



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

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR TO 31 JULY 2024**

**Charity Number 285716**

**Company Number 1669034**

# **BRENTWOOD THEATRE TRUST**

## **COMPANY INFORMATION**

**FOR THE YEAR ENDED 31 JULY 2024**

### **PRESIDENT**

**The Lord Petre**

### **VICE PRESIDENTS**

**Audrey Longman  
Jean McGinley  
Mary Redman**

### **DIRECTORS**

**Michael Hawkins (Chair)  
Stephen Abbott (Hon. Treasurer)  
Michael Bond  
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 2024**

The Directors submit their report and the financial statements of the company for the year ended 31 July 2024.

### **CHAIRMAN'S REPORT**

I am pleased to report that the theatre has had a good year, resulting in a surplus before depreciation of £17,869. From a deficit of £20,648 last year, this represents a remarkable recovery from the Covid years and from the heavy inflationary threats which engulfed the country over the last year or so, owing much to the hard work and dedication of theatre manager Ian Southgate and his team.

It must also be said that we have benefited from legacies, from sponsorships by our principal sponsors, Tees Law and Baker Labels, and from a very active fund-raising program, headed by our involvement in the consortium which organises the annual Brentwood Half Marathon. It is also pleasing to report that the theatre succeeded in winning a grant of £30,000 from the government's UK Shared Prosperity Fund, which is being used for a major upgrade of the theatre's lighting system.

During the year we celebrated our 30<sup>th</sup> anniversary - a great achievement - owing much to those who had the vision to start and back the project to build a theatre in Brentwood as well as all those who have made contributions to its success over the succeeding years. We held a gala dinner evening in May, and it was a suitably glamorous and celebratory occasion.

The theatre has had an external make-over and we hope you like the fresh look which the outside white paint has given it. We are also hoping for some murals to add to the interest.

The year has, of course, not been without its challenges. It is true to say that traditional audiences are still showing some residual signs of reluctance to come along to performances in quite the same numbers as in pre-Covid years; but new audiences are being catered for and hirings are substantially up on previous years, playing to satisfactorily full houses. The theatre has branched out in other ways, for example hosting a full wedding, which went well.

The coffee bar, though a popular feature, has not been the financial success hoped for as more and more competition opens up in the high street. We have decided, therefore, not to continue with a full-time barista but to maintain the coffee bar, staffed by members of the theatre staff and, hopefully, volunteers.

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

Looking to the future, we have started work on a fresh 5-year-plan project, for whose help in putting it together we are grateful to Sarah Nazum. We hope to publish more details early in the New Year.



# **BRENTWOOD THEATRE TRUST**

## **Theatre Management**

I offer particular thanks and congratulations to Theatre Manager, Ian Southgate, who has had a most successful year, as I have already mentioned, achieving a welcome surplus and virtually single handedly securing the £30,000 grant I referred to earlier. He has a solid and dependable team behind him, including Bryony Colton who has recently taken over the role of Front of House Manager, Production Manager Reece Crisp and our two excellent technicians, Ciara Moss and Guy Lee. Our thanks are also due to the Administration & Support team, Liz Southgate and Steph Ironmonger.

## **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, and we recently held a thank-you party for them to acknowledge how much they are valued.

## **Finances**

I began by welcoming the positive financial outcome of a surplus before depreciation of £17,869, a significant step up from previous years. We also saw a substantial increase in theatre hirings, demonstrating both our diversification in hirings and greater usage of the Theatre during the day. The picture is already encouraging for the year ahead, though windfalls for example from legacies cannot be counted on, grateful though we are to those whose love of the theatre prompted them to remember us in their wills.

## **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”. We also have a strong involvement with the Good Company, a project designed to help tackle dementia.

Theatre Manager Ian Southgate is on the Executive Committee of the Brentwood Business Partnership, and, in turn heavily involved with Brentwood Connect – Brentwood’s BID (Business Improvement District) - which is already bringing much needed investment into making our community a more vibrant place in which to do business and live. His involvement should ensure 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 (well up on last year). In fact, the theatre hosted around 380 (up by over 100 from last year) performances and, when taking into account community hires, the total was over 470 (up by 169 from last year) – a very busy year by any standards. The Christmas show of 2023 – *Let It Snow* – went down very well with audiences selling over 2000 tickets across its two-week run; and the return of *The Night Before Christmas* in 2024 is already promising to be a great success.

## **Sponsorship**

This calendar year has seen the launch of the sponsorship partnership we have with two prominent local firms, Tees Law and Baker Labels. You will see their logos on all theatre promotional material and in the foyer. We very much value their involvement. I am delighted to report that Tees and Bakers Labels have agreed to continue their sponsorship in 2025, for which we are very grateful.



## **BRENTWOOD THEATRE TRUST**

### **Fund-Raising**

I have already alluded to our fund-raising programme, which, apart from the half marathon, included 'an evening with John Heffernan' (he is currently appearing in the West end show 'The Lehman Trilogy'), as well as themed events (for example an Indian afternoon tea and film). And the Fund-Raising Committee also did such a good job in organising the 30<sup>th</sup> Anniversary Gala. My thanks go to Penny Hollington, Bill Wells and their committee. Our involvement in the Brentwood Half Marathon owes much to Vice Chairman Bob Southgate and Peter Herrington, for their enthusiastic involvement in the consortium.

### **The Theatre Board**

I would like to express my grateful thanks to the members of the Board who are all volunteers and bring valuable and 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 Executive Partner of Tees Law in Brentwood and encompass many other disciplines, including former city financiers. We are also grateful for Brentwood Council's support, symbolised by the presence of two Councillors on our board as ex officio members. Earlier in the year Gary Catlin stepped down after over a decade on the board. We thank him for his years of service and wish him well for the future. Our President, Lord Petre, has been a staunch supporter for many years. To him, to all the Board members, and to all our friends and supporters, I offer heartfelt thanks.

Finally, we were saddened to learn of the death of two strong supporters of the theatre. First, last November, Lionel Wernick, a Life Vice President of the theatre. He was a great supporter of the theatre during its early years, and it is thanks to such support in those early days that the theatre has been able to thrive. He also continued to support the theatre with welcome donations. A true friend of the theatre. And only recently it was a great shock to learn of the passing of Janet Sarchet. Janet had been volunteering at the theatre for many years and was also a constant presence during Brentwood Operatic Society show weeks as a society member selling raffle tickets and programmes; she also coordinated Shenfield Floral Arts Club's visits to the theatre every Christmas. They will be sorely missed.

**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**

An excellent year from a financial point of view, with a surplus before depreciation of £17,869 compared to a deficit of £20,648 in the previous year. Particularly pleasing is the large increase in our core income of net box office receipts and hire of theatre which increased from £101k to £138k. Other significant contributions to the improved result are £10k of sponsorship and £11k in legacies. Bar / café was disappointing again, but even taking that into account, gross income increased from £115k to £169k. Inevitably expenses were also up, from £136k to £152k, with wages, maintenance, heating and lighting and the PRS part of miscellaneous being the major contributors. We are budgeting for a small surplus before depreciation, which will be challenging as the inflationary pressure on expenses, particularly wages, is higher than we can pass on to our hirers.

Cash resources have increased by £39k and net current assets have increased by £16k from £68k to £84k. Clearly this year has gone a long way to restoring our financial security, but we are still a long way from the pre covid level of net current assets of in excess of £150k.

## **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**

We will be implementing the major lighting upgrade referred to earlier by the end of 2024 and are planning to find 'good homes' for our old lights, having already contacted local schools and theatre groups in an effort to recycle not dispose of the equipment. We wish to further develop our sponsorship offering, with plans to secure sub-sponsorships, in due course, for other specific parts of our offering, and have also begun discussions with a local restaurant to agree a "pre & post theatre meal deal" for our audiences. We are delighted to have a contract in place to show National Theatre Live productions from early 2025. Upon agreement to, and publication of, our new 5 year plan, there will be other significant workstreams to keep us busy and progressive.

## **DIRECTORS**

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

Michael Hawkins

Stephen Abbott

Michael Bond

Gary Catlin (resigned 9<sup>th</sup> January 2024)

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 in place, comprised of an annual review of the risks to the Trust and procedures to mitigate those risks identified from the review. The most recent review identified staff succession (given the very small number of employees), volunteer numbers, financial sustainability (given continuing economic and cost of living pressures), and health & safety as being the major risks. The Theatre Board continues to review its financial sustainability at each Board meeting, particularly against the investment made in the bar, café and foyer upgrade. Health & safety policies and procedures, including appropriate building and room access, considering 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 5<sup>th</sup> November 2024



# BRENTWOOD THEATRE TRUST

## INCOME AND EXPENDITURE FOR THE YEAR TO 31 JULY 2024

		2024 £		2023 £
<b>INCOME</b>				
Box Office	205,969		139,953	
Less Payments to Players	<u>(171,038)</u>	34,931	<u>(106,948)</u>	33,005
Hire of Theatre		102,925		68,125
		<hr/> 137,856		<hr/> 101,130
Designated Funds Income		11,300		300
Donations and Grants		1,058		3,296
Fundraising		12,766		11,201
Sponsorship		10,000		0
Gift Aid		28		1,082
		<hr/> 173,008		<hr/> 117,009
<b>BAR ACCOUNT</b>				
Bar Takings	62,518		50,206	
Less: Bar Purchases	<u>(31,216)</u>		<u>(22,406)</u>	
Bar Wages	<u>(34,922)</u>		<u>(29,771)</u>	
Bar (Deficit)		<hr/> (3,620)		<hr/> (1,971)
<b>TOTAL INCOME</b>		169,388		115,038
<b>EXPENSES</b>				
Wages	74,023		71,052	
Christmas Show Expenses	12,331		10,532	
Own Show Expenses	910		386	
Maintenance	7,650		3,880	
Rates and Water Rates	2,271		1,913	
Insurance	4,152		3,751	
Bank Charges and Credit Card Charges	913		809	
Book-keeping and Payroll	5,000		5,425	
Cleaning	11,908		10,095	
Printing Postage & Stationery	233		248	
Miscellaneous	8,081		5,279	
Telephone	747		712	
Heating and Lighting	16,076		14,884	
Advertising	7,164		6,155	
Training	0		505	
Designated Funds Direct Expenses	<u>60</u>		<u>60</u>	
<b>TOTAL EXPENSES</b>		<hr/> 151,519		<hr/> 135,686
<b>SURPLUS / (DEFICIT) FOR THE YEAR BEFORE DEPRECIATION</b>		17,869		(20,648)
Depreciation of Equipment	8,028		7,930	
Depreciation of Long Leasehold	<u>7,669</u>	<u>15,697</u>	<u>7,669</u>	<u>15,599</u>
<b>SURPLUS / (DEFICIT) FOR THE YEAR AFTER DEPRECIATION</b>		2,172		(36,247)
<b>APPROPRIATIONS</b>				
Provision for Major Maintenance		(2,000)		(2,000)
Transfer (to) / from Designated Funds		<u>(5,112)</u>		<u>5,888</u>
<b>(DEFICIT) FOR THE YEAR</b>		<u>(4,940)</u>		<u>(32,359)</u>

# BRENTWOOD THEATRE TRUST

**COMPANY NUMBER: 1669034**  
**BALANCE SHEET AT 31 JULY 2024**

	2024 £	2023 £
<b>FIXED ASSETS</b>		
Long Leasehold Property	299,237	306,906
Equipment	43,846	50,999
	<u>343,083</u>	<u>357,905</u>
<b>CURRENT ASSETS</b>		
Debtors and Prepayments	11,466	6,697
Bar Stock	1,685	2,381
Cash at Bank – Designated Funds	52,180	51,940
Cash at Bank – General Funds	90,648	51,085
Cash in Hand	428	937
	<u>156,407</u>	<u>113,040</u>
<b>CREDITORS DUE WITHIN ONE YEAR</b>	<u>72,709</u>	<u>45,236</u>
<b>NET CURRENT ASSETS</b>	83,698	67,804
Provision for Major Maintenance	8,900	8,000
<b>TOTAL ASSETS LESS LIABILITIES</b>	<u><u>417,881</u></u>	<u><u>417,709</u></u>
<b>CAPITAL AND RESERVES</b>		
Accumulated Fund	4,912	37,271
Retained (Deficit)	(4,940)	(32,359)
	(28)	4,912
Designated Funds	<u>417,909</u>	<u>412,797</u>
	<u><u>417,881</u></u>	<u><u>417,709</u></u>

## EXEMPTION FROM AUDIT

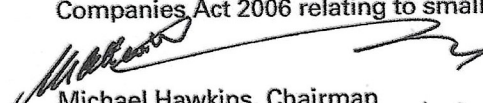
For the year ended 31 July 2024 the company was entitled to exemption under Section 477 of the Companies Act 2006.


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  
5/11/24

  
Stephen Abbott, Hon Treasurer  
5/11/24

**BRENTWOOD THEATRE TRUST**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR TO 31 JULY 2024**

	<b>General Funds £</b>	<b>Designated Funds £</b>	<b>2024 Total £</b>	<b>2023 Total £</b>
<b>INCOMING RESOURCES</b>				
Donations, Grants and Gift Aid	1,086	11,000	12,086	4,378
Fundraising	12,766	0	12,766	11,201
Sponsorship	10,000	0	10,000	0
Bar and Box Office	371,412	0	371,412	258,284
Interest Received	0	300	300	300
	<hr/> 395,264	<hr/> 11,300	<hr/> 406,564	<hr/> 274,163
Resources Expended	(398,204)	(6,188)	(404,392)	(310,410)
	<hr/> (2,940)	<hr/> 5,112	<hr/> 2,172	<hr/> (36,247)
Net Incoming / (Outgoing) Resources				
Movement on Provision for Major Maintenance	(2,000)	0	(2,000)	(2,000)
Balance B/Fwd 1 August 2023	4,912	412,797	417,709	455,956
Balance C/Fwd 31 July 2024	<hr/> (28)	<hr/> 417,909	<hr/> 417,881	<hr/> 417,709



# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2024

### 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 2023	702,715	163,607	866,322
Additions	0	875	875
As at 31 July 2024	702,715	164,482	867,197
<b>DEPRECIATION</b>			
As at 1 August 2023	395,809	112,608	508,417
Charge for the year	7,669	8,028	15,697
As at 31 July 2024	403,478	120,636	524,114
<b>NET BOOK VALUE</b>			
31 July 2024	299,237	43,846	343,083
31 July 2023	306,906	50,999	357,905
<b>GENERAL FUNDS</b>	81,609	42,036	123,645
<b>DESIGNATED FUNDS</b>	217,628	1,810	219,438
	299,237	43,846	343,083

Additions are shown net of grants received of £5,856

# BRENTWOOD THEATRE TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2024

### 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	123,645	219,438	343,083
Cash Balances	91,076	52,180	143,256
Liabilities less Other Current Assets	(214,749)	146,291	(68,458)
	(28)	417,909	417,881

### BOX OFFICE INCOME

Box Office Income includes £20,012 (2023 - £18,957) in respect of Christmas Show and £14,468 (2023 - £13,696) in respect of Own Shows.

### CHRISTMAS SHOW

	2024 £	2023 £
Box Office Income	20,012	18,957
Expenses	(12,331)	(10,532)
<b>SURPLUS ON CHRISTMAS SHOW</b>	<u>7,681</u>	<u>8,425</u>

Expenses include £1,500 (2023: £1,000) 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.

### OWN SHOWS

	2024 £	2023 £
Box Office Income	14,468	13,696
Expenses	(910)	(386)
<b>SURPLUS ON OWN SHOWS</b>	<u>13,558</u>	<u>13,310</u>

# BRENTWOOD THEATRE TRUST

## DESIGNATED FUNDS ACCOUNT FOR THE YEAR TO 31 JULY 2024

		2024 £		2023 £
<b>INCOME RECEIVED</b>				
Donations		11,000		0
Interest		300		300
<b>LESS EXPENDITURE</b>				
Bank Charges		(60)		(60)
<b>SURPLUS FOR THE YEAR BEFORE DEPRECIATION</b>		11,240		240
Depreciation Equipment	625		625	
Depreciation Long Leasehold Property	<u>5,503</u>		<u>5,503</u>	
		(6,128)		(6,128)
<b>SURPLUS / (DEFICIT) FOR THE YEAR AFTER DEPRECIATION</b>		5,112		(5,888)
Balance Brought Forward		412,797		418,685
<b>BALANCE AT 31 JULY 2024</b>		<u>417,909</u>		<u>412,797</u>
Represented by:				
Long Leasehold Property		217,628		223,131
Equipment		1,810		2,435
Balance at Bank	52,180		51,940	
Due from General Funds	<u>146,291</u>		<u>135,291</u>	
		198,471		187,231
<b>TOTAL</b>		<u>417,909</u>		<u>412,797</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 2024 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.



2.11.2024

R Lambourne  
Reporting Accountant