



**BRENTWOOD THEATRE TRUST**  
**(A company limited by Guarantee)**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR TO 31 JULY 2021**

**Charity Number 285716**

**Company Number 1669034**

# **BRENTWOOD THEATRE TRUST**

## **COMPANY INFORMATION**

**FOR THE YEAR ENDED 31 JULY 2021**

**PRESIDENT**

**The Lord Petre**

**VICE PRESIDENTS**

**Audrey Longman  
Jean McGinley  
Mary Redman  
Lionel Wernick**

**DIRECTORS**

**Michael Hawkins(Chairman)  
Stephen Abbott(Hon Treasurer)  
Michael Bond  
Gary Catlin  
Anne Elliss  
Penelope Hollington  
Peter Mayo  
Robert Southgate(Deputy Chairman)  
Patrick Stevens  
David Tee  
William Wells**

**COMPANY and MINUTES SECRETARY**

**Jos Hollington**

**REGISTERED OFFICE**

**15 Shenfield Road  
Brentwood  
Essex  
CM15 8AG**

**COMPANY NUMBER**

**1669034 (England & Wales)**

**CHARITY NUMBER**

**285716**

**BANKERS**

**HSBC Bank plc  
91 High Street  
Brentwood  
Essex  
CM14 4RU**

**REPORTING ACCOUNTANT**

**Richard Lambourne**

# **BRENTWOOD THEATRE TRUST**

## **DIRECTORS' REPORT FOR THE YEAR ENDED 31 JULY 2021**

The directors submit their report and the financial statements of the company for the year ended 31 July 2021.

### **CHAIRMAN'S REPORT**

I observed in my notes accompanying the 2020 Report and Accounts that the year had 'undoubtedly been the most difficult in the Theatre's history' due to the impact of Covid-19. I regret to say that this past year has been little better as the Theatre remained forcibly closed for most of it, surviving on Government grants and the Furloughing scheme.

However, it is gratifying that the Theatre has come through the experience intact and with the Theatre Manager and key staff still very much with us.

A crowd-funding initiative raised around £15,000 from generous supporters who share our vision of the Theatre remaining a key and thriving part of Brentwood's cultural life. We are deeply grateful for and touched by their support.

The Board pays tribute to Theatre Manager Ian Southgate, his assistant Bex Foreman and their staff for their patience in this difficult period and for the enthusiasm and hard work they have displayed in managing to continue offering performances, including community cinema, when lockdown easements allowed.

During the year, improvements were made to the patio area, mainly involving the installation of a substantial awning, which, coupled with heaters, offers a more comfortable (and socially-distanced, when required) environment for theatre-goers.

Lockdown also offered the opportunity to assess how best to face the future - resulting in a Covid-19 Recovery and Redevelopment Plan. This involved a thorough re-assessment of working practices and use of Theatre space. Under the plan, the Foyer will consolidate its position as the hub of the Theatre, with much-improved facilities and the establishment of a café for the general public, as well as hiring companies to enjoy.

More current office space is being released to hire out not just for rehearsals and theatrical performances, but also for business meetings etc. Modern working practices, using available technology, make this possible. Your Board and Theatre Management are very positive about the possibilities this partial re-purposing of the Theatre, coupled with the modernisation programme, offers for the future. We remain optimistic about the future for the Theatre, but of course hope that any possible adverse developments in the national management of the pandemic will not impede that ambition.

### **Theatre Management**

I have already paid tribute to the stalwart role played by Theatre Manager Ian Southgate who is also demonstrating advanced project-management skills in overseeing the refurbishment programme. I also pay tribute to the role played by Bex Foreman, who has stepped up to be more of an understudy to Ian. This also applies to the technical support staff on whom the Theatre relies so heavily. Finally, we acknowledge with thanks the support given by Liz Southgate in her administrative role.

### **Volunteers**

Brentwood Theatre has always been fortunate to have the support of a large number of volunteers – as many as 50. They have also experienced a frustrating year, but have offered willing support when called on to do so and stand ready to adopt the new working practices being brought in. Without such support Brentwood Theatre, as with many other provincial theatres would find it difficult, if not impossible, to operate. Our profound thanks are due to them. We were also saddened by loss of so many friends over the past year but in particular: Marjorie Dunn who has performed and directed at this theatre over many years; Fred Sarchet who volunteered and was

## **BRENTWOOD THEATRE TRUST**

always available to lend a hand back stage; John Dobson who was a 'great friend and stalwart', as well as a Vice President, of the theatre supporting it over the past twenty years or so working tirelessly behind the scenes building scenery for many productions but in particular our Christmas shows and helping with the overall maintenance of the theatre whilst assisting back stage for many productions. In recognition of this our workshop is named after him. They will all be sorely missed.

### **Finances**

At a time of existential threat, affecting the entire entertainment industry, it is heartening that the Theatre has remained financially viable. The Accounts indicate that the loss for the year was a containable £13k when taking into consideration leasehold depreciation. Reserves remain relatively healthy.

There is no doubt that the years ahead remain challenging, but the solid support of the local community, demonstrated by the success of the crowd-funding initiative and the fact that hiring companies are keen to return to the Theatre, suggest that our optimism is well placed.

### **Community Involvement**

The theatre has continued to become involved with various business groups such as the Brentwood Business Partnership and Brentwood Chamber of Commerce; and with the more general community, including 'Getting into Arts'.

### **Theatre Shows**

The Covid Pandemic has of course hit the theatre hard, and it was only allowed to reopen for a brief period in the autumn of 2020, with Community cinema screenings. Sadly, lockdown caused the cancellation of that year's Christmas show. We have re-scheduled it for the coming Christmas. We were able to put on a few shows in July 2021 - 'Wonderland' (a Children's show), 'Musical Theatre Treats' (concert) and the musical 'Raft'.


### **Facilities Improvements**

I have already mentioned the major improvements programme undertaken by the Theatre over the past year, which is intended to add to its attraction to the public, and the continuing viability of the Theatre.

### **The Theatre Trust Board**

Finally, I would like to express my gratitude to the members of the Board who are all volunteers and bring valued expertise (as leaders in their respective fields), as well as great enthusiasm, for the benefit of the Theatre. During the reporting year, our Company Secretary, Stuart Mathieson, sadly died, but we have been grateful to Jos Hollington who has taken over and done a fine job. The Board was also strengthened when Anne Elliss, Senior Partner of the law firm Tees, joined us. Representatives of Brentwood Council join our Board meetings as Observer Directors and we are grateful to them for their supportive involvement.

With a strong Board, Theatre Management and loyal as well as enthusiastic supporters in the community, I am confident that the future is bright for Brentwood Theatre, which I have always regarded as a jewel in Brentwood's crown.



**Mike Hawkins**  
Chairman



## **BRENTWOOD THEATRE TRUST**

### **PRINCIPAL ACTIVITY**

The company operates a local theatre for the purposes of encouraging and promoting local Arts and Drama and the education of local youth.

### **FINANCIAL REVIEW**

Although we had minimal income during the year because of the continuing impact of the pandemic, the Theatre actually produced a small surplus before depreciation. This was principally due to the receipt of government and local authority grants and a very successful crowd funding campaign. However, tight control of expenses, despite continuing to pay our staff in full, and maximising the limited opportunities to generate revenue also played their part. Cash resources and net current assets have risen by £16k and £1k respectively.

The next financial year will see the start of a return to normality and we are projecting income of around 60% of the last full year of operations. We are hopeful that with substantial fund raising activities that the deficit for the year can be contained to around £10k.

### **RESERVES POLICY**

The aim of the Theatre is to generate a small surplus before Long Leasehold Depreciation. The Theatre's Reserve Policy is to maintain a minimum of £20,000 free cash to meet unforeseen circumstances such as emergency repairs or an unexpected shutdown.

### **PLANS FOR THE FUTURE**

For the second year running, we are reporting on another extremely challenging year for the theatre, with very little opportunity to be open for shows, films and hires in the past review period. However, as the Chairman's report notes, we grasped the opportunity to renovate and renew the Foyer area and re-design some of the day to day working procedures, so our focus in the coming year will be to maximise the use of these new arrangements and to fully resume our programme of entertainment. The launch of our new "Friends Scheme" was once again, of necessity, put on hold and we hope to advertise this in the year ahead.

### **DIRECTORS**

The directors who served during the year are as follows: -

Michael Hawkins

Stephen Abbott

Michael Bond

Gary Catlin

Anne Elliss (appointed 11<sup>th</sup> May 2021)

Penelope Hollington

Peter Mayo

Robert Southgate

Patrick Stevens

David Tee

William Wells

## **BRENTWOOD THEATRE TRUST**

### **DIRECTORS' RESPONSIBILITIES**

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit and loss of the company for the period.

In preparing those statements the directors are required to: -


- a) select suitable accounting policies and then apply them consistently;
- b) make judgements and estimates that are reasonable and prudent;
- c) follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements;
- d) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for the keeping of proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention of fraud and other irregularities.

### **RISK MANAGEMENT**

The directors have a risk management strategy comprised of an annual review of the risks of the Trust and procedures to mitigate those risks identified in the plan. The review has identified financial sustainability and health and safety as being the major risks and the Theatre Board continues to review its financial sustainability against the backdrop of the ongoing Covid-19 pandemic that could bring further volatility, as well as its health and safety policies and procedures in the current regulatory and compliance climate.

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.



Approved by the Board on 9<sup>th</sup> November 2021

# BRENTWOOD THEATRE TRUST

## INCOME AND EXPENDITURE FOR THE YEAR TO 31 JULY 2021

		2021 £		2020 £
<b>INCOME</b>				
Box Office	8,541		62,128	
Less Payments to Players	<u>(2,157)</u>	6,384	<u>(35,039)</u>	27,089
Hire of Theatre		9,674		33,806
		<hr/>		<hr/>
		16,058		60,895
Designated Funds Income		315		39,542
Donations and Grants		36,304		14,166
Gift Aid		47		123
		<hr/>		<hr/>
		52,724		114,726
<b>BAR ACCOUNT</b>				
Bar Takings	1,744		16,878	
Less: Bar Purchases	<u>(1,651)</u>		<u>(8,522)</u>	
Bar Wages	<u>(742)</u>		<u>(5,245)</u>	
		<hr/>		<hr/>
Bar (Deficit) / Surplus		(649)		3,111
<b>TOTAL INCOME</b>		<hr/>		<hr/>
		52,075		117,837
<b>EXPENSES</b>				
Wages	27,624		33,896	
Christmas Show Expenses	0		28,838	
Own Show Expenses	2,497		4,535	
Maintenance	2,177		3,173	
Rates and Water Rates	203		1,877	
Insurance	3,169		3,025	
Bank Charges and Credit Card Charges	310		505	
Book-keeping and Payroll	3,128		4,100	
Cleaning	3,174		4,482	
Printing Postage & Stationery	56		353	
Miscellaneous	2,635		3,174	
Telephone	582		552	
Heating and Lighting	4,389		4,825	
Brents Expenses	0		2,364	
Advertising	535		376	
Training	168		297	
Designated Funds Direct Expenses	0		5,818	
		<hr/>		<hr/>
<b>TOTAL EXPENSES</b>		50,647		102,190
<b>SURPLUS FOR THE YEAR BEFORE DEPRECIATION</b>		<hr/>		<hr/>
		1,428		15,647
Depreciation of Equipment	6,930		7,479	
Depreciation of Long Leasehold	<u>7,669</u>	<u>14,599</u>	<u>7,669</u>	<u>15,148</u>
<b>(DEFICIT) / SURPLUS FOR THE YEAR AFTER DEPRECIATION</b>		<hr/>		<hr/>
		(13,171)		499
<b>APPROPRIATIONS</b>				
Provision for Major Maintenance		(2,000)		(2,000)
Transfer from Designated Funds		<u>5,813</u>		<u>(26,896)</u>
<b>(DEFICIT) FOR THE YEAR</b>		<u>(9,358)</u>		<u>(28,397)</u>

# BRENTWOOD THEATRE TRUST

**COMPANY NUMBER: 1669034**  
**BALANCE SHEET AT 31 JULY 2021**

	2021 £	2020 £
<b>FIXED ASSETS</b>		
Long Leasehold Property	322,244	329,913
Equipment	31,561	38,491
	<u>353,805</u>	<u>368,404</u>
<b>CURRENT ASSETS</b>		
Debtors and Prepayments	6,562	8,100
Bar Stock	411	902
Cash at Bank – Designated Funds	51,435	51,120
Cash at Bank – General Funds	90,714	75,650
Cash in Hand	426	466
	<u>149,548</u>	<u>136,238</u>
<b>CREDITORS DUE WITHIN ONE YEAR</b>	31,981	20,099
<b>NET CURRENT ASSETS</b>	117,567	116,139
Provision for Major Maintenance	4,000	2,000
<b>TOTAL ASSETS LESS LIABILITIES</b>	<u><u>467,372</u></u>	<u><u>482,543</u></u>
<b>CAPITAL AND RESERVES</b>		
Accumulated Fund	57,182	85,579
Retained (Deficit)	(9,358)	(28,397)
	<u>47,824</u>	<u>57,182</u>
Designated Funds	419,548	425,361
	<u><u>467,372</u></u>	<u><u>482,543</u></u>

## EXEMPTION FROM AUDIT

For the year ended 31 July 2021 the company was entitled to exemption under Section 477 of the Companies Act 2006.

Members have not required the Company to obtain an audit in accordance with Section 476 of the Companies Act 2006.


The Directors acknowledge their responsibility for:-


- a) ensuring the company keeps accounting records which comply with Section 386 of the Companies Act 2006;
- b) preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year, in accordance with the requirements of Section 394 and 395 of the Companies Act 2006 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Michael Hawkins, Chairman

Stephen Abbott, Hon Treasurer

  
9/11/21

  
9/11/2021

# BRENTWOOD THEATRE TRUST

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR TO 31 JULY 2021

	General Funds £	Designated Funds £	2021 Total £	2020 Total £
<b>INCOMING RESOURCES</b>				
Donations and Grants	36,351	0	36,351	53,262
Bar and Box Office	19,959	0	19,959	112,812
Interest Received	0	315	315	569
	56,310	315	56,625	166,643
Resources Expended	(63,668)	(6,128)	(69,796)	(166,144)
Net (Outgoing) / Incoming Resources	(7,358)	(5,813)	(13,171)	499
Movement on Provision for Major Maintenance	(2,000)	0	(2,000)	(2,000)
Balance B/Fwd 1 August 2020	57,182	425,361	482,543	484,044
Balance C/Fwd 31 July 2021	47,824	419,548	467,372	482,543



# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2021

### ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the company's financial statements.

(a) **Basis of Preparation**

The accounts have been prepared under the historical cost convention. The Designated Funds comprise donations and contributions received to finance the construction of the building and substantial legacies received.

(b) **Donations**

Donations are recognised as they are received.

(c) **Fixed Assets**

Fixed assets are recorded at cost and depreciated on a straight line basis over their expected useful lives as follows:

long leasehold property – 50 years

seating and lighting rig – 15 years

computer equipment – 5 years

other equipment – 7 years

### EXEMPTION FROM AUDIT

The company meets the definition of a small company as set out in Section 476 of the Companies Act 2006 and is consequently exempt from the requirements to have its accounts audited.

### TANGIBLE FIXED ASSETS

<b>COST</b>	<b>Long Leasehold Property £</b>	<b>Equipment £</b>	<b>Total £</b>
As at 1 August 2020	702,715	127,384	830,099
Additions	0	0	0
As at 31 July 2021	702,715	127,384	830,099
<b>DEPRECIATION</b>			
As at 1 August 2020	372,802	88,893	461,695
Charge for the year	7,669	6,930	14,599
As at 31 July 2021	380,471	95,823	476,294
<b>NET BOOK VALUE</b>			
31 July 2021	322,244	31,561	353,805
31 July 2020	329,913	38,491	368,404
<b>GENERAL FUNDS</b>	88,107	27,876	115,983
<b>DESIGNATED FUNDS</b>	234,137	3,685	237,822
	322,244	31,561	353,805

Additions are net of donations received of £9,750

# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2021

### FIXED ASSETS – THEATRE BUILDING

The long leasehold property reflected in these accounts represents the historical cost of the construction of the building which was funded from donations and contributions received at the time. The cost of the building is being depreciated over the period of the lease of the land on which the building is constructed.

A new fifty-year lease was entered into on 31 October 2013 and the net book value at that date has been depreciated over the period of the new lease.

### CAPITAL AND RESERVES

The Theatre's capital and reserves are represented by assets and liabilities and are split as follows:

	General Funds £	Designated Funds £	Total £
Fixed Assets	115,983	237,822	353,805
Cash Balances	91,140	51,435	142,575
Current Liabilities less Other Current Assets	(159,299)	130,291	(29,008)
	<u>47,824</u>	<u>419,548</u>	<u>467,372</u>

### BOX OFFICE INCOME

Box Office income includes £0 (2020: £20,943) in respect of the Christmas Show; £0 (2020: £1,153) in respect of the Brents and £3,419 (2020: £5,006) in respect of Own Shows.

### CHRISTMAS SHOW

	2021 £	2020 £
Box Office Income	0	20,743
Donations	0	200
	<u>0</u>	<u>20,943</u>
Expenses	0	(28,838)
	<u>(0)</u>	<u>(7,895)</u>

Expenses include £0 (2020: £4,000) in respect of an internal charge for the hire of the theatre, which is included in Hire of theatre in the Income and Expenditure Account.

# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2021

### OWN SHOWS

	2021 £	2020 £
Box Office Income	3,419	5,006
Donations	0	0
	<hr/>	<hr/>
	3,419	5,006
Expenses	(2,497)	(4,535)
	<hr/>	<hr/>
<b>SURPLUS ON OWN SHOWS</b>	<u>922</u>	<u>471</u>



# BRENTWOOD THEATRE TRUST

## DESIGNATED FUNDS ACCOUNT FOR THE YEAR TO 31 JULY 2021

		2021 £		2020 £
<b>INCOME RECEIVED</b>				
Donations		0		38,973
Interest		315		569
<b>LESS EXPENDITURE</b>				
Gill Wilson Brents Award		0		(100)
Professional Fees re Extension		0		(5,718)
		<hr/>		<hr/>
<b>SURPLUS FOR THE YEAR BEFORE DEPRECIATION</b>		315		33,724
Depreciation Equipment	625		1,325	
Depreciation Long Leasehold Property	<u>5,503</u>	<u>(6,128)</u>	<u>5,503</u>	<u>(6,828)</u>
<b>(DEFICIT) / SURPLUS FOR THE YEAR AFTER DEPRECIATION</b>		(5,813)		26,896
Balance Brought Forward		<hr/> 425,361		<hr/> 398,465
<b>BALANCE AT 31 JULY 2021</b>		<hr/> <hr/> 419,548		<hr/> <hr/> 425,361
Represented by:				
Long Leasehold Property		234,137		239,640
Equipment		3,685		4,310
Balance at Bank	51,435		51,120	
Debtors and prepayments	0		0	
Due from General Funds	<u>130,291</u>	<hr/> 181,726	<hr/> 130,291	<hr/> 181,411
<b>TOTAL</b>		<hr/> <hr/> 419,548		<hr/> <hr/> 425,361

## **BRENTWOOD THEATRE TRUST**

### **ACCOUNTANT'S REPORT TO THE DIRECTORS ON THE UNAUDITED ACCOUNTS OF BRENTWOOD THEATRE TRUST**

I report on the accounts for the year ended 31 July 2021 set out on pages 5 to 11.

#### **Respective Responsibilities of Directors and Reporting Accountant**

As described on the Directors' Report, the company's Directors are responsible for the preparation of the accounts, and they consider that the company is exempt from an audit. It is my responsibility to carry out procedures designed to enable me to report my opinion.

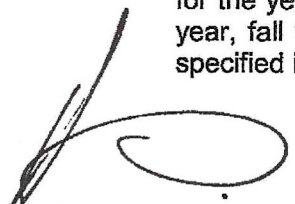
#### **Basis of Opinion**

My work was conducted in accordance with the Statement of Standards for Reporting Accountants, and so my procedures consisted of comparing the accounts with the accounting records kept by the company, and making such limited enquiries of the officers of the company as I considered necessary for the purposes of this report. These procedures provide only the assurance expressed in my opinion.

#### **Opinion**

In my opinion:

- a) The accounts are in agreement with the accounting records kept by the company under Section 386 of the Companies Act 2006.
- b) Having regard only to, and on the basis of, the information contained in those accounting records;
  - i) The accounts have been drawn up in a manner consistent with the accounting requirements specified in Section 396 of the Act.
  - ii) The company satisfied the conditions for exemption from an audit of the accounts for the year specified in Section 477 of the Act and did not, at any time within that year, fall within any of the categories of companies not entitled to the exemption specified in Section 476.



R Lambourne  
Reporting Accountant

12.11.2021