



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

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR TO 31 JULY 2022**

**Charity Number 285716**

**Company Number 1669034**

# **BRENTWOOD THEATRE TRUST**

## **COMPANY INFORMATION**

**FOR THE YEAR ENDED 31 JULY 2022**

<b>PRESIDENT</b>	<b>The Lord Petre</b>
<b>VICE PRESIDENTS</b>	<b>Audrey Longman Jean McGinley Mary Redman Lionel Wernick</b>
<b>DIRECTORS</b>	<b>Michael Hawkins(Chairman) Stephen Abbott(Hon Treasurer) Michael Bond Gary Catlin Anne Elliss Penelope Hollington Peter Mayo Robert Southgate(Deputy Chairman) Patrick Stevens William Wells</b>
<b>COMPANY and MINUTES SECRETARY</b>	<b>Jos Hollington</b>
<b>REGISTERED OFFICE</b>	<b>15 Shenfield Road Brentwood Essex CM15 8AG</b>
<b>COMPANY NUMBER</b>	<b>1669034 (England &amp; Wales)</b>
<b>CHARITY NUMBER</b>	<b>285716</b>
<b>BANKERS</b>	<b>HSBC Bank plc 91 High Street Brentwood Essex CM14 4RU</b>
<b>REPORTING ACCOUNTANT</b>	<b>Richard Lambourne</b>

# **BRENTWOOD THEATRE TRUST**

## **DIRECTORS' REPORT FOR THE YEAR ENDED 31 JULY 2022**

The Directors submit their report and the financial statements of the company for the year ended 31 July 2022.

### **CHAIRMAN'S REPORT**

This year has been one of recovery and change. For the first time in over 2 years, Brentwood Theatre was able to offer a full programme of productions and hirings to performing groups. It was heartening to witness the enthusiastic return of hirers and theatregoers, clearly eager, as most people have been, to return as soon as possible to normality after the pandemic.

I have done so before but make no apology for again praising the dedication and determination of Theatre Manager Ian Southgate and his team not only for ensuring that the Theatre is still here, after the severe challenges of the Covid era, but that it is on course to thrive again.

The availability of Government recovery grants enabled us to re-assess our vision for the future of the Theatre, the fruits of which are hopefully evident – a completely refurbished Foyer, a fully functioning coffee bar and more meeting rooms available for businesses to hire out.

The coffee bar serves delicious coffees, teas and cakes and is proving popular under the guidance of Barista Bryony Colton. The fundamental review undertaken by the Board which took place in the early part of the financial year effectively resulted in the creation of 3 separate businesses – the core function of offering full facilities for performing companies, a state-of-the-art coffee bar and a business dealing with hiring out rooms for organisations in need of such space.

The theatre's modernisation programme included moving from office-based administrative systems to Cloud-based, freeing up more rooms for hire. In fact, the former office is now for hire and is called 'The Space'.

The year also saw the Theatre becoming involved in a major fund-raising initiative. The Brentwood Half Marathon and Fun run has been a key feature of the town's community events programme for 40 years, attracting thousands of runners and organised during all that time by Brentwood a Becket Rotary club. They proposed a consortium approach to maintain the continuing viability of this increasingly successful fund-raising event and invited the Theatre, St Francis Hospice and Brentwood Running club to form a task force to organise the March 2022 event. The event proved a great success, and we will be taking part in it again in 2023, with our new partners. It raised significant funds for the Theatre this year and we have every reason to believe it will do the same in 2023. We owe this successful involvement to Theatre Vice-Chair Bob Southgate, assisted by Peter Herrington, and we are grateful to them.

### **Theatre Management**

I have already referred to the substantial effort put in by Theatre Manager, Ian Southgate, and his team in helping enable the Theatre to survive the existential threat posed by the pandemic. Ian was also instrumental in proposing the changes which I have referred to above and which offer a potentially prosperous future for the Theatre. In addition, I should mention the important parts played by Front of House and Operations Supervisor Bex Forman, Technical Coordinator Reece Crisp and our two technicians Ciara Moss and Guy Lee as well as Barista Bryony Colton. We were also pleased to welcome back Steph Ironmonger supporting the hires processes. We thank them and recognise their hard work and dedication. As ever, the theatre benefitted hugely from Liz Southgate's administration support role.

### **Volunteers**

The Theatre could not operate without the wonderful support given by so many volunteers, and we are very grateful to them all. We would, of course, welcome additional volunteers – just contact us via the website to make arrangements.



## **BRENTWOOD THEATRE TRUST**

### **Finances**

It is pleasing that the theatre has been able to report a greatly improved financial performance. There would have been a break-even/slight surplus position, compared with a £7.5k loss last year, had it not been for unforeseen requirements such as the need to hire in industrial-scale air coolers during the extended heatwave. There is no doubt that the next couple of years will be challenging as discretionary spending will be curtailed. However, we remain cautiously optimistic that our plans for growth and diversification will be successful. Our reserves, although reduced, following the upgrade in the patio and bar, remain reasonably healthy.

### **Community Involvement**

The Theatre has a strong involvement with the local community – Arts Trail, Half Marathon, Get into Arts Festival alongside supporting the many organisations that call us “home”. After serving a 5-year term, I recently stepped down from the Chairmanship of Brentwood Business Partnership (BBP), a body combining the strengths of the private and public sectors in aiming to make Brentwood a thriving place to visit, do business and live in. I am delighted that Ian Southgate has taken on the role of Vice Chair of BBP, an influential position especially as BBP plays an increasingly important part in shaping Brentwood’s future. This can only be good for the Theatre.

### **Theatre Shows**

As I began by saying, it was good to see a return to a full programme. The 2021 Christmas show ‘The Night Before Christmas’ was a great success, and its winning formula will be followed with the 2022 Christmas show - ‘The Twelve Days of Christmas’. Alongside the sell-out success of this year’s Christmas show we have also started to introduce professionally produced shows to fill out and compliment the excellent programme of shows put on by our local groups and organisations. These have proven to be incredibly successful especially the family shows such as Rapunzel, Wonderland and The Jungle Book. Following the sell-out success of a lot of these shows we have already programmed in more into this coming year.

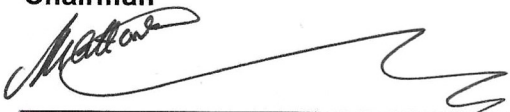
### **Fund-Raising**

I have already referred to the Theatre’s substantial involvement with the Brentwood Half Marathon and Fun Run, without question our major fund-raiser. But there have been others and we have Bill Wells to thank for organising a popular visit to Ingatestone Hall for a Cream Tea and Tour; and also for arranging a fascinating evening with famous actor Kenneth Cranham. Fund raisers are a very necessary part of our activities as we rely on them to supplement our income and help balance the books. I thank all our supporters for playing such an active part in helping us achieve these goals.

### **The Theatre Board**

Finally, I would like to express my grateful thank to the members of the Board who are all volunteers and bring valued expertise from many fields, as well as great enthusiasm, for the benefit of the Theatre. They range from the Headmaster of Brentwood School to a Senior Partner of Tees Law in Brentwood and encompass many other disciplines. We are also grateful for Brentwood Council’s support, symbolised by the presence on our Board of the Deputy Head of the Council. Long-serving Director, David Tee, stood down from the Board during this reporting year and I wanted to pay tribute to his dedicated contribution, including writing a history of the theatre under the title ‘Brentwood Theatre – the first 21 years’. His legacy is assured. To David, and to all the current Board members, as to all our friends and supporters, I offer heartfelt thanks.

**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**

The Theatre had a good financial year, as activities returned to near pre pandemic levels. A surplus before depreciation of £7,108 was a good result and achieved despite some unplanned final quarter expenditure on maintenance and air cooling units. Bar (including cafe) made a healthy surplus and Fundraising, particularly the Brentwood Half Marathon were important additions to our core activity of Theatre Hire. The Christmas Show was another big contributor to the financial result, yielding a surplus of £8,928. However expenses are under significant pressure, particularly Wages, Maintenance and Heating and Lighting.

Cash resources have fallen by £19,000 reflecting the investment made in refurbishing the Foyer and Bar areas. Net current assets are £91,000, a fall of £27,000 for the reasons stated above. We expect to make a small deficit next year, as the Theatre continues to invest in the future, by expanding its offering.

### **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**

Having been able to fully resume our programme of entertainment and complete the vast majority of our refurbishment and redesign programme, the coming year will see a continued focus on finishing the last few touches followed by a concerted effort to grow the hires and usage of the newly available spaces. This will include an ongoing social media marketing campaign as well as personal invites to our local community to show off our wonderful facilities. We will also continue working closely with Brentwood Council as part of their initiatives, in particular around the creative industries, to re-invigorate the town and what it has to offer.

### **DIRECTORS**

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

Michael Hawkins

Stephen Abbott

Michael Bond

Gary Catlin

Anne Elliss

Penelope Hollington

Peter Mayo

Robert Southgate

Patrick Stevens

David Tee (resigned 13<sup>th</sup> November 2021)

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 most recent review identified financial sustainability and health & safety as being the major risks and the Theatre Board continues to review its financial sustainability at each meeting, particularly against the investment made in the bar, cafe and foyer upgrade. Health & safety policies and procedures, including appropriate building and room access in light of the changes made, are constantly reviewed.

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 8<sup>th</sup> November 2022

# BRENTWOOD THEATRE TRUST

## INCOME AND EXPENDITURE FOR THE YEAR TO 31 JULY 2022

		2022 £		2021 £
<b>INCOME</b>				
Box Office	120,561		8,541	
Less Payments to Players	<u>(95,667)</u>	24,894	<u>(2,157)</u>	6,384
Hire of Theatre		60,108		9,674
		<hr/> 85,002		<hr/> 16,058
Designated Funds Income		5,305		315
Donations and Grants		5,129		36,304
Fundraising		13,749		0
Gift Aid		<u>3,088</u>		<u>47</u>
		<hr/> 112,273		<hr/> 52,724
<b>BAR ACCOUNT</b>				
Bar Takings	32,582		1,744	
Less: Bar Purchases	<u>(14,738)</u>		<u>(1,651)</u>	
Bar Wages	<u>(10,049)</u>		<u>(742)</u>	
		<hr/> 7,795		<hr/> (649)
Bar Surplus / (Deficit)				
<b>TOTAL INCOME</b>		120,068		52,075
<b>EXPENSES</b>				
Wages	58,723		27,624	
Christmas Show Expenses	10,622		0	
Own Show Expenses	1,499		2,497	
Maintenance	8,519		2,177	
Rates and Water Rates	909		203	
Insurance	3,264		3,169	
Bank Charges and Credit Card Charges	672		310	
Book-keeping and Payroll	5,626		3,128	
Cleaning	6,905		3,174	
Printing Postage & Stationery	662		56	
Miscellaneous	3,523		2,635	
Telephone	668		582	
Heating and Lighting	9,622		4,389	
Advertising	1,576		535	
Training	130		168	
Designated Funds Direct Expenses	<u>40</u>		<u>0</u>	
		<hr/> 112,960		<hr/> 50,647
<b>TOTAL EXPENSES</b>				
<b>SURPLUS FOR THE YEAR BEFORE DEPRECIATION</b>		7,108		1,428
Depreciation of Equipment	8,855		6,930	
Depreciation of Long Leasehold	<u>7,669</u>	<u>16,524</u>	<u>7,669</u>	<u>14,599</u>
<b>(DEFICIT) FOR THE YEAR AFTER DEPRECIATION</b>		(9,416)		(13,171)
<b>APPROPRIATIONS</b>				
Provision for Major Maintenance		(2,000)		(2,000)
Transfer from Designated Funds		<u>863</u>		<u>5,813</u>
<b>(DEFICIT) FOR THE YEAR</b>		<u>(10,553)</u>		<u>(9,358)</u>



# BRENTWOOD THEATRE TRUST

COMPANY NUMBER: 1669034  
BALANCE SHEET AT 31 JULY 2022

	2022 £	2021 £
<b>FIXED ASSETS</b>		
Long Leasehold Property	314,575	322,244
Equipment	56,475	31,561
	<u>371,050</u>	<u>353,805</u>
<b>CURRENT ASSETS</b>		
Debtors and Prepayments	10,250	6,562
Bar Stock	1,753	411
Cash at Bank – Designated Funds	51,700	51,435
Cash at Bank – General Funds	71,586	90,714
Cash in Hand	165	426
	<u>135,454</u>	<u>149,548</u>
<b>CREDITORS DUE WITHIN ONE YEAR</b>	44,548	31,981
	<u>90,906</u>	<u>117,567</u>
<b>NET CURRENT ASSETS</b>	90,906	117,567
Provision for Major Maintenance	6,000	4,000
<b>TOTAL ASSETS LESS LIABILITIES</b>	<u>455,956</u>	<u>467,372</u>
<b>CAPITAL AND RESERVES</b>		
Accumulated Fund	47,824	57,182
Retained (Deficit)	(10,553)	(9,358)
	<u>37,271</u>	<u>47,824</u>
Designated Funds	418,685	419,548
	<u>455,956</u>	<u>467,372</u>

## EXEMPTION FROM AUDIT

For the year ended 31 July 2022 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

 8/11/22

 8/11/22

# BRENTWOOD THEATRE TRUST

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR TO 31 JULY 2022

	General Funds £	Designated Funds £	2022 Total £	2021 Total £
<b>INCOMING RESOURCES</b>				
Donations, Grants and Gift Aid	8,217	5,000	13,217	36,351
Fundraising	13,749	0	13,749	0
Bar and Box Office	213,251	0	213,251	19,959
Interest Received	0	305	305	315
	<u>235,217</u>	<u>5,305</u>	<u>240,522</u>	<u>56,625</u>
Resources Expended	(243,770)	(6,168)	(249,938)	(69,796)
	<u>(8,553)</u>	<u>(863)</u>	<u>(9,416)</u>	<u>(13,171)</u>
Net (Outgoing) Resources	(8,553)	(863)	(9,416)	(13,171)
Movement on Provision for Major Maintenance	(2,000)	0	(2,000)	(2,000)
Balance B/Fwd 1 August 2021	47,824	419,548	467,372	482,543
Balance C/Fwd 31 July 2022	<u>37,271</u>	<u>418,685</u>	<u>455,956</u>	<u>467,372</u>

# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2022

### 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, lighting rig and foyer refurbishment – 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 2021	702,715	127,384	830,099
Additions	0	33,769	33,769
As at 31 July 2022	702,715	161,153	863,868
<b>DEPRECIATION</b>			
As at 1 August 2021	380,471	95,823	476,294
Charge for the year	7,669	8,855	16,524
As at 31 July 2022	388,140	104,678	492,818
<b>NET BOOK VALUE</b>			
31 July 2022	314,575	56,475	371,050
31 July 2021	322,244	31,561	353,805
<b>GENERAL FUNDS</b>	85,941	53,415	139,356
<b>DESIGNATED FUNDS</b>	228,634	3,060	231,694
	<u>314,575</u>	<u>56,475</u>	<u>371,050</u>



# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2022

### 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	139,356	231,694	371,050
Cash Balances	71,751	51,700	123,451
Liabilities less Other Current Assets	(173,836)	135,291	(38,545)
	<u>37,271</u>	<u>418,685</u>	<u>455,956</u>

### BOX OFFICE INCOME

Box Office income includes £19,550 (2021: £0) in respect of the Christmas Show and £5,095 (2021: £3,419) in respect of Own Shows.

### CHRISTMAS SHOW

	2022 £	2021 £
Box Office Income	19,550	0
Expenses	(10,622)	0
<b>SURPLUS ON CHRISTMAS SHOW</b>	<u>8,928</u>	<u>0</u>

Expenses include £1,500 (2021: £0) 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.

### OWN SHOWS

	2022 £	2021 £
Box Office Income	5,095	3,419
Expenses	(1,499)	(2,497)
<b>SURPLUS ON OWN SHOWS</b>	<u>3,596</u>	<u>922</u>

# BRENTWOOD THEATRE TRUST

## DESIGNATED FUNDS ACCOUNT FOR THE YEAR TO 31 JULY 2022

		2022 £		2021 £
<b>INCOME RECEIVED</b>				
Donations		5,000		0
Interest		305		315
<b>LESS EXPENDITURE</b>				
Bank Charges		40		0
		<hr/>		<hr/>
<b>SURPLUS FOR THE YEAR BEFORE DEPRECIATION</b>		5,265		315
Depreciation Equipment	625		625	
Depreciation Long Leasehold Property	<u>5,503</u>	<u>(6,128)</u>	<u>5,503</u>	<u>(6,128)</u>
<b>(DEFICIT) FOR THE YEAR AFTER DEPRECIATION</b>		(863)		(5,813)
Balance Brought Forward		<hr/> 419,548		<hr/> 425,361
<b>BALANCE AT 31 JULY 2022</b>		<hr/> <u>418,685</u>		<hr/> <u>419,548</u>
Represented by:				
Long Leasehold Property		228,634		234,137
Equipment		3,060		3,685
Balance at Bank	51,700		51,435	
Due from General Funds	<u>135,291</u>	<hr/> 186,991	<hr/> 130,291	<hr/> 181,726
<b>TOTAL</b>		<hr/> <u>418,685</u>		<hr/> <u>419,548</u>

## 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 2022 set out on pages 5 to 10.

#### Respective Responsibilities of Directors and Reporting Accountant

As described in 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.

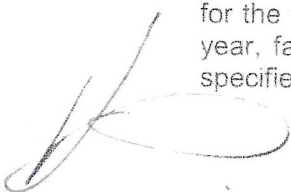
#### Basis of Opinion

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