



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

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR TO 31 JULY 2023**

**Charity Number 285716**

**Company Number 1669034**

# **BRENTWOOD THEATRE TRUST**

## **COMPANY INFORMATION**

**FOR THE YEAR ENDED 31 JULY 2023**

**PRESIDENT**

**The Lord Petre**

**VICE PRESIDENTS**

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

**DIRECTORS**

**Michael Hawkins (Chair)  
Stephen Abbott (Hon. Treasurer)  
Michael Bond  
Gary Catlin  
Anne Elliss  
Penelope Hollington  
Peter Mayo  
Robert Southgate (Deputy Chair)  
Patrick Stevens  
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 2023**

The Directors submit their report and the financial statements of the company for the year ended 31 July 2023.

### **CHAIRMAN'S REPORT**

This year has continued to be one of recovery and change. We have now enjoyed a second full year since the pandemic brought a huge existential threat to the theatre – back to relatively full programmes of productions and hiring to performing groups. With the dedication of the theatre Manager, Ian Southgate, and his team, plus the support of our many loyal patrons, we survived the Covid threat and continued to be a centre for the arts in Brentwood.

But, in common with the rest of the country, we faced another threat – rampant inflation, huge increases in costs. Utilities and other suppliers' costs increased substantially, and staff costs had to reflect market conditions. This economic threat, experienced by many businesses (and individuals) across the country, has been reflected in the loss we are reporting for the year. It is also true to say that the current financial crisis impacted both the return of audiences (perhaps additionally reflecting a cautious return to normality after the pandemic), as well as hiring groups, who also face economic challenges.

However, the substantial investment made in repurposing and modernising the theatre will, we are confident, pay dividends as we are forecasting a small surplus for the coming year. We are proud of the new foyer and the successful move from office-base administration to Cloud-based, freeing up valuable space for hiring-out to businesses. Improvements have also been made to the performing space, the heart of the theatre.

The coffee bar continues to offer delicious coffees, teas and cakes in a very pleasant environment. However, we concluded that the most popular use of the facility appeared to be in the earlier part of the week; so the opening hours have changed to a Monday-to-Wednesday basis. The bar itself of course still operates for all productions.

Our successful participation as joint organisers of the Brentwood Half Marathon, in partnership with Brentwood a Becket Rotary club, St Francis Hospice and Brentwood Running Club, has proved an excellent source of fund-raising income to the theatre. The charity race is now being run as a separate consortium entity, having previously been operated by the Rotary club, and our expectation is that our involvement will continue for some time to come – offering not only a valuable source of charity fund-raising but maintaining one of the Borough's key community events of each year, as it has been for four decades. Our thanks go to Theatre Vice-Chair Bob Southgate, assisted by Peter Herrington, for their enthusiastic involvement in the consortium.

During the year, an initiative was started to attract sponsorship. A proposition for potential sponsors was developed and it is pleasing to note that two prominent local business firms have agreed to be 2023/24 headline sponsors, whose names will be associated with the theatre – Baker Labels and Tees Law. We are grateful to them, and their participation will play a significant part in enabling the theatre to achieve a positive financial outcome in the coming year.

The theatre has also proved popular as a venue for business conferences and we have even hosted weddings, demonstrating its versatility and attraction - not just confined to theatrical productions.



# **BRENTWOOD THEATRE TRUST**

## **Theatre Management**

I offer thanks and congratulations to Theatre Manager, Ian Southgate, who has had a difficult year to navigate. He lost a key member of staff, Bex Forman, who decided to move on after many years of devotion to the theatre. We had the opportunity to thank her for her years of service. There have been other changes in staff during the year, but the core team of Technical Coordinator Reece Crisp and our two technicians, Ciara Moss and Guy Lee, remains in place – and former Barista Bryony Colton agreed to take on the role of part time Front-of-House Supervisor.

## **Volunteers**

As we have often remarked, the Theatre could not operate without the wonderful support given by so many volunteers, and we are very grateful to them all. I am pleased to say that a substantial number have taken on these voluntary roles.

## **Finances**

After last year's positive financial outcome, it is disappointing to report a loss of around £30k (taking into account provision for major maintenance) and the Financial Review section gives more detail. It has been a difficult financial year for the theatre, but we know we are far from alone in experiencing this. However, we have plans and initiatives in place, building on the major investment in the future of the theatre, which should result in a small surplus in 2023/24.

## **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”. More recently we have become involved with the Good Company, a project designed to help tackle dementia.

Theatre Manager Ian Southgate is Vice-Chair of the Brentwood Business Partnership, which has played a major role in the decision for Brentwood Borough to become a Business Improvement District (BID) - which will bring much needed investment into making our community a more vibrant place in which to do business and live. We are optimistic that the Theatre, as the primary arts hub of the Borough, will feature prominently in future plans for the BID.

## **Theatre Shows**

We had a full year of community and commercial hires and professional touring shows. In fact the theatre hosted around 270 performances and, when taking into account community hires, the total was over 300 – a busy year by any standards. I would like to single out the Christmas show of 2022 - *The Twelve Days of Christmas* - which went down very well with audiences; and a full pre-Christmas programme for this coming December promises to be another hit.

## **Fund-Raising**

I have already referred to the Theatre's substantial involvement with the Brentwood Half Marathon and our exciting sponsorship programme. Board Director and veteran performer, Bill Wells, also organises other fund-raising events. For example, the evening featuring 'local boy', actor, John Heffernan was a huge success. Bill's relaxed and informed interviewing technique has helped make such evenings very popular. Next year marks the start of our 30<sup>th</sup> Anniversary as an operational Theatre which affords an opportunity not only for celebrations but also for additional fundraising.



## **BRENTWOOD THEATRE TRUST**

### **The Theatre Board**

I would like to express my grateful thanks 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 the 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 a member of the new administration. Our President, Lord Petre, has been a staunch supporter for many years; to him, all the Board members, and to all our friends and supporters, I offer heartfelt thanks.

Finally, I am saddened to report the death of Mike Turner (Chairman of the Theatre Trust 1987-1996) who died just prior to our 2022 AGM. Mike played a crucial role in the theatre's history during his tenure as Chairman and had continued to support us since, including by way of a legacy in his will.

**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**

A very disappointing year from a financial point of view., with a deficit before depreciation of £20,648 compared to a surplus of £7,108 in the previous year.

We, in common with most Theatres, are witnessing very difficult trading conditions with high inflation impacting our expenses and cost of living crises impacting both hires and audiences. Our major expenses are wages (over 50% of total expenses) which saw double digit increase in minimum wage, and Heating and Lighting (11% of total expenses) which increased by 55%. The other disappointing area is bar/cafe which has produced a deficit of £1,971 compared to a surplus of £7,795 last year. The footfall in the cafe has been slow to build up, hence the decision to only open 3 days week. Of course, it is not all doom and gloom, with the Christmas show and Own Shows being very successful. We are budgeting for a small surplus before depreciation, but that will be challenging.

Cash resources have fallen by £20k and net current assets by £23k to £104k and £68k respectively. The impact of Covid, the economic environment and our investment in the future have obviously placed a substantial strain on our finances, but we are in a much stronger position than many theatres of a similar size.

## **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**

Next year, with plans to be announced at the 2023 AGM, marks the start of our 30<sup>th</sup> Anniversary as an operational Theatre. This is a significant achievement which owes much to the dedicated people who made it possible and those who have given their service since, as well as to the support of our patrons. We hope the year will afford us, as well as celebratory events, specific opportunities for fundraising. We also hope to further develop our 'new' sponsorship offering, with plans to invite sub-sponsorships, in due course, for other parts of our offering – an example might be for specific cinema screenings. We will continue to promote and develop our non-theatrical hires to make good use of our other spaces and will play a full part in the future plans for the Brentwood BID.

## **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  
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, given the economic backdrop and cost of living pressures, 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 7<sup>th</sup> November 2023



# BRENTWOOD THEATRE TRUST

## INCOME AND EXPENDITURE FOR THE YEAR TO 31 JULY 2023

		2023 £		2022 £
<b>INCOME</b>				
Box Office	139,953		120,561	
Less Payments to Players	<u>(106,948)</u>	33,005	<u>(95,667)</u>	24,894
Hire of Theatre		68,125		60,108
		<hr/> 101,130		<hr/> 85,002
Designated Funds Income		300		5,305
Donations and Grants		3,296		5,129
Fundraising		11,201		13,749
Gift Aid		<u>1,082</u>		<u>3,088</u>
		<hr/> 117,009		<hr/> 112,273
<b>BAR ACCOUNT</b>				
Bar Takings	50,206		32,582	
Less: Bar Purchases	<u>(22,406)</u>		<u>(14,738)</u>	
Bar Wages	<u>(29,771)</u>		<u>(10,049)</u>	
		<hr/> (1,971)		<hr/> 7,795
Bar (Deficit) / Surplus				
<b>TOTAL INCOME</b>		<hr/> 115,038		<hr/> 120,068
<b>EXPENSES</b>				
Wages	71,052		58,723	
Christmas Show Expenses	10,532		10,622	
Own Show Expenses	386		1,499	
Maintenance	3,880		8,519	
Rates and Water Rates	1,913		909	
Insurance	3,751		3,264	
Bank Charges and Credit Card Charges	809		672	
Book-keeping and Payroll	5,425		5,626	
Cleaning	10,095		6,905	
Printing Postage & Stationery	248		662	
Miscellaneous	5,279		3,523	
Telephone	712		668	
Heating and Lighting	14,884		9,622	
Advertising	6,155		1,576	
Training	505		130	
Designated Funds Direct Expenses	<u>60</u>		<u>40</u>	
		<hr/> 135,686		<hr/> 112,960
<b>TOTAL EXPENSES</b>				
<b>(DEFICIT) / SURPLUS FOR THE YEAR BEFORE DEPRECIATION</b>		<hr/> (20,648)		<hr/> 7,108
Depreciation of Equipment	7,930		8,855	
Depreciation of Long Leasehold	<u>7,669</u>	<u>15,599</u>	<u>7,669</u>	<u>16,524</u>
<b>(DEFICIT) FOR THE YEAR AFTER DEPRECIATION</b>		<hr/> (36,247)		<hr/> (9,416)
<b>APPROPRIATIONS</b>				
Provision for Major Maintenance		(2,000)		(2,000)
Transfer from Designated Funds		<u>5,888</u>		<u>863</u>
<b>(DEFICIT) FOR THE YEAR</b>		<u>(32,359)</u>		<u>(10,553)</u>

# BRENTWOOD THEATRE TRUST

**COMPANY NUMBER: 1669034**  
**BALANCE SHEET AT 31 JULY 2023**

	2023 £	2022 £
<b>FIXED ASSETS</b>		
Long Leasehold Property	306,906	314,575
Equipment	50,999	56,475
	<u>357,905</u>	<u>371,050</u>
<b>CURRENT ASSETS</b>		
Debtors and Prepayments	6,697	10,250
Bar Stock	2,381	1,753
Cash at Bank – Designated Funds	51,940	51,700
Cash at Bank – General Funds	51,085	71,586
Cash in Hand	937	165
	<u>113,040</u>	<u>135,454</u>
<b>CREDITORS DUE WITHIN ONE YEAR</b>	45,236	44,548
<b>NET CURRENT ASSETS</b>	67,804	90,906
Provision for Major Maintenance	8,000	6,000
<b>TOTAL ASSETS LESS LIABILITIES</b>	<u>417,709</u>	<u>455,956</u>
<b>CAPITAL AND RESERVES</b>		
Accumulated Fund	37,271	47,824
Retained (Deficit)	(32,359)	(10,553)
	4,912	37,271
Designated Funds	412,797	418,685
	<u>417,709</u>	<u>455,956</u>

## EXEMPTION FROM AUDIT

For the year ended 31 July 2023 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:-

- ensuring the company keeps accounting records which comply with Section 386 of the Companies Act 2006;
- 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

7/11/2023

Stephen Abbott, Hon Treasurer

7/11/2023

**BRENTWOOD THEATRE TRUST**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR TO 31 JULY 2023**

	General Funds £	Designated Funds £	2023 Total £	2022 Total £
<b>INCOMING RESOURCES</b>				
Donations, Grants and Gift Aid	4,378	0	4,378	13,217
Fundraising	11,201	0	11,201	13,749
Bar and Box Office	258,284	0	258,284	213,251
Interest Received	0	300	300	305
	273,863	300	274,163	240,522
Resources Expended	(304,222)	(6,188)	(310,410)	(249,938)
Net (Outgoing) Resources	(30,359)	(5,888)	(36,247)	(9,416)
Movement on Provision for Major Maintenance	(2,000)	0	(2,000)	(2,000)
Balance B/Fwd 1 August 2022	37,271	418,685	455,956	467,372
Balance C/Fwd 31 July 2023	4,912	412,797	417,709	455,956



# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2023

### 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 2022	702,715	161,153	863,868
Additions	0	2,454	2,454
As at 31 July 2023	702,715	163,607	866,322
<b>DEPRECIATION</b>			
As at 1 August 2022	388,140	104,678	492,818
Charge for the year	7,669	7,930	15,599
As at 31 July 2023	395,809	112,608	508,417
<b>NET BOOK VALUE</b>			
31 July 2023	306,906	50,999	357,905
31 July 2022	314,575	56,475	371,050
<b>GENERAL FUNDS</b>	83,775	48,564	132,339
<b>DESIGNATED FUNDS</b>	223,131	2,435	225,566
	306,906	50,999	357,905

# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2023

### 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	132,339	225,566	357,905
Cash Balances	52,022	51,940	103,962
Liabilities less Other Current Assets	(179,449)	135,291	(44,158)
	<u>4,912</u>	<u>412,797</u>	<u>417,709</u>

### BOX OFFICE INCOME

Box Office income includes £18,957 (2022: £19,550) in respect of the Christmas Show and £13,696 (2022: £5,095) in respect of Own Shows.

### CHRISTMAS SHOW

	2023 £	2022 £
Box Office Income	18,957	19,550
Expenses	(10,532)	(10,622)
<b>SURPLUS ON CHRISTMAS SHOW</b>	<u>8,425</u>	<u>8,928</u>

Expenses include £1,000 (2022: £1,500) 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

	2023 £	2022 £
Box Office Income	13,696	5,095
Expenses	(386)	(1,499)
<b>SURPLUS ON OWN SHOWS</b>	<u>13,310</u>	<u>3,596</u>

# BRENTWOOD THEATRE TRUST

## DESIGNATED FUNDS ACCOUNT FOR THE YEAR TO 31 JULY 2023

		2023 £		2022 £
<b>INCOME RECEIVED</b>				
Donations		0		5,000
Interest		300		305
<b>LESS EXPENDITURE</b>				
Bank Charges		60		40
		<hr/>		<hr/>
<b>SURPLUS FOR THE YEAR BEFORE DEPRECIATION</b>		240		5,265
Depreciation Equipment	625		625	
Depreciation Long Leasehold Property	<u>5,503</u>		<u>5,503</u>	
		(6,128)		(6,128)
<b>(DEFICIT) FOR THE YEAR AFTER DEPRECIATION</b>		(5,888)		(863)
Balance Brought Forward		418,685		419,548
<b>BALANCE AT 31 JULY 2023</b>		<hr/> <u>412,797</u> <hr/>		<hr/> <u>418,685</u> <hr/>
Represented by:				
Long Leasehold Property		223,131		228,634
Equipment		2,435		3,060
Balance at Bank	51,940		51,700	
Due from General Funds	<u>135,291</u>		<u>135,291</u>	
		<hr/> 187,231 <hr/>		<hr/> 186,991 <hr/>
<b>TOTAL</b>		<hr/> <u>412,797</u> <hr/>		<hr/> <u>418,685</u> <hr/>



**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 2023 set out on pages 6 to 11.

**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.

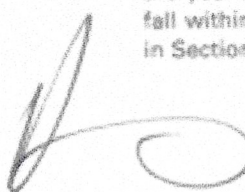
**Basis of Opinion**

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

14.11.2023