



BRENTWOOD THEATRE TRUST
(A company limited by Guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR TO 31 JULY 2025

Charity Number 285716

Company Number 1669034

BRENTWOOD THEATRE TRUST

COMPANY INFORMATION

FOR THE YEAR ENDED 31 JULY 2025

PRESIDENT

The Lord Petre

VICE PRESIDENTS

**Audrey Longman
Jean McGinley
Mary Redman**

DIRECTORS

**Michael Hawkins (Chair)
Stephen Abbott (Hon. Treasurer)
Michael Bond
Keren Cooke (appointed 11/03/2025)
Anne Elliss
Paul Freeman (appointed 15/07/2025)
Penelope Hollington
Robert Southgate (Deputy Chair)
Patrick Stevens
Alan Wells (appointed 09/09/2025)
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 2025

The Directors submit their report and the financial statements of the company for the year ended 31 July 2025.

CHAIRMAN'S REPORT

I am pleased to report that the theatre has had another good year, resulting in a surplus before depreciation of £14,984, representing a continuing strong recovery from the difficult Covid years, and from the ongoing economic challenges faced by the country over the period - owing much to the hard work and dedication of the theatre team, headed until recently by Ian Southgate. Ian has moved on to an exciting appointment at a London theatre, and we have been pleased to welcome new theatre manager Jake Bedson.

This positive outcome reflects excellent results in increasing theatre hirings – up to £114k from £103k the previous year. We have benefited 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. During the year we also received a grant of £30,000 from the government's UK Shared Prosperity Fund, which was used for a major upgrade of the theatre's lighting system.

We have continued to open the cafe Monday to Wednesday from 10am-4pm but keep this under review from a viability point of view. Theatregoers continue to receive a full service from the bar.

I am pleased also to report that we have made some progress with the 5-year plan, the outline of which was provided to us by Sarah Nazum, to whom we are grateful for all the work she did. That has given us a firm foundation to develop it into a working document.

Theatre Management

I offer thanks and congratulations to Theatre Manager, Ian Southgate, who had a good year before accepting the offer of an excellent role in a London Theatre, for which he left shortly after the end of the reporting year. He leaves an excellent legacy and did much to guide the theatre through the difficult Covid years through to a full recovery, leaving the theatre in good shape.

He is succeeded by Jake Bedson, who comes with impressive industry credentials, having most recently been involved with the Towngate Theatre, Basildon. He has many ideas for upgrading the theatre's facilities and programme offerings. He inherits a solid and dependable team behind him, including Bryony Colton as Front of House Manager, Ciara Moss, Guy Lee, Mark Roberts and Lewis Browning. Our thanks are also due to the Administration & Support team, Liz Southgate, Steph Ironmonger and Vicky Morris.

Volunteers

We are always grateful to the army of excellent volunteers without whom the Theatre could not operate. The brilliant support they give us is very much appreciated. And we plan to have another 'thank you' evening event to recognise all they bring to the theatre and to show how much we value their contribution.

BRENTWOOD THEATRE TRUST

Finances

I began by emphasising the excellent financial outcome for the year – a surplus before depreciation of £14,984. The provisional forecast for the year ahead also looks promising. This trend is a demonstration of the continuing recovery the theatre has been making from the difficult Covid years and against a backcloth of economic uncertainty. We also saw a welcome continuing increase in theatre hirings, including community hires and cinemas screenings. We are already taking bookings well into 2026 and, indeed, into 2027.

Community Involvement

The Theatre continues to have a strong involvement with the local community – Arts Trail, Half Marathon, Get into Arts Festival, alongside supporting the many organisations that call us “home”.

Outgoing theatre Manager Ian Southgate was 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 bringing much needed investment into making our community a more vibrant place in which to do business and live. It is expected that new Theatre Manager, Jake Bedson, will be invited to join the Bid Board, thus ensuring 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 (up on last year). In fact, the theatre hosted over 400 performances and, when taking into account community hires, the total was over 470 – another busy year by any standards. The Christmas show of 2024, *The Night Before Christmas*, went down very well with audiences, with 2,500 tickets sold; and there is a full pre-Christmas programme for this coming December, including the Christmas show, *Jingle Bells*, already promising to be a great success.

Sponsorship

We have been fortunate to enjoy continuing sponsorship by our partnership with two prominent local firms, Tees Law and Baker Labels, who both renewed their sponsorships for a further calendar year to end 2025. You will see their logos on all theatre promotional material and in the foyer. We very much value their involvement. We are very grateful for their support.

Fund-Raising

I have already alluded to our fund-raising programme, which, apart from the half marathon, included a Cinema matinee - The Second-Best Exotic Marigold Hotel with Indian Inspired Afternoon Tea. Also, a Burlesque Life Drawing hosted by Sue, aka Curly Cloud Art, presented as part of the Brentwood Art Trail 2025; and a Theatre Quiz. 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.

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 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 HR experts and 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.

Towards the end of last year, a stalwart of the Board, Peter Mayo, decided to step down after many years of valuable service. We thank him for his years of service and wish him well for the future. Our President, Lord Petre, has also 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.

It has, of course, been particularly sad that one of our former theatre managers, Mark Reed, died tragically early (in his 50's). He had been at the theatre for many years, including as joint manager with David Zelly from 2001 to 2017, doing much to bring the arts to Brentwood during that period. Mark was a Councillor for many years, a former Mayor and a very popular local figure. He will be sadly 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

A very good year from a financial point of view with a surplus before depreciation of £14,984. This is slightly down on 2024 - £17,869, but that included £11,000 in legacies, which while very welcome, are not sources of regular income. Income from hire of theatre is up more than 10%, and expenses by less than 7%, largely due to a fall in energy costs. Bar/Cafe produced a surplus this year which is pleasing after two years of losses. The viability of the cafe is under continual review. We are budgeting a small surplus again for the coming year which will be challenging as we are reliant on sponsorship and fundraising.

Cash resources have decreased by £41k, as we have now spent the grants received, mainly the £30k for the lighting upgrade. The more meaningful measure of financial strength, net current assets, has increased by £1k to £85k.

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

In the near term, we will be working on refining and finalising our 5-year plan, the draft outline of which we now have, albeit a little later than envisaged; this will naturally bring new projects and workstreams to keep us busy and progressive. Initial findings suggest this will focus on growing and diversifying income streams, including seeking more grant funding and securing additional sponsorships beyond those of our existing 'partner companies'.

The development of the plan will, of course, be driven by our new Theatre Manager who will be given plenty of Board support while he settles into the role; however, he has already begun to make his mark with a number of positive changes made to the theatre and has more plans to put to the Board in the coming months.

DIRECTORS

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

Michael Hawkins

Stephen Abbott

Michael Bond

Keren Cooke (appointed 11th March 2025)

Anne Elliss

Penelope Hollington

Peter Mayo (resigned 16th November 2024)

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 and undertake an annual review of the risks to the Trust and procedures in place that mitigate those risks identified from the review. The most recent review identified staff succession, given the very small number of employees (which proved salient given the recent change of Theatre Manager), volunteer numbers, financial sustainability (continuing economic and cost of living pressures), and the theatre's infrastructure (some now aging) as being the major risks. The Theatre Board continues to review its financial sustainability at each Board meeting, particularly the viability of the café.

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 4th November 2025

BRENTWOOD THEATRE TRUST

INCOME AND EXPENDITURE FOR THE YEAR TO 31 JULY 2025

		2025 £		2024 £
INCOME				
Box Office	230,955		205,969	
Less Payments to Players	<u>(197,487)</u>	33,468	<u>(171,038)</u>	34,931
Hire of Theatre		113,533		102,925
		<hr/> 147,001		<hr/> 137,856
Interest		1,106		300
Donations and Grants		2,277		12,058
Fundraising		12,739		12,766
Sponsorship		10,000		10,000
Gift Aid		17		28
		<hr/> 173,140		<hr/> 173,008
BAR ACCOUNT				
Bar Takings	69,575		62,518	
Less: Bar Purchases	<u>(31,084)</u>		<u>(31,216)</u>	
Bar Wages	<u>(34,074)</u>		<u>(34,922)</u>	
Bar Surplus/(Deficit)		<hr/> 4,417		<hr/> (3,620)
TOTAL INCOME		<hr/> 177,557		<hr/> 169,388
EXPENSES				
Wages	80,459		74,023	
Christmas Show Expenses	13,211		12,331	
Own Show Expenses	1,141		910	
Maintenance	8,752		7,650	
Rates and Water Rates	2,358		2,271	
Insurance	4,411		4,152	
Bank Charges and Credit Card Charges	789		973	
Book-keeping and Payroll	6,310		5,000	
Cleaning	12,355		11,908	
Printing Postage & Stationery	314		233	
Miscellaneous	7,973		8,081	
Telephone & Digital Services	1,664		747	
Heating and Lighting	12,466		16,076	
Advertising	8,765		7,164	
Training	<u>1,605</u>		<u>0</u>	
TOTAL EXPENSES		<hr/> 162,573		<hr/> 151,519
SURPLUS FOR THE YEAR BEFORE DEPRECIATION		14,984		17,869
Depreciation of Equipment	6,276		8,028	
Depreciation of Long Leasehold	<u>7,669</u>	<u>13,945</u>	<u>7,669</u>	<u>15,697</u>
SURPLUS FOR THE YEAR AFTER DEPRECIATION		1,039		2,172
APPROPRIATIONS				
Provision for Major Maintenance		(3,000)		(2,000)
(DEFICIT) / SURPLUS FOR THE YEAR		<u>(1,961)</u>		<u>172</u>

BRENTWOOD THEATRE TRUST

COMPANY NUMBER: 1669034
BALANCE SHEET AT 31 JULY 2025

	2025 £	2024 £
FIXED ASSETS		
Long Leasehold Property	291,568	299,237
Equipment	42,190	43,846
	<u>333,758</u>	<u>343,083</u>
CURRENT ASSETS		
Debtors and Prepayments	13,607	11,466
Bar Stock	2,630	1,685
Cash at Bank	101,544	142,828
Cash in Hand	290	428
	<u>118,071</u>	<u>156,407</u>
CREDITORS DUE WITHIN ONE YEAR	<u>33,159</u>	<u>72,709</u>
NET CURRENT ASSETS	84,912	83,698
Provision for Major Maintenance	2,750	8,900
TOTAL ASSETS LESS LIABILITIES	<u>415,920</u>	<u>417,881</u>
CAPITAL AND RESERVES		
Accumulated Fund B/Fwd	417,881	417,709
(Deficit) / Surplus for the year	<u>(1,961)</u>	<u>172</u>
Accumulated Fund C/Fwd	<u>415,920</u>	<u>417,881</u>

EXEMPTION FROM AUDIT

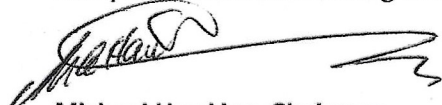
For the year ended 31 July 2025 the company was entitled to exemption under Section 477 of the Companies Act 2006.

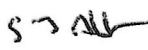
Members have not required the Company to obtain an audit in accordance with Section 476 of the Companies Act 2006.

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


Stephen Abbott, Hon Treasurer

BRENTWOOD THEATRE TRUST
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR TO 31 JULY 2025

	2025	2024
	£	£
INCOMING RESOURCES		
Donations, Grants and Gift Aid	2,293	12,086
Fundraising	12,739	12,766
Sponsorship	10,000	10,000
Bar and Box Office	414,063	371,412
Interest Receivable	1,106	300
	<hr/> 440,201	<hr/> 406,564
Resources Expended	(439,162)	(404,392)
	<hr/>	<hr/>
Net Incoming Resources	1,039	2,172
Movement on Provision for Major Maintenance	(3,000)	(2,000)
Balance B/Fwd 1 August 2024	417,881	417,709
	<hr/>	<hr/>
Balance C/Fwd 31 July 2025	<u><u>415,920</u></u>	<u><u>417,881</u></u>

BRENTWOOD THEATRE TRUST

NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2025

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. In previous years substantial legacies received were recorded as designated funds, although no conditions were attached to any of the legacies received. Accordingly, all income is now taken to The General Fund. Comparatives have been restated.

(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

(d) **Interest**

Interest is accounted for on an accruals basis.

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

COST	Long Leasehold Property £	Equipment £	Total £
As at 1 August 2024	702,715	164,482	867,197
Additions	0	4,620	4,620
As at 31 July 2025	702,715	169,102	871,817
DEPRECIATION			
As at 1 August 2024	403,478	120,636	524,114
Charge for the year	7,669	6,276	13,945
As at 31 July 2025	411,147	126,912	538,059
NET BOOK VALUE			
31 July 2025	291,568	42,190	333,758
31 July 2024	299,237	43,846	343,083

Additions are shown net of grants received of £30,000

BRENTWOOD THEATRE TRUST

NOTES TO THE ACCOUNTS FOR THE YEAR TO 31 JULY 2025

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.

	2025 £	2024 £
CAPITAL AND RESERVES		
The Theatre's capital and reserves are represented by assets and liabilities and are split as follows:		
Fixed Assets	333,758	343,083
Cash Balances	101,834	143,076
Liabilities less Current Assets	(19,672)	(68,278)
	<u>415,920</u>	<u>417,881</u>

PROVISION FOR MAJOR MAINTENANCE

As at 1 August 2024	8,900	8,000
Charge For Year	3,000	2,000
Expenditure	<u>(9,150)</u>	<u>(1,100)</u>
As at 31 July 2025	2,750	8,900

CHRISTMAS SHOW

Box Office Income	23,187	20,012
Expenses	<u>(13,211)</u>	<u>(12,331)</u>
SURPLUS ON CHRISTMAS SHOW	<u>9,976</u>	<u>7,681</u>

Expenses include £1,000 (2024: £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

Box Office Income	9,551	14,468
Expenses	<u>(1,141)</u>	<u>(910)</u>
SURPLUS ON OWN SHOWS	<u>8,410</u>	<u>13,558</u>

BOX OFFICE INCOME

Box Office Income includes:

£23,187 (2024 - £20,012) in respect of Christmas Show and £9,551 (2024 - £14,468) in respect of Own Shows.

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 2025 set out on pages 6 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.

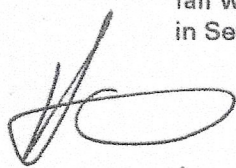
Basis of Opinion

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