge, shelter, safety, retreat and home; schools' poetry workshops; and a book-making project in collaboration with the East Kent Forget-Me-Nots offered to those living with dementia to express their experiences both visually and through text. Many outputs from these projects feature as free events within the two-week programme.

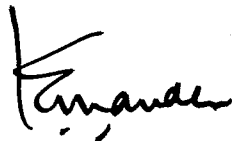
The highest impacting risk on the Festival's risk register is that the Festival Director will resign. It had to happen at some point, and following the 2022 Festival, and after 20 glorious years, Rosie Turner announced that she would be retiring after the 2023 Festival. The search for a new Festival Director began. After many hours of conversation, drafting of advertisements, reading applications, and interviews, we are delighted that Alasdair Nicholson has agreed to become our new Director, starting with the 2024 Festival. Alasdair has had a rich career as a composer, conductor, producer, teacher, educationalist and Festival Director (notably in Bath and in Orkney), and we look forward to his bringing his considerable energy and experience to Canterbury.

Once again, we acknowledge with gratitude the support of our Partner and Principal Sponsor (Canterbury Christ Church University), our Headline Sponsors (Kent College, and Paul Roberts), other local sponsors, donors and audiences, who have sustained our ability, even in these unusual 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 continued appreciation for the energetic and creative leadership of Rosie Turner, the Festival Director, and her loyal and hard-working staff team who have once again delivered artistic excellence in unusual times, enhancing the Festival's 'can-do' reputation in doing so.

The Trustees are particularly appreciative of the enthusiastic commitment of those who continue to buy tickets for the Festival, and those who donate 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. This has been particularly important this year as we have sought new artistic leadership for the Festival.

The Festival's goals, even under new leadership, will remain to move forward, 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 public engagement activities. It is a challenge that the Festival embraces with enthusiasm and with sustained 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)*

Year ended 31 March 2023

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

Mr H D H G Barton
Professor A Borthwick
Mr C Carmichael
Mr P A Hermitage
Mr A T Ironside
Professor D R Lloyd
Prof K C Mander
Dr K E Neales
Air Marshall C M Nickols
Mrs H Riva
Mr H J E Summerfield
Mrs C Swire
Mr T Walder

Auditor	Burgess Hodgson LLP Chartered accountants & statutory auditor Camburgh House 27 New Dover Road Canterbury Kent CT1 3DN
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Bankers	National Westminster Bank plc 11 The Parade Canterbury Kent CT1 2SQ
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Canterbury Theatre and Festival Trust

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

Year ended 31 March 2023

Structure, governance and management

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 Trustees, 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. The 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 a minimum of 60% the Trustees to the Canterbury Festival Foundation. In 2023, the Foundation donated £20,000 (2021/22: £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 2023, the Friends donated a total of £25,000 (2021/22: £25,000) to the charity.

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

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

Year ended 31 March 2023

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 others 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

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 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.

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

Year ended 31 March 2023

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. To engage, promote and further develop an educational and outreach programme.
4. Fostering a greater sense of ownership of the Festival in the region through partnerships.
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.

Achievements and performance

Charitable activities

The Trustees believe the trust activities, including the 2022 Festival, have met the charity's objectives in full.

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

There were 122 ticketed festival events and a further 39 ticketed "Shine" admission slots in the 2022 festival; in total 22,699 tickets were sold, of which 11,376 were for "Shine".

The 11,323 tickets that were sold for festival performances is an 8% increase on 2021, with most events enjoyed by a large audience. "Shine" completely sold out and attracted many positive comments. New bookers (for Shine) accounted for approximately 80% of Shine sales and introduced many first time visitors to Canterbury Cathedral.

As ever, our volunteers were great festival ambassadors and they, together with performers and walk-leaders all contributed to the festival's exciting atmosphere and well-managed range of events offered to audiences.

We also offered a range of free events, benefitting members of the community who might not otherwise engage with the festival.

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Year ended 31 March 2023

School children were given the opportunity to perform in a professional venue in a series of lunchtime concerts, and our Beautiful Noise day gave 22 community groups, schools and choirs performance opportunities throughout the city.

500 school children were given tickets to see the Shakespeare's Globe performance of Julius Caesar, and we donated part of the proceeds from our opening fund-raiser event to the local "Catching Lives" homeless charity.

Fundraising activities

A total of £234,093 (2021/22: £217,027) 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 £26,591 (2021/22: £33,214) was raised from grants 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.

The financial results for the period were satisfactory. The unrestricted Funds before accounting for transfers shows a deficit of £27,773.

Gross income was £622,685 (2021/22: £440,211).

Total resources expended in the year were £632,679, compared with £485,413 in the prior year.

There were unrealised losses on investments of £17,779 (2021/22: unrealised gain of £14,047). 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 year were £504,140, compared with £531,913 in the prior period. The former Restricted Funds held of £2,430 (2021/22: £2,430) relate to the successful completion of all outstanding projects in previous periods.

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.

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;

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

Year ended 31 March 2023

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

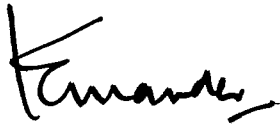
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies 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 7/9/23 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 *(continued)*

Year ended 31 March 2023

Opinion

We have audited the financial statements of Canterbury Theatre and Festival Trust (the 'charity') for the year ended 31 March 2023 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 2023 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;
- 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.

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

Canterbury Theatre and Festival Trust

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

Year ended 31 March 2023

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 year 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.

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.

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

Year ended 31 March 2023

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.

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

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

Year ended 31 March 2023

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.

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
07/09/2023

Canterbury Theatre and Festival Trust

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Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2023

			2023		2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	82,975	—	82,975	101,268
Charitable activities	6	375,701	—	375,701	207,396
Fundraising income	7	162,988	—	162,988	131,524
Investment income	8	1,021	—	1,021	23
Total income		<u>622,685</u>	<u>—</u>	<u>622,685</u>	<u>440,211</u>
Expenditure					
Expenditure on raising funds:					
Costs of other trading activities	9	6,603	—	6,603	6,384
Expenditure on charitable activities	10,11	619,716	—	619,716	471,666
Other expenditure	12	6,360	—	6,360	7,363
Total expenditure		<u>632,679</u>	<u>—</u>	<u>632,679</u>	<u>485,413</u>
Net (gains)/losses on investments	14	17,779	—	17,779	(14,047)
Net expenditure and net movement in funds		<u>(27,773)</u>	<u>—</u>	<u>(27,773)</u>	<u>(31,155)</u>
Reconciliation of funds					
Total funds brought forward		529,483	2,430	531,913	563,068
Transfer between funds		2,430	(2,430)	—	—
Total funds carried forward		<u>504,140</u>	<u>—</u>	<u>504,140</u>	<u>531,913</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 16 to 26 form part of these financial statements.

Canterbury Theatre and Festival Trust

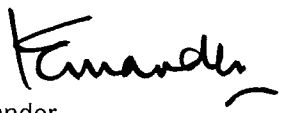
Company Limited by Guarantee

Statement of Financial Position

31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Investments	20	360,445	378,224
Current assets			
Debtors	21	4,998	14,636
Cash at bank and in hand		203,237	190,334
		<u>208,235</u>	<u>204,970</u>
Creditors: amounts falling due within one year	22	64,540	51,281
Net current assets		<u>143,695</u>	<u>153,689</u>
Total assets less current liabilities		<u>504,140</u>	<u>531,913</u>
Net assets		<u>504,140</u>	<u>531,913</u>
Funds of the charity			
Restricted funds		—	2,430
Unrestricted funds		504,140	529,483
Total charity funds	25	<u>504,140</u>	<u>531,913</u>

These financial statements were approved by the board of trustees and authorised for issue on 7/9/23, and are signed on behalf of the board by:


Prof K C Mander
Trustee


Mr H J E Summerfield
Trustee

The notes on pages 16 to 26 form part of these financial statements.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Statement of Cash Flows

Year ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities		
Net expenditure	(27,773)	(31,155)
<i>Adjustments for:</i>		
Net (gains)/losses on investments	17,779	(14,047)
Other interest receivable and similar income	(1,021)	(23)
Accrued expenses	4,810	12,576
<i>Changes in:</i>		
Trade and other debtors	9,638	(325)
Trade and other creditors	8,449	11,222
Cash generated from operations	11,882	(21,752)
Interest received	1,021	23
Net cash from/(used in) operating activities	<u>12,903</u>	<u>(21,729)</u>
Net increase/(decrease) in cash and cash equivalents	12,903	(21,729)
Cash and cash equivalents at beginning of year	<u>190,334</u>	<u>209,346</u>
Cash and cash equivalents at end of year	<u>203,237</u>	<u>187,617</u>

The notes on pages 16 to 26 form part of these financial statements.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31 March 2023

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.

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

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

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.

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

3. Accounting policies *(continued)*

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)*

Year ended 31 March 2023

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)*

Year ended 31 March 2023

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.

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 2023 £	Unrestricted Funds £	Total Funds 2022 £
Donations				
Donations	76,726	76,726	91,027	91,027
Gift Aid	6,249	6,249	10,241	10,241
	<u>82,975</u>	<u>82,975</u>	<u>101,268</u>	<u>101,268</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Box office/other events	349,110	349,110	174,182	174,182
Grants	26,591	26,591	33,214	33,214
	<u>375,701</u>	<u>375,701</u>	<u>207,396</u>	<u>207,396</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

7. Fundraising income

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Fundraising	22,468	22,468	14,076	14,076
Sponsorship	119,450	119,450	91,850	91,850
Subscriptions	9,200	9,200	9,833	9,833
Advertising	6,870	6,870	10,765	10,765
Rental & other income	5,000	5,000	5,000	5,000
	<u>162,988</u>	<u>162,988</u>	<u>131,524</u>	<u>131,524</u>

8. Investment income

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Bank interest receivable	<u>1,021</u>	<u>1,021</u>	<u>23</u>	<u>23</u>

9. Costs of other trading activities

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Fundraising costs	<u>6,603</u>	<u>6,603</u>	<u>6,384</u>	<u>6,384</u>

10. Expenditure on charitable activities by fund type

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Promotion of the arts	612,470	612,470	463,213	463,213
Support costs	<u>7,246</u>	<u>7,246</u>	<u>8,453</u>	<u>8,453</u>
	<u>619,716</u>	<u>619,716</u>	<u>471,666</u>	<u>471,666</u>

11. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	Total funds 2023	Total fund 2022
	£	£	£	£
Promotion of the arts	612,470	—	612,470	463,213
Governance costs	<u>—</u>	<u>7,246</u>	<u>7,246</u>	<u>8,453</u>
	<u>612,470</u>	<u>7,246</u>	<u>619,716</u>	<u>471,666</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

12. Other expenditure

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Unrecoverable VAT	3,667	3,667	5,620	5,620
Bank and finance charges	2,693	2,693	1,743	1,743
	<u>6,360</u>	<u>6,360</u>	<u>7,363</u>	<u>7,363</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.

14. Net gains/losses on investments

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Gains/(losses) on investments	<u>(17,779)</u>	<u>(17,779)</u>	<u>14,047</u>	<u>14,047</u>

15. Auditors remuneration

	2023 £	2022 £
Fees payable for the audit of the financial statements	<u>5,600</u>	<u>5,600</u>

16. Staff costs

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

	2023 £	2022 £
Wages and salaries	236,265	214,500
Social security costs	20,287	17,734
Employer contributions to pension plans	10,590	11,768
	<u>267,142</u>	<u>244,002</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

16. Staff costs *(continued)*

The average head count of employees during the year was 7 (2022: 7). The average number of full-time equivalent employees during the year is analysed as follows:

	2023 No.	2022 No.
Administration	6	6
Marketing	1	1
	<u>7</u>	<u>7</u>

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

	2023 No.	2022 No.
£60,000 to £69,999	<u>1</u>	<u>1</u>

17. 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 received remuneration during the period (2022: £Nil) and the total salaries received by key management personnel during the year was £96,968 (2022: £136,063). In addition, employer pension contributions amount to £6,932 (2022: £6,949) and employer national insurance contributions amount to £15,695 (2022: £15,621).

18. Trustee indemnity insurance

During the year the Charity paid £586 (2022: £586) for Trustee Liability Insurance as part of a complete insurance policy to cover neglect of defaults of its Trustees and Officers.

19. Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Marketing & promotional equipment £	Computer equipment £	Total £
Cost					
At 1 April 2022 and 31 March 2023	<u>45,284</u>	<u>2,116</u>	<u>6,500</u>	<u>20,399</u>	<u>74,299</u>
Depreciation					
At 1 April 2022 and 31 March 2023	<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 2023	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
At 31 March 2022	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

20. Investments

	Listed investments £
Cost or valuation	
At 1 April 2022	378,224
Additions	—
Fair value movements	(17,779)
At 31 March 2023	<u>360,445</u>
Impairment	
At 1 April 2022 and 31 March 2023	
Carrying amount	
At 31 March 2023	<u>360,445</u>
At 31 March 2022	<u>378,224</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.

21. Debtors

	2023 £	2022 £
Trade debtors	269	2,254
Prepayments and accrued income	—	3,438
Other debtors	4,729	8,944
	<u>4,998</u>	<u>14,636</u>

22. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	2,743	7,183
Accruals and deferred income	41,544	22,840
Social security and other taxes	5,931	5,873
Other creditors	14,322	15,385
	<u>64,540</u>	<u>51,281</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

23. Deferred income

	2023	2022
	£	£
At 1 April 2022	4,557	8,050
Amount released to income	(4,557)	(8,050)
Amount deferred in year	18,451	4,557
At 31 March 2023	18,451	4,557

24. 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 £10,590 (2022: £11,768).

25. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2022	Income	Expenditure	Transfers	Gains and losses	At 31 Mar 2023
	£	£	£	£	£	£
General funds	526,483	622,685	(632,679)	2,430	(17,779)	501,140
Designated funds						
- Grants	3,000	—	—	—	—	3,000
	<u>529,483</u>	<u>622,685</u>	<u>(632,679)</u>	<u>2,430</u>	<u>(17,779)</u>	<u>504,140</u>

	At 1 Apr 2021	Income	Expenditure	Transfers	Gains and losses	At 31 Mar 2022
	£	£	£	£	£	£
General funds	557,638	440,211	(485,413)	—	14,047	526,483
Designated funds						
- Grants	3,000	—	—	—	—	3,000
	<u>560,638</u>	<u>440,211</u>	<u>(485,413)</u>	<u>—</u>	<u>14,047</u>	<u>529,483</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)*

Year ended 31 March 2023

25. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Apr 2022	Income	Expenditure	Transfers	Gains and losses	At 31 Mar 2023
	£	£	£	£	£	£
Restricted funds	<u>2,430</u>	<u>—</u>	<u>—</u>	<u>(2,430)</u>	<u>—</u>	<u>—</u>

	At 1 Apr 2021	Income	Expenditure	Transfers	Gains and losses	At 31 Mar 2022
	£	£	£	£	£	£
Restricted funds	<u>2,430</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>2,430</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. This has been transferred to unrestricted reserves during the year, as it was identified that the monies have been properly spent in accordance with the restriction.

26. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Investments	360,445	—	360,445
Current assets	208,235	—	208,235
Creditors less than 1 year	<u>(64,540)</u>	<u>—</u>	<u>(64,540)</u>
Net assets	<u>504,140</u>	<u>—</u>	<u>504,140</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Investments	378,224	—	378,224
Current assets	202,540	2,430	204,970
Creditors less than 1 year	<u>(51,281)</u>	<u>—</u>	<u>(51,281)</u>
Net assets	<u>529,483</u>	<u>2,430</u>	<u>531,913</u>

27. Analysis of changes in net debt

	At 1 Apr 2022 £	Cash flows £	At 31 Mar 2023 £
Cash at bank and in hand	<u>190,334</u>	<u>12,903</u>	<u>203,237</u>

Canterbury Theatre and Festival Trust

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

28. Related parties

i) During the year, the trustees and related parties donated £3,125 (2021/22: £3,808) 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 cumulative excess of income over expenditure the Foundation made a donation totalling £45,000 (2021/22: £45,000) to the Canterbury Theatre and Festival Trust in order to support its charitable activities for the year to March 2023.

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.

29. Controlling party

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