

Charity Registration No. 508829

Company Registration No. 01415547 (England and Wales)

**THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY
GUARANTEE)**

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2021

CHAIR'S FOREWORD

It is with great pleasure that I submit my first Report as Chair of the Board of Trustees of Oldham Coliseum Theatre Limited for the year April 2020 to March 2021. It has been one of the most challenging years in the theatre's 136-year history, as Covid-19 infiltrated our lives in ways unimaginable to us all.

We chose to keep the Coliseum open throughout the pandemic and through creative and imaginative collaborations, our work was brought to our audiences through other mediums and online platforms. We thank our very loyal audiences for taking that journey with us; with our new audiences, we have enjoyed innovative creative experiences and connections at a time when the stage was dark. The Learning and Engagement team too have connected with their partners on community initiatives and collaborations, even when physically getting together was not possible.

None of this would have been possible without the commitment and devotion of our staff and volunteer team, who have worked throughout this time to ensure the continuation of the Coliseum's artistic journey. The Board of Trustees thank all staff and volunteers for this enormous commitment and for all their hard work. We have sadly said goodbye to several of our team in this last 12 months and we thank them enormously for their huge contribution over many years.

Barbara Brownridge stepped down as Chair in September 2020 and we thank her for her leadership and commitment as Chair and her continued involvement as a Trustee. We have welcomed two new Trustees to the Board in 2021 and continue with a diverse and skilled Board who remain committed to the work of the Coliseum and developing the theatre for the future. I thank all my fellow trustees for their support, their passion and commitment to their role in this last year.

The Board of Trustees and Executive Team continue to work with Oldham Council and Arts Council England in developing plans for a new performance space in Oldham, which will be the new home of the Coliseum in the years ahead. The recent award from the Towns Fund towards the new centre is a huge step forward for this ambitious plan.

We thank all our supporters, investors and partners for their unstinting support of the theatre in such financially challenging times. Your support has been immense.

It was great that we could finally open our doors in late summer for the first time and audiences jumped at the chance to come back into their theatre. We have loved having you back and look forward to seeing you in your seats for the season ahead.

Jan O'Connor

General Information**Trustees and Directors**

Cllr Barbara Brownridge (Chair, resigned as Chair 24.9.2020)

Jan O'Connor (Chair, from 24.9.2020)

Steve Abell (resigned 24.9.20)

Anwar Ali OBE

Rubbi Bhogal-Wood (resigned 3.12.20)

Stuart Bromley (from 5.11.20, as observer)

Brigit Egan

Sandy Hawkins OBE

Rachel Jones

Shirley Lundstram (resigned 24.9.20)

Sadia Rahman (from 6/1/21, as observer)

Martin Roche

Jeremy Woodhouse

Cllr Sam Al-Hamdani

Observers representing Coliseum Youth Advisory Board:

N/A due to Covid-19

Secretary

Susan Wildman

Registered Office and Trading Address

The Oldham Coliseum Theatre

Fairbottom Street

Oldham

OL1 3SW

Senior Statutory Auditor

Michael Royle BA(Hons)FCA

Auditors

Chadwick and Company

Chartered Accountants and Statutory Auditor

Capital House

272 Manchester Road

Droylsden

Manchester

M43 6PW

Bankers

Co-operative Bank plc

35B The Spindles

Oldham

OL1 1HE

Nat West Bank plc

10 Yorkshire Street

Oldham

OL1 1QT

Virgin Money plc

47 Market Place

Oldham

OL1 3AB

Key Officers of the Charity

Chief Executive Susan Wildman

Artistic Director Chris Lawson

The trustees present their forty-second report and the audited accounts for the year ended 31 March 2021.

Structure and Governance

Status

The Oldham Coliseum Theatre Ltd (the Coliseum) is a company limited by guarantee and registered under the Companies Act 1985, registration number 1415547. Its activities are governed by its Memorandum and Articles of Association given at Companies House, Cardiff, incorporated on 16 February 1979, as amended on 1 October 1996, 9 July 2003, 28 June 2007 and 1 December 2016. It is a registered charity, charity number 508829, registered 26 June 1979. The Company has been granted exemption from Corporation Tax as a charity under Section 9(4) Income and Corporation Taxes Act 1988.

The directors are trustees of the Oldham Coliseum Theatre Ltd. and receive no remuneration for their services.

Membership of Oldham Coliseum Theatre

Membership of Oldham Coliseum Theatre is open to any individual approved and resolved to be admitted by the board of trustees. The number of members of the Coliseum shall not exceed 50. The current membership is 8 people, being trustees of the organisation.

Appointment and duties of Trustees

The policy of the Coliseum is to advertise for new trustees and appoint according to criteria set down in a role description. Trustees can only be appointed from the membership of the Coliseum.

The trustees have the power of appointing new trustees at their Board meetings. New trustees are then confirmed in their posts at the next annual general meeting. Trustees retire after three years' service at the annual general meeting and may stand for re-election at that meeting, subject to the number of terms served. On appointment trustees receive a written induction which contains a summary of their legal status and responsibilities, the Coliseum's memorandum and articles of association, the most recent business plan and annual report, including audited accounts.

The board of trustees previously met four times per year but can meet more often as required. During the pandemic, trustees have met more frequently, sometimes formally and sometimes in less formal planning meetings. There have been six formal and three informal meetings in the past year. The board may have a maximum of 18 members. Of that number up to four members are councillors; two are appointed by Oldham Council and two may be appointed by the Greater Manchester Combined Authority. In 2020-21, two members resigned from the board at the end of their terms of office and a further trustee stepped down in December 2020. GMCA indicated that they would not be appointing two councillors to serve on the Board in 2020-21.

The board usually benefits from the perspective offered by two observers representing the Coliseum Youth Steering Group. They are supported in their attendance at meetings by the Learning & Engagement Department and by a nominated trustee; this has given them the confidence to actively contribute to discussions. This support has not been possible during the Covid-19 pandemic, with most meetings taking place via Zoom. The Board felt it was unfair to ask these young observers to attend during the pandemic without the level of support they would usually enjoy. New observers will be appointed at this year's AGM with a view to them attending in person wherever possible.

Trustees delegate operational management of the Coliseum to the Chief Executive, monitoring activity through Board meetings. This position is a key officer, accountable to the board, with responsibility for the business functions of the Coliseum. The Chief Executive works alongside the Artistic Director; together they make up the Coliseum's Executive team.

The Artistic Director is a permanent appointment. The Chief Executive is on a fixed term contract to March 2023.

The trustees reserve the right to make long-term strategic decisions concerning the mission, aims and objectives of the company.

There are standing committees of the board which at March 2021 were for finance, audience development & marketing, and personnel. All committees report back to the board. All committee terms of reference and associated documentation were reviewed and updated in 2019-20.

Statement of the review of risks

The Coliseum is in receipt of core funding from Arts Council England as a National Portfolio Organisation. This funding is for the four-year period 2018-2022 and has a set of conditions attached to it.

Having delivered a successful transition year during 2018-19, a new Business Plan was submitted to Arts Council England (ACE) in January 2020. This was accepted and was ready for delivery from April 2020, but this was not possible due to Covid-19.

Arts Council England subsequently announced that they were relaxing funding conditions and extending the length of their National Portfolio agreements by a year. Updated business plans and regular reports were requested and have been provided to ACE by the Coliseum.

A Risk Register, which now includes risks relating to Covid-19, is kept by the Chief Executive and shared regularly with the Finance Committee and with the Board.

The Coliseum has worked with Oldham Council throughout 2020-21 on a project to create a new performance space in Oldham; this project is ongoing and has been the subject of a successful application for support from the Towns Fund.

Rehearsals for our production of *The Jungle Book* were under way when the Coliseum closed in March 2020 due to the coronavirus pandemic. The theatre did not reopen until June 2021, although the building was maintained through weekly safety checks and some offices remained in use.

Prior to the pandemic, the charity received approximately 45% of its income from ticket and ancillary sales. It is therefore vulnerable to a reduction in sales income. A realistic approach to sales targets has been taken, with a view to carefully monitoring the sales and reforecasting if necessary. The theatre programme is evolving to recognise the changing financial climate and the need to both retain existing audiences and attract new ones.

The charity continues to mitigate risk by maximising its potential to access external sources of income, such as individual giving, point of sale donations, business sponsorships and partnerships with key stakeholders locally and across the city region.

Volunteers

The Coliseum is extremely grateful to the volunteers who work with the company, particularly those who are involved in the smooth running of front-of-house activities.

In addition to the activities of the 11 members of the voluntary board of trustees (who gave 318 hours of their time), the theatre is usually supported by over 40 Customer Experience volunteers. As a result of the theatre's closure during the pandemic, they were not able to contribute in the usual way but maintained contact and have been keen to return once restrictions ended.

Objects and Activities

Oldham Coliseum's Objects

The charity was established to promote, maintain, improve and advance education by encouraging the arts in general and contemporary music, fine crafts and arts in particular.

Activity, Vision and Mission

The Coliseum's principal activity is the staging of theatrical productions and offering opportunities for beneficiaries to engage in learning activities through participation in cultural production.

The vision and mission were updated as part of the business planning process and are as follows:

Our Vision and Mission

Vision

The Coliseum Theatre's vision is to enhance and enrich the lives and life chances of the people of Oldham and to inspire a new generation of artists.

| Mission | Values |
|--|--|
| <p>Oldham Coliseum is the leading cultural organisation in Oldham, supporting its vibrant and diverse community with great theatre and opportunities to learn and engage with arts and culture.</p> <p>We will deliver this through collaboration, inspiring artists and our communities to deliver exciting new work; we will do this in spaces and places around Oldham.</p> <p>We will also seek to support the wider cultural sector, creating work of a high quality with an appeal beyond Oldham.</p> | <p>In support of artistic excellence, we commit to the following values:</p> <ul style="list-style-type: none"> • Innovation: embracing new ways of working to achieve positive change • Creativity: enabling imaginative ideas to flourish • Inclusiveness: involving people who might otherwise be marginalised and with a focus on supporting ethnic minority, LGBTQI+, disabled and working class communities • Community: promoting a strong ethos of service to the public, based on teamwork and mutual respect • Collaboration: working with a wide range of stakeholders and partners |
| Aims | |
| <ol style="list-style-type: none"> 1. Commission, produce and present exceptional work relevant to our communities 2. Develop and support new and emerging talent within Oldham, Greater Manchester and the wider region, widening access to artists with protected characteristics and supporting artists to develop and express their creativity 3. Provide a range of accessible participatory projects and establish a centre of educational excellence for theatre 4. Develop new arts audiences for the future 5. Ensure a sustainable and well-managed company, defined by good governance, inclusive leadership and effective financial and environmental stewardship | |

Summary of the main activities and achievements during 2020-21

Overview of the year

When the Coliseum closed its doors on 16 March 2020, we had no idea it would be over a year before we could open again to the public.

Our plan for 2020-21 was to build on the previous 'transition' year and implement a new artistic vision with a range of work to appeal to a wide audience, to extend our work for families and to create something very different in Oldham town centre with a reach beyond traditional theatre audiences.

This was the proposed programme as at March 2020:

Coliseum productions

- *The Jungle Book*
- *Cooking with Elvis*
- *Aladdin*
- An additional show in February 2021

Coliseum co-productions

- *Shandyland* (with Northern Stage, Liverpool E&P, York Theatre Royal and Greyscale)
- Roundabout with Paines Plough

Visiting theatre productions

- *The Glee Club* by Out of Joint, Cast and Kiln Theatre (full week)
- *Friendsical* (part week)
- *Jeeves and Wooster in Perfect Nonsense* by The Theatre Chipping Norton (part week)
- *The Country Wife* (full week)
- *Austentatious* (part week)
- *Crown Prince* by The John Godber Company (part week)
- *Same Time Next Year* by London Classic Theatre (full week)

Festivals

- Cultivate
- Khushi

One nighters:

- Ben Hart: Wonder
- An Audience with Cannon & Ball
- Russell Kane
- An Audience with Rev Richard Coles
- Radio Ga Ga
- A Night at the Movies
- The South
- Voice of Legends
- Northern Ballet's *Little Red Riding Hood*

- Dragons and Mythical Beasts
- Fleetwood Mac
- Shaun Ryder
- ABBA – Thank You for the Music
- Fascinating Aida
- Justin Moorhouse
- Motown's Greatest Hits: How Sweet It Is

Studio:

- Main House Takeover
- *Best Girl*
- *Drowning*
- *Ladybones*
- *Shine*

Much of our work could not go ahead as planned, although many of our programmed shows have been rescheduled for late 2021 and beyond.

The table below shows the impact of the pandemic on our planned programme.

| | | Number of Activities | |
|---------------------------|---------------------|----------------------|----------------|
| | | <i>Cancelled</i> | <i>Delayed</i> |
| Physical audiences | Productions | 25 | 11 |
| | Performances | 111 | 118 |
| | Irrecoverable Costs | £ 119,620 | |
| | Exhibitions | | |
| | Exhibition Days | | |
| | Irrecoverable Costs | | |
| | Festivals | 3 | |
| | Festival Days | 30 | |
| | Irrecoverable Costs | | |

Creating and experiencing art and culture has a phenomenal impact on both physical and mental wellbeing. Whilst our stage was dark, our work was always needed. The Coliseum continued to serve its community, reaching out and engaging with participants of all ages and producing and sharing great art and opportunities to be creative.

The theatre remained closed to the public throughout 2020-21 and whilst our planned programme was not achievable, it was replaced by a programme of newly-created digital work as described below.

Whodunnit at the Coliseum? We commissioned our very own online murder mystery. With '50s inspired musical numbers, unashamed murder mystery stereotypes and heaps of suspicious activity, Whodunnit at the Coliseum? is set at the Coliseum in 1954, on the opening night of Shakespeare's Macbeth...The Scottish Play. The tongue-in-cheek interactive experience is part theatre, part film, part video game.

Micro-commissions Exploring health and wellbeing, local stories or work for and with young people from Oldham, Micro Commissions 2021 supported the creation of seven new works designed to be experienced digitally, offering investment, support and a virtual platform to create new work for and about the world as we live in it today.

Online Workshops **Teaching Theatre Pathways** is our UK Theatre Award nominated flagship training programme for young people who are not currently in employment, education or training. Not to be hindered by the pandemic, in 2021 we took Teaching Theatre online with a dynamic six-week course developing creative and employability skills. In January 2021 we also collaborated with The Prince's Trust to run the Get Started With Theatre course online.

Festive Digital Offers The Coliseum's annual pantomime is a huge part of Christmas in Oldham, with 35,000 people coming to see us each year. As 2020's pantomime had to be postponed to 2021 due to the coronavirus crisis we created three digital offers for our audiences:

Panto Digital Storytelling was a virtual one-person telling of a pantomime story, giving you the opportunity to invite Cinderella or Dame Dotty Trott into your homes to hear their side of their famous tales.

Advent Plays are 24 short plays based on a Christmas theme, one released each day on the Coliseum's Social Media Channels in the lead up to Christmas.

Messages from the Dame was a chance to celebrate the achievements of people in our communities with a special message from Dame Dotty Trott.

With an offer to suit all ages and tastes, our festive digital work was viewed almost 30,000 times.

Stitch and Stamp Our Learning and Engagement department created two craft packs for people from across Oldham and its surrounding communities giving them the resources to take part in creative activities at home. We have distributed the packs from a safe social distance since May 2020. In partnership with Women's Chai Project, Housing 21, Jigsaw Homes and Pakistani Community Centre, **Stitch** invited individuals and groups to create patches of positivity responding to the theme of 'togetherness'. The patches were sewn together into a patchwork quilt by our professional Wardrobe team, and displayed in Spindles Town Square Shopping Centre. Launched in January 2021, **Stamp** asks people to create postcards using artwork and poetry based on the theme of Connection. Postcards can be sent to a friend or family member you are currently separated from or returned to the Coliseum to share with Oldham's communities. The free **Stamp** activity pack contains poetry exercises designed by award-winning poet Nasima Begum.

Poetry Health Service From Coliseum Associate Artist **Hafsah Aneela Bashir**, the Poetry Health Service (PHS) is a free online service which champions the importance of art to support mental and emotional wellbeing. Available by a dedicated website and phoneline the PHS gifts users a poem from a collection of exciting, inspiring, heart-warming and healing poetry by writers from across the world tailored by their responses to a colour-based flowchart. **Click here to visit the Poetry Health Service** www.poetryhealthservice.com

#ColiseumCreates **#ColiseumCreates** invites families to get creative outdoors, learn how to become a superhero, become storytellers using our Coliseum Cubes and see if little ones can recognise some Oldham landmarks whilst they give the Coliseum a bit of colour. Young people and adults can design costumes for three charismatic characters, find the perfect place in your home to set a play, write a monologue exploring lockdown or write a duologue for some colourful characters who have previously graced

the Coliseum stage. Each activity has been created with an age range in mind, and can be adapted for all to enjoy.

Live@thelibrary Learning Officers completed three Live@thelibrary livestream performances for the Summer Reading Challenge in partnership with Oldham Libraries; the three performances are still available for families to watch online.

GM Artist Hub Arts organisations across Greater Manchester came together to offer our support to independent practitioners, artists and companies in our region. We have remained part of the Greater Manchester Artist Hub which received £60,000 from the Esmée Fairbairn Foundation to support a series of commissions and workshops for artists across Greater Manchester. The **GM Artist Hub** offers free 30-minute advisory sessions on Mondays and Wednesdays plus select group workshops and funding opportunities. It delivered over 300 1-2-1 advisory sessions for artists/creatives. You can find out more at www.gm-artisthub.co.uk.

Online workshops Alongside **Teaching Theatre Pathways** and Get Started With Theatre, (above) our script writing group, **Scribbles** led by Amie George, moved online, plus our **Youth Steering Group (TSG)** had special digital sessions and theatre practitioner Rachel McMurray led a two-part Zoom session on Applied Theatre. In total we hosted 30 online workshops.

Streaming On Thursday 30 April 2020 actor and musician **Lauryn Redding** performed a free gig on the Coliseum's Instagram Live. Lauryn is well-known to Coliseum audiences from her performances in *The Hired Man* (2019), *Bread & Roses* (2018), *Up 'N' Under* (2017), *Oh What A Lovely War* (2017) and *Dreamers* (2015). Her gig on the **Coliseum Instagram** featured a mix of original songs, covers and songs from previous Coliseum productions. We also shared our 2019 musical *The Hired Man* with over 12,500 people online. Alongside our co-producers **Queen's Theatre Hornchurch** and **Hull Truck Theatre** we streamed summer 2019's hit *The Hired Man* online for a week, allowing audiences across the country (and indeed the world) to relive all the emotion of Melvin Bragg and Howard Goodall's epic musical in our multi-award nominated production. We also delivered *Petrichor*, an online paid-for immersive show (which sold 52 tickets) and *The Lucky Ones*, an online paid-for interactive experience watched by 31 people.

Made regular phone calls to participants who are at risk of experiencing loneliness and isolation due to the lockdown

In more normal times the Coliseum hosts multiple groups, giving people from our communities the opportunity to meet socially in a welcoming, creative and safe space. We've made sure to keep in touch with members of those groups who may be experiencing loneliness and isolation at home throughout the pandemic. A friendly voice over the phone can go a long way.

Mini-Podcast Series We produced a Mini-Podcast Series sharing over 20 new audio-plays, ranging from 100 words to 20 minutes. Launched on World Theatre Day 2020 (27 March), our **Mini-Podcast Series** shares original works by people of all ages and backgrounds from our communities, recorded remotely by professional actors, with an introduction from the theatre's Artistic Director **Chris Lawson** and edited by the theatre's Digital Associate **Grant Archer**. The series includes new works by well-known names, disabled artists, professional playwrights, emerging writers and young people from the local area. The Coliseum's **Mini-Podcast Series** is available on all the usual streaming platforms including **Spotify** and **Apple Podcasts**. You can also access it **via our website**.

Engaged over 250 Young People in two creative writing challenges

From the creative engine of our Learning and Engagement Department The 'Off Out' Monologue Challenge and the 'Take Two' Duologue Challenge helped young people to keep their creative spirits alive in lockdown. Inspired by the UK lockdown the 'Off Out' Monologue Challenge invited young people to write about a character's once-daily trip out of the house. Three of the submitted monologues were chosen to be recorded by professional actors for Episode 2 of our **Mini-Podcast Series**. The 'Take Two' Duologue Challenge invited young people to imagine a scene in which characters from different Coliseum productions met, asking what they would think of each other and what they would say.

We have continued to support artists in a range of ways. Our Associate Company Fine Comb Theatre has carried out research and development for a new show; we supported them in creating plans for socially-distanced rehearsals. Artistic Director Chris Lawson has provided a Zoom workshop for the Disabled Artistic Network and announced that our current Associate and Supported Artist scheme - due to finish during the year – was to be extended until August 2021 to enable ongoing support for our artists during the pandemic.

Of huge importance to us has been our ongoing commitment to creating work. Some of this has been on a smaller, less formal scale but we have sought to entertain and inspire at a time when it was needed.

We commissioned 33 pieces of work during 2020-21 at a cost of £15,153. Of these, 29 were completely new commissions, 1 was a production of other work and four were productions by visiting organisations. This supported a total of 85 UK artists whose work was made available online. We still managed to create 30 live performances, delivered through our schools' panto tour.

Our offer of 37 activities (including 7 specifically for children and young people) reached a total audience of 31,634, with 283 children and young people taking part in their events.

We recently invested in a new website, but during 2020-21 the average number of visits to our website per month was between 1001 and 5000, generating a similar number of unique visitors.

The majority of visitors use the site to buy tickets. Last year 6% of visitors used the facility to make a donation, but an equal number of visitors (5%) used the site to access artistic, audio or educational content. We record very similar figures for use of our website via mobile devices.

In terms of social media, we have 12,387 followers on Twitter, 9,851 on Facebook and 2,721 on Instagram. We also have followers on LinkedIn and YouTube. Last year there were 69 uploads of new content, with viewing figures of 9,916. Our total in-year viewing figure for all content was 41,378.

Our activity for 2020-21 is summarised in the table below:

| Artistic / participatory output | Type | Reach / audience figures |
|--|--|---|
| New Pathways programme | Online (via Zoom) | 25 |
| Panto Digital Storytelling | Online, paid-for show | 68 tickets sold (variety of family / household and single tickets) |
| Advent Plays | Online available through YouTube and FB / Instagram | 29,097 views |
| Messages from the Dame | Online available through YouTube / social media | 100 views |
| Panto Schools Tour | Physical performance in schools | 36 performances delivered to classes in schools. Circa 1080 children engaged. |
| Stitch | Creative packs | 60 |
| Stamp | Creative packs | 100 |
| Poetry Health Service | Online platform | <i>External site so no figures available</i> |
| #Coliseumcreates | Online via our website | 498 page views |
| GM artist hub | Advisory sessions (GMAH producers with one artist/company) talking through topics set by the artist. Group Sessions (one GMAH speaker with an open audience) on a specific topic, eg. DYCP or NLPG applications. | 303 |
| Online workshops | Online – free | 867 via library sessions 500+ via zoom |
| Livestream gig | Online – SM | 400+ |
| The Hired Man | Online via YouTube | 12,500 |
| Phonecalls to participants | | 156 |

| | | |
|-----------------------------|--|---|
| Mini podcast series | Online via podcast / streaming platforms and website | 912 |
| Creative writing challenges | Online via social media and website / submissions | 250+ |
| Project Intimacy | Online – paid-for interactive experience | <i>Sold through external site so no figures available</i> |
| Petrichor | Online – paid-for immersive show | 52 tickets |
| The Lucky Ones | Online – paid-for interactive experience | 31 tickets sold |

Our Learning & Engagement department has engaged with 6 libraries, 1 museum, 8 other arts organisations, our local Cultural & Educational Partnership, 12 educational establishments and 12 health and wellbeing organisations. It has also developed partnership agreements with 4 arts organisations, 4 educational establishments and 3 health and wellbeing organisations.

During 2020-21, we employed 38 artists to deliver work for, by and/or with children and young people aged 0-19 years. We also produced 35 digital learning products last year, including a virtual backstage tour of the theatre, master classes with a range of artists and practitioners, online tasks and creative packs and a range of downloadable resources.

We are an official Artsmark partner and have 4 formal partnerships. Artsmark registered schools in the North West are able to access a network of cultural organisations to support them to use the arts to engage and develop happy, self-expressed and confident young people and inspire teachers. The Artsmark Partnership Programme is endorsed by Arts Council England (ACE) and offers reassurance that partner organisations understand the requirements and process of the Artsmark Award and will adhere to its Code of Practice.

We are an Arts Award Centre and our staff are trained to deliver Discover, Explore, Bronze and Silver levels.

In the last year we have delivered the following formal and informal learning sessions:

Formal Learning:

| | Sessions / Events | Attendance | | |
|--|-------------------|------------|-----------|-------------|
| | | Known | Estimated | Total |
| Early Years: (0-5 years old) | | | | 0 |
| Key Stage 1: Years 1 to 2 (5-7 years old) | 6 | 184 | | 184 |
| Key Stage 2: Years 3 to 6 (8-11 years old) | 6 | 196 | | 196 |
| Key Stage 3: Years 7 to 9 (12-14 years old) | 9 | 1140 | | 1140 |
| Key Stage 4: Years 10 to 11 (15-16 years old) | 14 | 250 | | 250 |
| Key Stage 5: Years 12 to 13 (17-18 years old) | 8 | 98 | | 98 |

| | | | | |
|------------------------|-----------|-------------|----------|------------|
| 0-19 mixed ages | 37 | 498 | | 498 |
| 20+ | 13 | 342 | | 342 |
| | 93 | 2708 | 0 | |

Informal Learning:

| | Sessions / Events | Attendance | | |
|-------------------------------------|-------------------|------------|-------------|-------------|
| | | Known | Estimated | Total |
| Early Years: (0-5 years old) | 2 | | 578 | 578 |
| 5-7 years old | 1 | | 289 | 289 |
| 8-11 years old | 10 | | 200 | 200 |
| 12-14 years old | 10 | | 200 | 200 |
| 15-16 years old | 5 | | 100 | 100 |
| 17-18 years old | 10 | 120 | | 120 |
| 0-19 mixed ages | 35 | | 3500 | 3500 |
| 20+ | 63 | 790 | 1200 | 1990 |
| | 136 | 910 | 6067 | |

Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the charging of fees. The charity relies on the income from grants and from fees and charges to cover its operating costs.

In setting the level of fees and charges, principally the price of tickets for theatre shows, the trustees give consideration to the accessibility to activities for those on low income, offering tickets at discounted rates, including an initiative to encourage attendance at its productions by people under the age of 26. The theatre also offers many free participatory activities.

Analysis of Public Benefit

The types of benefit that these objects promote are to:

- advance attendance at and therefore advance appreciation of beneficiaries in a variety of performance events, including drama, dance and music-making;
- advance participation in and therefore advance appreciation of beneficiaries in a variety of artistic forms, including drama, dance, writing, music-making, crafts and digital arts;
- provide educational opportunities for beneficiaries through specific training programmes and by participation, or attendance at artistic events;
- facilitate social integration and cohesion by providing opportunities for people from different backgrounds to participate in artistic activities together, fostering a better understanding of each other's cultures.

The performance and participatory programme is constantly under review to respond to patterns of attendance and demographic and box office data is analysed to enable the Company to target under-represented groups. In 2020-21, we responded to the community's needs during the coronavirus pandemic by creating digital and online opportunities for participation and engagement.

The Coliseum continues to support the Greater Manchester arts ecology, working in co-operation with the region's theatres and arts organisations, to deliver a comprehensive and diverse programme of work for visitors to the region and its residents. We provide opportunities for emerging companies and artists, including showcasing platforms through our studio theatre. We support universities and drama schools to promote learning within the theatre industries. We provide a range of opportunities for young people in Greater Manchester to develop skills and explore pathways into the creative industries. We continued to find ways to achieve this during the pandemic.

The aim of our main stage and studio programme is to enhance the well-being of residents and positively contribute to place making, whilst supporting the work of emerging artists and local talent. During the pandemic we made our work widely available and supported a wide range of artists through our creative output.

We provide a diverse range of experiences within education, youth and community settings. Through this, we aim to address socio-economic disadvantage, e.g. through our dedicated programme for young people not in education, employment or training (NEET) and our Community Partnership Scheme which provides enhanced access to watch and make theatre whilst promoting inter-cultural dialogue. During the pandemic, in addition to moving much activity online, we kept in close contact with our partners, including housing associations and grass roots community organisations across the borough, and responded to their needs with a range of new and remodelled activities and initiatives, e.g. we made phone calls to participants, created packs so that participants could continue creative projects at home and developed family friendly resources.

Programmes of activity are open to the general public, but beneficiaries who access the Coliseum's performances and participatory work are principally resident in the North West region of England and predominantly live within the boroughs of Oldham, Tameside, Rochdale and Manchester.

The Coliseum undertakes to minimise its environmental impact as much as possible. Our Environmental Committee has not met during the pandemic but this will be reinstated once the Coliseum is fully re-open. We continue to make choices about our operations that are respectful of the environment.

Directors' View

It is the view of the board of trustees of Oldham Coliseum Theatre that the activities carried out during the period April 2020 to March 2021 fulfilled the principal specific aims of the programme outlined above, despite the challenges presented by the coronavirus pandemic. The activity of the charity therefore offers public benefit as it advances appreciation of the performance and participatory events for beneficiaries during the year, provides diverse educational opportunities and facilitates social integration by providing opportunities for people from different backgrounds to participate in artistic activities together.

Principal Funding Sources

The charity acknowledges with thanks the continuing revenue funding from three principal stakeholders:

- Arts Council England
- Oldham Council
- The Greater Manchester Combined Authority.

The investment from these organisations enables the charity to deliver its diverse and ambitious programme of cultural activity.

The Coliseum benefited from significant additional funding during 2020-21, specifically from Arts Council England's Emergency Response Fund and the Government's Culture Recovery Fund. We are very grateful for this support.

We also made use of the Government's Coronavirus Job Retention Scheme ('furlough') to maintain support for as many staff as possible during the pandemic.

The Coliseum Theatre benefitted from financial support from the following sources in 2020-21 to support specific project-based activity.

| Source | Activity supported |
|---------------------------------------|--|
| Get Behind Us – Crowdfunder - £59,340 | A public fundraising campaign based on the theatre not being able to deliver a Panto in 2020-21 and the impact of this |
| European Social Fund - £15,750 | To support the digital delivery of the Teaching Theatre programme for young NEETs |
| BackStage Trust - £5,000 | To support the digital delivery of the Teaching Theatre programme for young NEETs |
| | |
| TOTAL £80,090 | |

COVID-19 IMPACT STATEMENT

For only the second time in our history, the Coliseum's doors remained closed to audiences throughout 2020-21.

This year like no other has been incredibly frustrating, extremely sad and immensely difficult. It has presented challenges we could not have imagined, and has demanded patience and commitment on the part of our staff and volunteers.

We have asked a lot of our people, from the challenge of working from home or in a mostly-empty building to making a financial commitment by agreeing to be furloughed under the Government scheme. There have been difficult decisions to make in a climate of huge uncertainty. Our staff continue to prove themselves adaptable, resilient and passionately committed to our theatre.

We have had to manage our finances extremely carefully but we have been fortunate to enjoy the ongoing support of Arts Council England, Oldham Council and the Greater Manchester Combined Authority, and with additional funding during the pandemic. It was genuinely heart-warming to receive so many donations from our audience (giving the price of their tickets for cancelled shows) and from the huge range of people who supported our first-ever Crowdfunding campaign. We thank you very sincerely for the love and support you've shown towards us.

Whilst this year has been difficult, it is one in which we have learned and adapted for the future. We have directed our creativity towards new ways of working and will take these lessons forward. We have used the financial support we have received to invest in ways which will better support our work in the future and which will directly and positively impact on our customers.

These investments include a new Box Office system, improved wifi throughout the building (and especially in the auditorium), new card readers and tablets to enable us to take orders and serve customers in multiple locations, and preparation for an upgraded website. We look forward to reaping the benefit of these investments; they signal our intent to emerge from the pandemic better able to serve our audiences.

We have also invested in additional measures to ensure the ongoing safety of our staff, volunteers and audiences. We have installed sanitiser dispensers throughout the building, brought in contactless entry systems and protected door handles with antibacterial coatings. We continue to set a good example and to maintain high standards of hygiene in our working practices.

Our trustees have given unstintingly of their time this year, meeting much more frequently than ever before and willingly reading and offering feedback on the regular reports we have issued. Our volunteers have been patient in waiting for our return and we thank them for maintaining their support.

In reflecting on the pandemic, we look forward to supporting Oldham's wider regeneration and caring for our environment by buying local wherever possible.

So far, we have survived this crisis. We have done so with our eyes firmly on the future, looking towards Oldham's new performance space, enhancing how we serve our audiences and remaining true to our vision... to enhance and enrich the lives and life chances of the people of Oldham and to inspire a new generation of artists.

PLANS FOR 2021-22

Our plans for the coming year include the following objectives:

1. To provide inspiring learning experiences that engage a diverse range of children and young people in cultural education and training, and through this, facilitate clear progression routes, so that these young people are supported in pursuing a career in the performing arts.
2. To further develop and extend the Coliseum's reach into targeted communities, providing opportunities for participants to explore, connect and reflect on the world around them through co-produced theatre projects.
3. To produce a specific and highly relevant programme of cultural production with and for people of British South Asian Heritage.
4. To enhance the health and wellbeing of Oldham's communities through arts provision that builds creativity and social connections.
5. We will research the Kickstart scheme and other similar schemes, with a view to creating at least one learning opportunity during 2021-22.
6. We will ensure that staff have online training opportunities to enable them to be re-inducted into the organisation following the pandemic, and to complete further training around diversity, with online training to be completed by all staff.

7. We will work with the Oldham Partnership Board and with potential cultural partners to explore new business models.
8. We will recruit at least one new trustee to the Board during 2021-22, based on any skills gap identified by the 2020-21 trustee returns.
9. Organisation: We will play a full role in the Oldham Partnership Board, attending meetings and completing work as requested/required and upholding the Board's values. With the Board, we commit to working with the council and other partners to meet deadlines for action.
10. We will forge partnerships with at least two other cultural organisations in the borough of Oldham, with a view to collaborating artistically or through learning and engagement.

We also have a number of Artistic objectives, as follows:

Artists: in 2021-22 we will deliver:

- a digital, interactive promenade show with Front Room Productions
- A tour of *Love N Stuff* by Tanika Gupta
- 6 new associate artists and legacy projects with outgoing associates
- Pop-up outdoor events in collaboration with Oldham-based partners
- South Asian new writing programme in association with Kali Theatre, Hampstead Theatre and West Yorkshire Playhouse
- A shared initiative with a disabled-led company, Vital Xposure, supporting disabled artists in the North West
- A Cultivate Festival
- 3 full commissions, ultimately leading to new writing productions

Community: in 2021-22 we will:

- Set up a community programming board
- Encourage open discussions through regular Culture and Chips sessions
- Deliver 7 micro commissions connecting artists with a community group
- Create a series of new taster events in the building, including dance classes, VR workshops, comedy, yoga.
- Facilitate an introduction to South Asian Dance
- Deliver our Khushi Festival

Artistic initiatives: in 2021-22 we will:

- Target engagement in 3 specific communities/areas
- Engage with and support at least 42 freelancers
- Engage with 6 companies in co-producing or association with capacity
- Collaborate with 4 Oldham-wide cultural organisations
- Engage with 12 existing community groups

We will also:

- Bring familiar work to our stages made by companies we trust, including London Classic Theatre, John Godber Company and regional partners including Watford Palace, Hull Truck and York Theatre
- Rebuild a touring model by taking *Love N Stuff* and a further production on the road, each to two to three partners.

- Grow relationships with LUNG Theatre, Kali theatre and Eclipse Theatre
- Make a commitment to dance on the main stage with Company Chameleon and RiRis Dance Academy
- Target 25% of our casts and 12% of creatives to be from ethnic minority communities and other protected characteristics

Our Audience Development objectives include:

- To increase the number of new family bookers, by presenting one family show per season outside the festive season, and to attract an increased percentage of our pantomime audience to attend children and family shows at other times of the year
- To increase Under 26s and schools' audiences to drama programme
- To attract and retain local ethnic minority audiences to represent 8% of our audiences by 2022
- To penetrate areas of high arts and cultural engagement and increase attendance from these areas
- To rebrand of our visual identity by the end of March 2022, reflecting our change as an organisation and ensuring that our brand values and charitable aims are reflected in all communications
- To re-develop our pricing strategy in light of the pandemic, ensuring we remain accessibly priced for a range of different audiences whilst ensuring we maximise potential ticket income.

Business performance

Core public funding over the 3-year period has remained constant and additional funding has been obtained this year as a result of the pandemic. Total funding has increased by £591k from the previous year. This has enabled reserves to be strengthened and has supported the continued operation of the Coliseum. Included in this figure is £243k received from the Coronavirus Job Retention Scheme.

Financial Results and Reserves

Income has decreased to £1,485,186 (2020: £1,929,247). Expenditure has decreased to £1,186,808 (2020: £2,154,953). Net Incoming resources in the year are £314,921 (2020: Outgoing resources of £126,989).

Investments Policy

The trustees seek the most appropriate policy for investing funds. Investment during the year generated £960 (2019: £425).

Reserves Policy

The amount of unrestricted reserves at 31 March 2021 was £360,159 (2020: £47,568). The level of these reserves is constantly monitored. The trustees consider that this level of reserves is necessary as a significant amount of its funding is awarded on a project or annual basis and therefore there is no certainty that the level of funding required to continue and develop the company's activities will be guaranteed.

Statement of Disclosure of Information to Auditors

So far as each trustee at the date of approval of this report is aware:

- There is no relevant audit information of which the company's auditors are unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Statement of Trustees' Responsibilities

The trustees, who are also the directors of The Oldham Coliseum Theatre Limited (a Company limited by guarantee) for the purpose of company law, are responsible for preparing the Trustees'/Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees 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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the company and 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 and detection of fraud and other irregularities.

Auditors

Chadwick and Company have expressed their willingness to accept reappointment.

Approved by the Trustees and signed on their behalf by

JAN O'CONNOR

..... Date: 6 October 2021

Jan O'Connor

Director and Chair of the Board of Trustees

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

Opinion

We have audited the consolidated financial statements of The Oldham Coliseum Theatre Limited (the 'parent charity') and its trading subsidiary for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the consolidated statement of cash flows and the notes to the consolidated financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees'/directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees'/directors' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees'/directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees'/directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees'/directors' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of Trustees'/directors' responsibilities, the Trustees, who are also the directors of the company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

- At the planning stage of the audit we gain an understanding of the laws and regulations which apply to the Group and how management seek to comply with them. This helps us to make appropriate risk assessments.
- During the audit we focus on relevant risk areas and review compliance with laws and regulations through making relevant enquiries and corroboration by, for example, reviewing Trustees Minutes and other documentation.
- We assess the risk of material misstatement in the financial statements including as a result of fraud and undertake procedures including:
 - I. Review of controls set in place by management
 - II. Enquiry of management as to whether they consider fraud or other irregularities may have occurred or where such opportunity might exist
 - III. Challenge of management assumptions with regard to accounting estimates
 - IV. Identification and testing of journal entries, particularly those which may appear to be unusual by size or nature.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulations. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Michael Royle BA(Hons)FCA (Senior Statutory Auditor)
for and on behalf of Chadwick & Company (Manchester) Limited**

**Chartered Accountants
Statutory Auditors
Capital House
272 Manchester Road
Droylsden
Manchester
M43 6PW**

6 October 2021

Chadwick & Company (Manchester) Limited is eligible for appointment as auditor of the company by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | Unrestricted funds general £ | Restricted funds £ | Total 2021 £ | Total 2020 £ |
|---|-------|---------------------------------------|--------------------------|--------------------|--------------------|
| <u>Income from:</u> | | | | | |
| Donations and sponsorship | 3 | 1,466,510 | - | 1,466,510 | 905,966 |
| Incoming resources from charitable activities | 4 | 12,778 | 4,938 | 17,716 | 1,022,856 |
| Investments | 5 | 960 | - | 960 | 425 |
| Total income | | 1,480,248 | 4,938 | 1,485,186 | 1,929,247 |
| <u>Expenditure on:</u> | | | | | |
| Raising funds | 6 | 370 | - | 370 | 1,853 |
| Charitable activities | 7 | 1,150,119 | 1,607 | 1,151,726 | 2,022,438 |
| Return of building project funds | | - | - | - | 40,000 |
| Other | 12 | 34,712 | - | 34,712 | 90,662 |
| Total resources expended | | 1,185,201 | 1,607 | 1,186,808 | 2,154,953 |
| Theatre tax relief income | 13 | 16,543 | - | 16,543 | 98,717 |
| Net incoming/(outgoing) resources before transfers | | 311,590 | 3,331 | 314,921 | (126,989) |
| Gross transfers between funds | 14 | 1,000 | (1,000) | - | - |
| Net movement in funds | | 312,590 | 2,331 | 314,921 | (126,989) |
| Fund balances at 1 April 2020 | | 47,569 | 20,000 | 67,569 | 194,557 |
| Fund balances at 31 March 2021 | | 360,159 | 22,331 | 382,490 | 67,568 |

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED AND COMPANY BALANCE SHEET

AS AT 31 MARCH 2021

| | Notes | 2021 Group £ | 2020 Group £ | 2021 Company £ | 2020 Company £ |
|---|-------|--------------------|--------------------|----------------------|----------------------|
| Fixed assets | | | | | |
| Tangible assets | 15 | 30,415 | 31,125 | 30,415 | 31,125 |
| Investments | 16 | - | - | 1,000 | 1,000 |
| | | <u>30,415</u> | <u>31,125</u> | <u>31,415</u> | <u>32,125</u> |
| Current assets | | | | | |
| Stocks | | 2,072 | 4,359 | 2,072 | 4,359 |
| Debtors | 17 | 155,190 | 303,795 | 154,190 | 302,795 |
| Cash at bank and in hand | | 520,206 | 141,479 | 520,206 | 141,479 |
| | | <u>677,468</u> | <u>449,633</u> | <u>676,468</u> | <u>448,633</u> |
| Creditors: amounts falling due within one year | 18 | (325,393) | (413,190) | (325,393) | (413,190) |
| Net current assets | | <u>352,075</u> | <u>36,443</u> | <u>351,075</u> | <u>35,443</u> |
| Total assets less current liabilities | | <u>382,490</u> | <u>67,568</u> | <u>382,490</u> | <u>67,568</u> |
| Income funds | 22 | | | | |
| Restricted funds | | 22,331 | 20,000 | 22,331 | 20,000 |
| Unrestricted funds - general | | 360,159 | 47,568 | 360,159 | 47,568 |
| | | <u>382,490</u> | <u>67,568</u> | <u>382,490</u> | <u>67,568</u> |

The financial statements were approved by the board of directors and authorised for issue on 6 October 2021 and are signed on its behalf by:

J O'Connor
Trustee

Company Registration No. 01415547

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | 2021 £ | £ | 2020 £ | £ |
|---|-------|-----------|---------|-----------|----------|
| Cash flows from operating activities | | | | | |
| Cash generated from/(absorbed by) operations | 27 | | 385,546 | | (54,101) |
| Investing activities | | | | | |
| Purchase of tangible fixed assets | | (7,779) | | - | |
| Interest received | | 960 | | 425 | |
| Net cash (used in)/generated from investing activities | | | (6,819) | | 425 |
| Net cash used in financing activities | | | - | | - |
| Net increase/(decrease) in cash and cash equivalents | | | 378,727 | | (53,676) |
| Cash and cash equivalents at beginning of year | | | 141,479 | | 195,155 |
| Cash and cash equivalents at end of year | | | 520,206 | | 141,479 |

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

1.1 Company information

The Oldham Coliseum Theatre Limited (a company limited by guarantee) is a private company limited by guarantee incorporated in England and Wales. The registered office is Fairbottom Street, Oldham, OL1 3SW.

1.2 Accounting convention

The financial statements have been prepared in accordance with the company's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

These financial statements consolidate the results of the charitable company and its wholly owned trading subsidiary, Oldham Coliseum Productions Ltd. A separate Statement of Financial Activities (SOFA) is not presented because the charitable company has taken advantage of the provisions of s408 of the Companies Act 2006.

1.3 Going concern

On 11 March 2020, Covid-19 was designated a pandemic by the World Health Organisation (WHO). The trustees continue to review the impact on the business, ensuring provisions are put in place to mitigate any risk to the trust's ability to trade as a going concern. At the date of signing the financial statements, in the opinion of the directors, Covid-19 will not impact on the trust's ability to trade as a going concern.

At the time of approving the financial statements, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted fund

This fund is from an uncompleted project. These are funds that can only be used for a particular restricted purpose specified by the donor.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (Continued)

1.5 Incoming resources

Income from grants is recognised when the company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from trading activities is recognised as the related goods and services are provided.

Investment income is recognised on a receivable basis.

Income is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

1.6 Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, exclusive of reclaimable VAT. Expenditure is included in the cost category to which it relates to. Support and governance costs are allocated based on a headcount of permanent staff working within a charitable activity.

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|--------------------------------|----------------------|
| Leasehold property | 20% straight line |
| Plant and machinery | 25% reducing balance |
| Fixtures, fittings & equipment | 15% reducing balance |
| Computer equipment | 20% straight line |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.8 Fixed asset investments

Investments are stated at market value at the balance sheet date, except for the shareholding in the Charity's subsidiary which is stated at cost.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (Continued)

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.11 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (Continued)

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

The company operates a defined contributions pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.15 Staging costs

Staging costs are charged to the income and expenditure account in the year in which a production opens.

1.16 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

1.17 Theatre tax credits

Where the trading subsidiary, Oldham Coliseum Productions Ltd, incurs qualifying losses in respect of theatre productions, the company has decided that these will be surrendered for a cash payment from HMRC under the Theatre Tax Credit regime. Where receipt of these tax credits is virtually certain they are included in the financial statements in the year in which they were incurred.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

2 Critical accounting estimates and judgements

In the application of the company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

In considering the going concern assumption, the trustees have had to apply judgement in relation to the potential impact that Covid-19 may have on the economies the entity operates in and on the entity. In arriving at this judgement, the trustees have considered the financial resilience of the entity and how it would manage any downturn as a result of the pandemic.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and sponsorship

| | 2021 | 2020 |
|---|------------------|----------------|
| | £ | £ |
| Donations and gifts | 30,230 | 61,197 |
| Grants receivable | 1,436,280 | 844,769 |
| | <u>1,466,510</u> | <u>905,966</u> |
| Grants receivable for core activities | | |
| Association of Greater Manchester Authorities | 102,430 | 102,430 |
| Oldham Council | 163,302 | 138,272 |
| Arts Council England | 703,491 | 604,067 |
| Culture Recovery Fund | 219,008 | - |
| Coronavirus Job Retention Scheme | 243,049 | - |
| Other | 5,000 | - |
| | <u>1,436,280</u> | <u>844,769</u> |

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

4 Incoming resources from charitable activities

| | Box office - home productions £ | Box office - tours and one night events £ | Merchandise, drinks and confectionery £ | Education and outreach £ | Other earned income £ | Total 2021 £ | Total 2020 £ |
|------------------------------------|--|--|--|--------------------------------|-----------------------------|--------------------|--------------------|
| Sales within charitable activities | 5,988 | 30 | - | 1,912 | 4,848 | 12,778 | 986,201 |
| Performance related grants | - | - | - | 4,938 | - | 4,938 | 36,655 |
| | 5,988 | 30 | - | 6,850 | 4,848 | 17,716 | 1,022,856 |
| | | | | | | | |
| Analysis by fund | | | | | | | |
| Unrestricted funds - general | 5,988 | 30 | - | 1,912 | 4,848 | 12,778 | |
| Restricted funds | - | - | - | 4,938 | - | 4,938 | |
| | 5,988 | 30 | - | 6,850 | 4,848 | 17,716 | |
| | | | | | | | |

For the year ended 31 March 2020

| | | | | | | | |
|------------------------------|---------|---------|---------|--------|--------|--|-----------|
| Unrestricted funds - general | 549,251 | 232,224 | 139,689 | 31,781 | 33,256 | | 986,201 |
| Restricted funds | - | - | - | 36,655 | - | | 36,655 |
| | 549,251 | 232,224 | 139,689 | 68,436 | 33,256 | | 1,022,856 |
| | | | | | | | |

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

5 Investments

| | 2021 | 2020 |
|---------------------|-------------------|-------------------|
| | £ | £ |
| Interest receivable | 960 | 425 |
| | <u> </u> | <u> </u> |

6 Raising funds

| | 2021 | 2020 |
|--|-------------------|-------------------|
| | £ | £ |
| <u>Costs of generated funds</u> | | |
| Seeking donations, grants and legacies | 370 | 1,853 |
| | <u> </u> | <u> </u> |
| | <u>370</u> | <u>1,853</u> |
| | <u> </u> | <u> </u> |

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

| 7 Charitable activities | Production costs - Home productions £ | Production costs - Tours and one night events £ | Merchandise, drinks and confectionery £ | Education and outreach £ | Other expenditure £ | Total 2021 £ | Total 2020 £ |
|---|--|--|--|---------------------------------|----------------------------|---------------------|---------------------|
| Staff costs | 568,318 | 144,647 | 84,711 | 28,088 | - | 825,764 | 1,099,908 |
| Direct charitable expenditure | 77,952 | 5,245 | 14,604 | 15,784 | - | 113,585 | 623,773 |
| Marketing | 6,433 | 3,105 | - | - | - | 9,538 | 75,615 |
| | 652,703 | 152,997 | 99,315 | 43,872 | - | 948,887 | 1,799,296 |
| Share of support costs (see note 8) | 101,460 | 27,707 | 13,517 | 3,562 | 12,717 | 158,963 | 160,713 |
| Share of governance costs (see note 8) | 28,003 | 7,648 | 3,732 | 983 | 3,510 | 43,876 | 62,429 |
| | 782,166 | 188,352 | 116,564 | 48,417 | 16,227 | 1,151,726 | 2,022,438 |
| Analysis by fund | | | | | | | |
| Unrestricted funds - general | 782,166 | 188,352 | 116,564 | 46,810 | 16,227 | 1,150,119 | |
| Restricted funds | - | - | - | 1,607 | - | 1,607 | |
| | 782,166 | 188,352 | 116,564 | 48,417 | 16,227 | 1,151,726 | |
| For the year ended 31 March 2020 | | | | | | | |
| Unrestricted funds - general | 1,316,634 | 399,668 | 230,992 | 49,402 | 9,108 | | 2,005,804 |
| Restricted funds | - | - | - | 16,634 | - | | 16,634 |
| | 1,316,634 | 399,668 | 230,992 | 66,036 | 9,108 | | 2,022,438 |

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Support costs

| | Support costs | Governance costs | 2021 | 2020 |
|----------------------------------|----------------------|-------------------------|----------------|----------------|
| | £ | £ | £ | £ |
| Health and safety | 43,365 | - | 43,365 | 2,452 |
| Rent, rates and water | 33,488 | - | 33,488 | 31,012 |
| Insurance | 13,893 | - | 13,893 | 19,346 |
| Light and heat | 30,091 | - | 30,091 | 42,656 |
| Repairs and maintenance | 27,493 | - | 27,493 | 38,285 |
| Cleaning | 305 | - | 305 | 3,272 |
| Printing, postage and stationery | 1,482 | - | 1,482 | 4,087 |
| Telephone | 3,984 | - | 3,984 | 4,965 |
| Equipment leasing | 3,977 | - | 3,977 | 7,137 |
| Travelling expenses | 692 | - | 692 | 4,937 |
| Recruitment costs | - | - | - | 1,100 |
| Staff training | 193 | - | 193 | 1,464 |
| Audit fees | - | 7,750 | 7,750 | 7,750 |
| Legal and professional | - | 496 | 496 | 8,561 |
| Sundries | - | 2,882 | 2,882 | 5,758 |
| Subscriptions | - | 13,762 | 13,762 | 9,598 |
| Statutory costs | - | 5,732 | 5,732 | 17,821 |
| Bad debts | - | 4,766 | 4,766 | - |
| Depreciation | - | 8,488 | 8,488 | 12,941 |
| | <u>158,963</u> | <u>43,876</u> | <u>202,839</u> | <u>223,142</u> |
| Analysed between | | | | |
| Charitable activities | <u>158,963</u> | <u>43,876</u> | <u>202,839</u> | <u>223,142</u> |

9 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

| Fees payable to the company's auditor and associates: | 2021 | 2020 |
|--|--------------|--------------|
| | £ | £ |
| Audit of the group's annual accounts | <u>7,750</u> | <u>7,750</u> |

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

10 Trustees

Board members were reimbursed a total of £nil (2020 - £268) to cover travel and other miscellaneous expenses.

11 Employees

Number of employees

The average monthly number of employees during the year was:

| | 2021 | 2020 |
|----------------|---------------|---------------|
| | Number | Number |
| Management | 6 | 2 |
| Administration | 10 | 13 |
| Production | 14 | 10 |
| Acting company | - | 6 |
| Bar | - | 2 |
| Casuals | 8 | 16 |
| | <u>38</u> | <u>49</u> |

Employment costs

| | 2021 | 2020 |
|-----------------------|----------------|------------------|
| | £ | £ |
| Wages and salaries | 748,520 | 996,609 |
| Social security costs | 57,140 | 68,387 |
| Other pension costs | 20,104 | 34,912 |
| | <u>825,764</u> | <u>1,099,908</u> |

There were no employees whose annual remuneration was £60,000 or more.

During the year key management personnel were paid a total of £231,732 (2020 - £251,026) in wages.

12 Other

| | 2021 | 2020 |
|-------------------|---------------|---------------|
| | £ | £ |
| Irrecoverable VAT | <u>34,712</u> | <u>90,662</u> |

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

13 Theatre tax relief income

| | 2021 | 2020 |
|---------------------------|--------|--------|
| | £ | £ |
| Theatre tax relief income | 16,543 | 98,717 |

14 Transfers

Transfers totalling £1,000 (2020: £48,126) were made from the restricted fund in favour of the unrestricted general fund as the related projects had been completed. The excess monies were therefore available for use in other unrelated projects and therefore reclassified as unrestricted funds.

15 Tangible fixed assets

GROUP AND CHARITY

| | Alterations to long leasehold premises | Plant and machinery | Fixtures, fittings & equipment | Total |
|------------------------------------|---|------------------------|--------------------------------------|---------|
| | £ | £ | £ | £ |
| Cost | | | | |
| At 1 April 2020 | 358,765 | 337,133 | 54,303 | 750,201 |
| Additions | - | - | 7,779 | 7,779 |
| At 31 March 2021 | 358,765 | 337,133 | 62,082 | 757,980 |
| Depreciation and impairment | | | | |
| At 1 April 2020 | 358,570 | 307,871 | 52,635 | 719,076 |
| Depreciation charged in the year | 195 | 7,316 | 978 | 8,489 |
| At 31 March 2021 | 358,765 | 315,187 | 53,613 | 727,565 |
| Carrying amount | | | | |
| At 31 March 2021 | - | 21,946 | 8,469 | 30,415 |
| At 31 March 2020 | 195 | 29,262 | 1,668 | 31,125 |

There is an agreement with Oldham Council to lease the premises for 99 years, although a formal lease has not been executed.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

16 Fixed asset investments

| | Notes | 2021 £ | 2020 £ |
|-----------------------------|-------|-----------|-----------|
| Investments in subsidiaries | 25 | 1,000 | 1,000 |

17 Debtors

| | 2021 Group £ | 2020 Group £ | 2021 Company £ | 2020 Company £ |
|---|--------------------|--------------------|----------------------|----------------------|
| Amounts falling due within one year: | | | | |
| Trade debtors | 3,531 | 111,722 | 3,531 | 111,722 |
| Corporation tax recoverable | 112,651 | 98,717 | - | - |
| Amounts due from subsidiary undertakings | - | - | 111,651 | 97,717 |
| Other debtors | 11,457 | 4,834 | 11,457 | 4,834 |
| Prepayments and accrued income | 27,551 | 88,522 | 27,551 | 88,522 |
| | <u>155,190</u> | <u>303,795</u> | <u>154,190</u> | <u>302,795</u> |

18 Creditors: amounts falling due within one year

| | 2021 Group £ | 2020 Group £ | 2021 Company £ | 2020 Company £ |
|------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Other taxation and social security | 2,713 | 17,171 | 2,713 | 17,171 |
| Trade creditors | 26,495 | 39,239 | 26,495 | 39,239 |
| Other creditors | 39,455 | 28,494 | 39,455 | 28,494 |
| Accruals and deferred income | 256,730 | 328,286 | 256,730 | 328,286 |
| | <u>325,393</u> | <u>413,190</u> | <u>325,393</u> | <u>413,190</u> |

19 Deferred income

Deferred income is included in the financial statements as follows:

Box office: £139,722 (2020 - £189,790) relates to income received in advance for productions not yet started.

Theatre hire: £7,892 (2020 - £7,639) relates to income received in advance for hiring of the theatre in the next financial year.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

20 Retirement benefit schemes

Defined contribution schemes

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes was £20,104 (2020 - £34,912).

21 Share capital

The company is limited by guarantee to the extent of £1 per member.

22 Analysis of net assets between funds

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total 2021 £ | Total 2020 £ |
|--|------------------------------------|----------------------------------|--------------------|--------------------|
| Fund balances at 31 March 2021 are represented by: | | | | |
| Tangible assets | 30,415 | - | 30,415 | 31,125 |
| Current assets/(liabilities) | 329,744 | 22,331 | 352,075 | 36,443 |
| | <u>360,159</u> | <u>22,331</u> | <u>382,490</u> | <u>67,568</u> |

23 Operating lease commitments

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

| | 2021 £ | 2020 £ |
|----------------------------|---------------|---------------|
| Within one year | 6,136 | 11,136 |
| Between two and five years | 6,136 | 12,272 |
| | <u>12,272</u> | <u>23,408</u> |

24 Related party transactions

Included within the charity's debtors due within one year is £111,651 (2020 - £97,717) due from Oldham Coliseum Productions Ltd, the 100% subsidiary of The Oldham Coliseum Theatre Limited, and a company in which S Hawkins, J O'Connor and R A Jones (Trustees) are directors.

THE OLDHAM COLISEUM THEATRE LIMITED (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

25 Subsidiaries

Details of the company's subsidiaries at 31 March 2021 are as follows:

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held Direct |
|---------------------------------|--------------------------|---------------------------|-----------------------------|----------------------|
| Oldham Coliseum Productions Ltd | England & Wales | Theatre production | Ordinary | 100.00 |

| Name of undertaking | Profit/(Loss) | Capital and Reserves |
|---------------------------------|----------------------|-----------------------------|
| | £ | £ |
| Oldham Coliseum Productions Ltd | - | 1,000 |

Company number: 09268457

Registered office: Coliseum Theatre, Fairbottom Street, Oldham, Greater Manchester, OL1 3SW.

26 Results of the charitable company

The company has taken advantage of Section 408 of the Companies Act 2006 and not included its own income and expenditure account in these financial statements. The net in/outgoing resources of the Company for the year was £314,921 (2020: £126,989).

| 27 Cash generated from operations | 2021 | 2020 |
|--|----------------|-----------------|
| | £ | £ |
| Surplus/(deficit) for the year | 314,921 | (126,989) |
| Adjustments for: | | |
| Investment income recognised in profit or loss | (960) | (425) |
| Depreciation and impairment of tangible fixed assets | 8,488 | 12,941 |
| Corporation tax recoverable | (16,543) | (98,717) |
| Corporation tax received | 2,611 | 139,576 |
| Movements in working capital: | | |
| Decrease in stocks | 2,287 | 410 |
| Decrease in debtors | 162,539 | 56 |
| (Decrease)/increase in creditors | (87,797) | 19,047 |
| Cash generated from/(absorbed by) operations | 385,546 | (54,101) |