

Company registration number: 02325776

Charity registration number: 800638

The Society of British Theatre Designers Limited

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2020

Robert Hugh Limited
15, Dan-y-Bryn Avenue
Radyr
Cardiff
CF15 8DD

The Society of British Theatre Designers Limited

Contents

Reference and Administrative Details	1
Trustees' Report	2 to 12
Statement of Trustees' Responsibilities	13
Independent Examiner's Report	14
Statement of Financial Activities	15 to 16
Balance Sheet	17
Notes to the Financial Statements	18 to 29

The Society of British Theatre Designers Limited

Reference and Administrative Details

Trustees	Ms G A Crawley Mr S Crowley Mrs N Shaw Mr D Farley Mrs K Burnett
President and chair	Mr R Hudson, President Ms F Watt, Hon. Sec. renamed Chair
Principal Office	Department of Design for Performance Royal Welsh College of Music and Drama Castle Grounds Cardiff CF10 3ER The charity is incorporated in England and Wales.
Company Registration Number	02325776
Charity Registration Number	800638
Independent Examiner	Robert Hugh Limited 15, Dan-y-Bryn Avenue Radyr Cardiff CF15 8DD

The Society of British Theatre Designers Limited

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 December 2020.

This report is the twenty-fifth since the Society activated its charitable status, the thirty-second of the charitable company and the forty-fifth since the Society's inception. It covers the period 1 January to 31 December 2020.

Since the Society qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and Activities

Policies and Objectives

The Society of British Theatre Designers Limited is registered as a charity, being a non-profit distributing Company limited by Guarantee of its Members. It is governed by its Memorandum and Articles of Association.

The objects for which the Company is registered are to advance education by the encouragement and promotion of the Art of Theatre Design in the British Isles and Commonwealth and elsewhere by British designers and designers working in the British theatre.

Activities for Achieving Objectives

The objectives of the charity are achieved particularly by the provision of education information and advice relating to theatre design, the exhibition of designs and theatrical material, research into the origination, design and use of theatrical equipment, facilities and methods and the publication of literary material and illustrations derived there from. (Article 3a Memorandum of Association, 1988)

Main Activities undertaken to further the Charity's Purposes for the Public Benefit

The directors have had due regard to The Charity Commission guidance on public benefit and are content that the charity's activities provide a public benefit.

Achievements and Performance 1 January - 31 December 2020

Review of Activities

Administration

Subscriptions: Subscriptions for 2020 were held at £78 for Professionals; £48 for Graduate memberships (Graduate category of membership is applicable for 3 years after graduation). Both these categories of membership include Public Liability Insurance Cover. Subscriptions are £25 for Student, Retired and UK Associates; and held at £35 for International Associates; £200 for Organisations (up to 3 affiliated named members).

Database and Membership: The Society manages its membership and database in-house allowing for direct communication and financial efficiency in these areas. Membership reached a peak of 447 individual memberships at 15 December 2020. Organisational memberships numbered 7 at 15 December 2020.

The Society of British Theatre Designers Limited

Trustees' Report

Administration: The day-to-day administration and other projects were managed by the Hon. Secretary, Fiona Watt (re-named Chair) and the Chair (of the Trustees), Sean Crowley in liaison with Administrator, Kay Denyer up to January 2020 and our new Administrator, Cat Silver from March 2020. Fiona Watt also provided basic cover for the Administrator role between Kay Denyer officially stepping down and Cat Silver being appointed as our new Administrator in March 2020; continuing to support the role until handover was completed with additional support from committee members Rosie Whiting and Patti Amat aiding processing of new and renewed membership applications.

The registered address of the SBTD continues to be The Royal Welsh College of Music and Drama, Cardiff who continue to provide generous support in the form of space, postage and stationery.

Financial Management: Nicky Shaw and Sean Crowley were appointed as acting Hon. Treasurers and Company Secretaries in September 2020 taking over from Peter Ruthven Hall with additional support from Administrator, Cat Silver and independent bookkeeper Martin Ball of Creative Juice Ltd.

Society Activities

Annual General Meeting: The Society's AGM took place on 24th September 2020, 18:00, via Zoom.

Greer Crawley is standing down as a Director/Trustee.

Greer Crawley is standing for re-election as a Director/Trustee and was voted in.

Kate Burnett is standing for election as a Director/Trustee and was voted in.

Elections were held for Directors who were appointed:

Greer Crawley - Nicky Shaw nominated / Paul Burgess seconded

Kate Burnett - Greer Crawley nominated/Nicky Shaw seconded

Meetings with Equity, BECTU and ALD: Covid Contract Variation

Meeting held on 21 February 2020: Equity Officers, Equity Directors and Designers Committee representatives and Fiona Watt (SBTD), Ian Saunders (ALD) worked extensively in 2019 to achieve this outcome via The Value of Design campaign. Equity concluded negotiations on its agreements with SOLT and UK Theatre for theatre designers, delivering an improved package of terms and conditions for members. The new deal will see producers obliged to pay designers for the full material and construction costs of model boxes, including the costs incurred when engaging assistant designers. The new clause will put an end to an inconsistent approach from producers that has often led to set designers having to bear these costs from their design fee. This was secured via extensive and detailed consultation with members.

The Society of British Theatre Designers Limited

Trustees' Report

Covid Variation Negotiations: Equity Officers, Equity Directors and Designers Committee representatives and Fiona Watt (SBTD), Ian Saunders (ALD) and Thomas Hescott (SDUK) representing the professional associations were due to work together to submit a significant fee uplift claim to UK Theatre and SOLT by 5 October 2020. The arrival of the COVI-19 pandemic derailed the work necessary for this. UK Theatre and SOLT made rapid requests to implement an immediate variation in April 2020 which the team declined. The necessity of an alternative proposal for designers to protect them from carrying model, assistance and other production costs in the event of cancellation or postponement of a production was discussed, then researched and developed by Max Jones and Madeline Girling as Equity Designers representatives. An industrial negotiation meeting with representatives from UK Theatre to settle this variation was called by them (at very short notice) in July 2020, when neither of the designer representatives were available. SBTD Chair, Fiona Watt was asked by Equity to represent designers' case in the meeting and the negotiation proposed by the committee was accepted in full, moving fees from a three instalment model to a six instalment model with a review date of April 2021 put in place.

Industry Liaison Meetings attended by the Chair, Fiona Watt:

APPTLE: The Alliance of Associations and Professionals in Theatre & Live Events - Started in June 2020, after a series of meetings called between all of the existing offstage professional associations (SBTD, ALD, ASD, Stage Managers Association, Costume In Theatre Association, Production Managers Forum) and a number of relevant campaigning groups and organisations such as Scenechange, Stage Sight and Parents and Carers in the Performing Arts (PIPA).

Initially attended by Fiona Watt, in addition to Committee members (Nicky Shaw, Katie Scott, Louie Whitemore, Emma Tompkins and David Farley) who have subsequently continued to represent SBTD.

STAGE SIGHT: Fiona Watt represented SBTD at a disability led meeting on 23rd January at Royal Central School of Speech and Drama. Andrew Miller, UK Government Disability Champion for Arts and Culture congratulated Fiona on creating the first fully accessible exhibition of theatre design he had been able to attend as a wheelchair user, allowing him to experience a full view inside model boxes.

Industry Liaison Meetings instigated by Chair, Fiona Watt:

ARTS COUNCIL ENGLAND: Fiona communicated on a regular basis with Hannah Bentley, ACE on behalf of designers. A meeting was also held with Hannah and Neil Darlison, Head of Theatre at ACE to discuss the potential impact of COVID variation settlements being proposed by UK Theatre and SOLT, and to relay concerns regarding designers who 'fall through the cracks' in qualifying for funding and/or benefit support during lockdown.

CREATIVE INDUSTRIES FEDERATION: Fiona organised and initiated a meeting between SBTD members and CIF to discuss questions and concerns around the impact of Brexit on their international work.

Industry Impact Evidence Reports compiled and submitted by Fiona Watt supported by committee members:

ACE submissions to DCMS: Impact statement and survey-based evidence contributed on behalf of designers.

Creative Industries Federation submissions: CIF requested support and endorsement of their campaigns on a number of occasions. SBTD is a member of CIF.

The Society of British Theatre Designers Limited

Trustees' Report

Submission to DCMS: Contribution to a larger report evidencing the impact of COVID on behalf of designers with a deadline of 20 June 2021.

Exhibition Programme:

Staging Places: UK Design for Performance

Staging Places: UK Design for Performance at V&A, London: The curatorial team at the V&A requested an earlier closure date than initially agreed for the exhibition, to allow more time for the installation of their next exhibition. A suitable financial negotiation was made to compensate SBTD. The exhibition closed on Friday 13 March and was taken down by members of the SBTD team and E-stage production team. (This earlier than planned moving of the exhibition into storage in Sleaford proved fortuitous, as it occurred before the first COVID19 lockdown was enforced).

Four roundtable events were held within the exhibition. These instigated the formation of SBTD Working Groups – Mentoring, Access and Inclusive Aesthetics, Designers Taking the Lead and New Collaborations. We also held portfolio surgeries.

Curator Fiona Watt hosted guests from ACE and the Cameron Mackintosh Foundation. She also delivered talks for students and staff from Bristol Old Vic and Nottingham Trent University.

Exhibition designer Andreas Skourtis also hosted a tour in Greek by the London Greek Library.

Staging Places at National Centre Craft and Design (NCCD), Sleaford: Initial dates for the exhibition to open at the beginning of May were cancelled. NCCD remained keen to host the exhibition. Curator and designer attended a number of online and in person meetings. Storage rental and insurance cover were appropriately extended with a view to aiming for a July opening. A joint decision was taken to postpone this further to September 2020 to alleviate unnecessary pressures on both teams and to maximise education, outreach and CPD value of the exhibition being resident in the region.

The Staging Places core curatorial team (Fiona Watt, Andreas Skourtis, Paul Burgess and Eva Auster) with E-stage installed the exhibition supported by a small locally based crew.

The work of Belli & Belli, locally based International Designers was added to the exhibition.

Due to concerns around COVID restrictions, the Private View took place online on 18 September. A carefully managed and ticketed opening for the public was on Saturday 19 September, with curator Fiona Watt available to answer questions. The opening was accompanied by a celebratory outdoor performance premiere of *In Vivo Ecdysis* from exhibitor Alex Rigg and his company Oceanallover, who travelled down from Scotland for the occasion.

To accompany our **Staging Places: UK Design for Performance** exhibition residency at NCCD, we built a **Regional Heart: East Midlands** programme of virtual panel discussions, focussing on innovative design practices within the region.

SBTD Access and Inclusive Aesthetics Working Group: On-line talk given with presentations from Red Earth Theatre, Spark Arts and Paul Tennant from Mixed Reality Lab at the University of Nottingham chaired by Fiona Watt and Roma Patel.

SBTD Sustainable Design Group: On-line talk from Amy Nicholson, designer and co-founder of HandMade Theatre (based in the East Midlands), followed by a short workshop and an update on the group's activities to date chaired by Paul Burgess.

The Society of British Theatre Designers Limited

Trustees' Report

SBTD New Collaborations Working Group: Wednesday 18 November 2020. On-line talks from Feng Zhou, Dr Jocelyn Spence, Laurence Cliffe, Adrian Hazzard from the University of Nottingham Mixed Reality Lab chaired by SBTD member Roma Patel

SBTD Education Working Group and Performance Design Education Collective: Graduate Futures – Flex, Flux and Fly: Wednesday 2 December. Discussion: Hosted by Nadia Malik with provocations from Nottingham Trent University, University of Lincoln and Derby University.

Fiona led an exhibition induction for gallery staff and a mixed in person and online open evening for teachers.

A programme of workshops and a Teachers' Pack for secondary school children and their teachers was developed in partnership with staff from Lincoln University.

An ACE Project Grant funding application for £15k to support this outreach work was submitted, but was unsuccessful.

Equity made a special award of £2.5k funding in recognition of SBTD's advocacy work.

Photographer Alex Bremmer was commissioned to document the exhibition and a roundtable event before the exhibition closed.

Events Programme:

Regional Stages: SBTD in collaboration with Derby University and Derby Theatre: 13 March 2020

Organised and facilitated by Fiona Watt (SBTD) and Xristina Penna (Course Leader: Set and Costume Design, Derby University).

A series of panel discussions and a performance showcase linking generations of industry practitioners and students across the region, continuing to build **SBTD Regional Heart: East Midlands**.

SBTD Committee members Kate Burnett, Emma Tompkins and Nicky Shaw also in attendance.

Virtual Designer Drinks: organised through-out the year via Zoom.

Designer's Drinks - 9th July at 6.30-8.30pm

Committee meeting followed by AGM, followed by Designer's Drinks - 24th Sept 2020

Committee followed by Designer's Drinks - 17th Dec 2020

SBTD Virtual Graduate Talks: Via Zoom.

Session 1: I Just graduated. Now what? - Wednesday 8 July at 4pm

Hosted by Max Dorey. Panel: designers Simon Kenny, Louie Whitmore, Nicky Shaw, Emma Tompkins and Heather Doole (Freelance PM/Deputy Production Manager, NT).

Session 2: Money. Fees, expenses, budgets and you - Wednesday 15 July at 4pm

Hosted by: Max Dorey. Panel: Jamie Briers (Equity), Max Jones (Designer), Natasha Jenkins (Designer) and Heather Doole (Freelance PM/Deputy Production Manager, NT).

The Society of British Theatre Designers Limited

Trustees' Report

Session 3: Relationships: Costume, set and facilitators - Wednesday 22 July at 4pm

Hosted by: Emma Tompkins. Panel: Designers Simon Kenny, Natasha Jenkins, Emily Stuart, Tom Piper and Nicky Shaw.

Session 4: Fringe, devised, self initiated and collaborative - Wednesday, 29 July at 4 pm.

Hosted by: Emma Tompkins. Panel: Designers David Farley, Joanna Resnick, Jessica Worrall and Daniel Bye

SBTD Mentoring Group - Coffee on The Kings Road: In person motivational talks - Founders Hall, 2 Radnor Walk, SW3 4BN. (Held adhering to Covid19 safety rules with social distancing and mask wearing).

Part inspirational talks, part conversation, panelists were interviewed by Nicky Shaw. An opportunity for designers to be motivated, ask questions, learn from past experiences and importantly look forward together as to what the future of our industry may be post Covid19.

Talk 1: Saturday 12 September: Annilese Miskimmon (Artistic Director of ENO and Director); Isabella Bywater (International Director/Designer/Artist) and David Pritchard (Production Manager and ex Head of Production, Royal Opera House).

Talk 2: Saturday 19 September: Jamie Vartan (International Theatre/Opera Set/Costume Designer); Andreas Skourtis (Architect/Scenographer/Lecturer) and Catherine Morgan (Set/Costume Designer/International Associate Designer).

Talk 3: Saturday 3 October: Tom Piper MBE (Theatre/Opera Set/Costume/Exhibition Designer); David Shearing (Installation Artist/Designer/Lecturer) and Bek Palmer (Theatre/Opera Set/Costume Designer/Prop & Puppet Maker).

Talk 4: Saturday 10 October: Christopher Oram (via video link); Colin Richmond and David Farley (all International Theatre/Opera Set/Costume Designers).

SBTD Mentoring Working Group – Designers Mentoring Network: Created by Christianna Mason, supported by Nicky Shaw and Mentoring Working Group.

Launch Zoom date: 22 October 2020

Scheme dates: 22 October 2020 - January 20 2021

Number of applicants, mentors and mentees.

88 Mentee Applicants for 37 Mentee places (x of which were bursary places)

24 Mentors (52 participants in total - some mentors were also mentees)

The Designers Mentorship Network connects UK-based set and costume designers in the live performance industries through a flexible three month mentoring programme. Accessible at any career stage, our support structure builds community and improves communication between the generations. The mentoring covers both artistic and professional development for freelance practitioners, creating access to industry networks. We are also improving representation and access in the industry by prioritising designers from under-represented backgrounds and people who face barriers in the industry.

New Website launched: 11 June 2020 with an on-line presentation via Zoom.

The Society of British Theatre Designers Limited

Trustees' Report

Members Training:

Members VectorWorks training – Launch: David Farley fostered a relationship with Vectorworks UK and negotiated a series of live online training sessions to be available to members, including recordings which are hosted on the website.

10 November, 24 November, 8 December and 15 December - 3 hours each.

Places were limited with a small fee to secure a place to help prevent drop out and cover the cost of the Q&A panel.

Price: £30 for SBTD members to cover x 4 training and Q&A sessions.

Attendees: All 15 places were taken up for the live sessions and an additional 10 places were added to have access to the recordings of the sessions

Vectorworks UK also offered members an extended trial of their software, 3 months rather than the standard 1 month. SBTD also ran a series of Q&A Surgeries in between the training sessions, hosted by David Farley, Katie Scott and Fifi Thorsteinsson on 15 **November**, 29 **November**, 13 **December** and 20 **December**.

SBTD Working Group Activities:

SBTD Sustainability Working Group: Meetings held on-line every other Tuesday.

Main meetings are SBTD members and allies. The email group is 52 people.

The Working groups and the Organisers' WhatsApp group are SBTD members only.

Active members of the core organising group:

Paul Burgess 'co-ordinator' (also on the Carbon Literacy Training subgroup); Jess Curtis; Ruth Stringer (also costume subgroup); Alison Neighbour (also leads the Carbon Literacy Training subgroup); Hamish Muir (also materials subgroup) and Simon Daw (also materials subgroup)

Also active: Sarah Booth leads on the Costume subgroup; Blue Bradfield; Stella Cecil and Hannah Harding (Materials subgroup).

Often at meetings: Nadia Malik (also in the Costume subgroup) and Will Hargreaves on Sustainability on University Courses

SBTD Mentoring Group: Regular meetings held on-line throughout the year with a fluctuating schedule depending on activity.

Main meetings are SBTD members. The email group is 20 people.

Active members of the core organising group: Nicky Shaw and Christianna Mason (founder of the SBTD Designers Mentoring Network)

Also active: Dana Pinto; Louie Whitemore; Lauren Connolly; Emily Bestow;

Graduate Exhibitions:

Due to Covid19 restrictions these were created virtually with launch activities via Zoom. The Chair and Committee Members offered to meet with different graduating cohorts. Sessions were set up with Royal Welsh College and Bristol Old Vic Theatre School.

The Society of British Theatre Designers Limited

Trustees' Report

Other Activities:

Website: The Society's website – www.theatredesign.org.uk – is the public-facing platform for the Society, providing information on education and training, galleries of members' work and profiling key areas of activity such as exhibitions and catalogues.

Re-designed by Rabbit Hole and launched 11th June 2020. Maintenance carried out by David Farley

Blog Publications started 7 May, 21 published during 2020. Hosted on the website and promoted via social media (Facebook, Instagram and Twitter), edited by Emma Tompkins, David Farley and Elizabeth Wright. With additional input from: Rosie Whiting, Max Dorey, Daniel Bye, Dana Pinto, Fiona Watt, Nicky Shaw, Christianna Mason, Katie Scott, Alison Neighbour, Benjamin Thapa and Andrea Carr.

Staging Place Website: Made as part of the Staging Places exhibition and continues as a digital record.

We have reached 14,734 users making 42,204 page visits.

63% from search engines; 20% direct; 9% social media and others such as links

64% from UK; 8% from US; 2.5% from China; 1.8% from Greece; 1.5% from France.

The biggest user group is 25-34 followed by 18-24 year olds.

50% of our audience are under 34. 60% of visitors are male 40% female.

Blue Pages: Blue Pages is the Society's journal, publishing articles by artists, curators and designers as well as reviews of exhibitions and publications. No publications were created in 2020. An archive of back-issues are hosted on the website in the members area.

SBTD News: An e-mail newsletter, delivered monthly via Mailchimp to Members, (replacing The Eye).

Commencing with a Chair's greeting, a monthly description of the societies activities, up-coming events to look out for from both within the society and also the wider theatre community and a place to celebrate members achievements.

This is part of the core offer to Members. Compiled and laid-out by Elizabeth Wright.

Social Media: The Society's open Facebook group continues to act as a forum for questions, recommendations, resource-sharing, promoting SBTD events and sharing articles of interest with over 3000 members. A closed Facebook group, set up as a Members' Forum, now acts as a more focused think tank for sharing and engaging with more detailed advocacy activity around contracts, fees and proposed changes to the UK Theatre and SOLT collective agreements.

Twitter and Instagram: Social media output has been delivered by the Communications (Comms) team; specifically David Farley and Emma Thompkins.

Twitter, Instagram and Facebook continue to be useful ways to engage with members who are active on these platforms and also with non-members, informing them of what SBTD are doing.

Slack: Was implemented to aid communication between the Committee, started in 2 June 2020.

The Society of British Theatre Designers Limited

Trustees' Report

Skillscene: Through its continued involvement with SkillScene the Society contributes (alongside other industry bodies such as ABTT, ALD, UK Theatre, SMA, BECTU and PLASA) to the ongoing debate about standards and provision of training and education in technical theatre. Ian Teague represents the Society at Skillscene meetings, although his presence was limited in 2020 due to ill health.

Student Ambassador Programme: Was launched as an inclusive new offer as part of organisational membership for Higher Education institutions. Organisations were invited to nominate two students per institution to be a part of the scheme with each Student Ambassador being offered Student Membership of SBTB for a year. Primarily focussed towards 2nd year students.

International Links:

OISTAT: International Organisation of Scenographers, Theatre Architects and Technicians.

SBTD is one of two OISTAT centers for the UK, the other being the ABTT (Association of British Theatre Technicians).

Roles representing the UK in OISTAT were filled by Committee Members: Sean Crowley continued in his role as member of the OISTAT Executive Committee, Fiona Watt as UK Performance Design Commissioner, Co-Chair of the Space Design Sub Commission and member of the Governing Board; Joslin McKinney as Research Commission UK Representative; Greer Crawley as Publication and Communication Commission UK Representative; Peter Ruthven Hall as Architecture Commission UK Representative; Kate Burnett continues as Chair of the Research Commission.

Due to Covid19 there were several OISTAT on-line, rather than venue based, events that SBTB members contributed to.

Kate Burnett collaborated with the Tbilisi Biennale of Scenography organizing and Chairing an On-line Symposium from 25 – 28 October. This included a presentation by members of the SBTB Sustainability Working Group - Hamish Muir, Hannah Harding and Blue Bradfield. She conducted an interview with Egyptian artist and writer Nora Amin for the Southern Europe and North Africa On-Line Symposium on 8th October and chaired a Research Commission panel event with Greer Crawley on 2nd July during the OISTAT On-Line Education Week.

Fiona Watt Hosted a panel for SENA with the design team from The Persians at Epidaurus on 11th October.

Financial Review

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the Society has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Principal Risks and Uncertainties

The board continues to discuss new ways to ensure risk is managed successfully.

Reserves Policy

The directors aim to hold a small cash reserve to manage the monthly overheads of the charity.

The Society of British Theatre Designers Limited

Trustees' Report

Ultimately, the directors want to keep surplus funds to a minimum in order to maximise the charitable activities carried out for the benefit of the members and deliverance of the charity's objectives.

Structure, Governance and Management

Constitution

The Society is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association in 1988.

The Society is constituted under a Memorandum of Association dated 1988 and is a registered charity number 800638.

Method of Appointment or Election of Directors

The Directors of the Company form the Council of Management that is responsible for the overall direction of affairs of the Company and decides all matters of policy. There are currently four Directors elected by and from the membership, with power to co-opt. One third of the Directors must retire each year but each is eligible for re-election. There is no limit to their period of office. The following Directors were in office at 31 December 2020: Greer Crawley, Sean Crowley, Nicky Shaw and Kate Burnett.

In addition, at the beginning of 2020 the following were serving on the Management Committee:

Fiona Watt (SBTD Hon. Secretary renamed Chair, UK Performance Design Commissioner, Co-Chair Space Design Sub-Commission, OISTAT, SBTD representative in re-negotiations working group with the ALD, Equity and Bectu); Peter Ruthven Hall (acting Company Secretary and acting Hon Treasurer, up to September 2020) - Nicky Shaw (acting Company Secretary and acting Hon Treasurers from September 2020, Mentoring Group Co-lead); Sean Crowley (Chair, member of OISTAT Executive Committee and acting Hon Treasurers from March 2020), Kay Denyer (Part-time Administrator up to January 2020) - Cat Silver (Part-time Administrator from March 2020; Patti Amat and Rosie Whiting (Administration Support); Martin Ball, Creative Juice (Independent Book Keeper); Elizabeth Wright (Editor, SBTD News); Kate Burnett (publication sales coordinator, Chair of the OISTAT Research Commission; Emma Tompkins, David Farley, Elizabeth Wright and Max Dorey (Communications Team); Max Dorey (Student, Graduate and Early Career Designers Representative); Christianna Mason (Mentoring Group Co-lead, Designers' Mentoring Network Lead); Ian Teague (SkillsScene), Paul Burgess (Sustainability Group Lead), Greer Crawley (Editor Blue Pages), Martin Morley and Simon Daw (Website support); Max Jones (Equity Director and Designers Committee representative); plus Nadia Malik, Dana Pinto, Lucy Thornett, Kathryn Sandys, Andreas Skourtis, Katie Scott, David Shearing.

Policies adopted for the Induction and Training of Directors

New directors would be appointed in line with the Memorandum – whereby a simple majority vote can appoint a new director. At all times there must be between 3 and 30 directors.

Upon election, new directors would be provided with a copy of the Society's Memorandum and Articles of Association and additionally a copy of CC3 – The Essential Trustee to provide a background to the duties and responsibilities of being a charity trustee.

Organisational Structure and Decision Making

The Society is led by the Hon. Secretary (renamed Chair) and Trustee Directors who are responsible for all decision making.

The Society of British Theatre Designers Limited

Trustees' Report

Future Developments

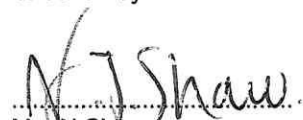
The organisation is planning to conclude the current Business Plan in 2020.

SBTD will be implementing new structural strategies and role descriptions.


SBTD will be developing the website.

SBTD will continue to work closely with Equity, BECTU, Association of Lighting Designers (ALD), Stage Directors UK (SDUK) and AAPTLE, to inform industrial negotiations with UK Theatre, SOLT and ITC whilst lobbying and campaigning, via bodies such as the Creative Industries Federation and ACE, to make meaningful contributions to professional working conditions and standards.

The annual report was approved by the trustees of the charity on 27 September 2021 and signed on its behalf by:



.....
Mrs N Shaw
Trustee



.....
Mr D Farley
Trustee

The Society of British Theatre Designers Limited

Statement of Trustees' Responsibilities

The trustees (who are also the directors of The Society of British Theatre Designers Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

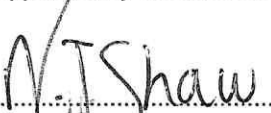
Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

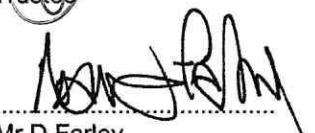
- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the trustees of the charity on 27 September 2021 and signed on its behalf by:


Mrs N Shaw
Trustee


Mr D Farley
Trustee

The Society of British Theatre Designers Limited

Independent Examiner's Report to the trustees of The Society of British Theatre Designers Limited

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 December 2020 which are set out on pages 15 to 29.

Respective responsibilities of trustees and examiner

As the charity's trustees of The Society of British Theatre Designers Limited (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Society of British Theatre Designers Limited are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of The Society of British Theatre Designers Limited as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Robert Hugh
Robert Hugh Limited

15, Dan-y-Bryn Avenue
Radyr
Cardiff
CF15 8DD

27 September 2021

The Society of British Theatre Designers Limited

**Statement of Financial Activities for the Year Ended 31 December 2020
(Including Income and Expenditure Account and Statement of Total
Recognised Gains and Losses)**

	Note	Unrestricted funds £	Restricted funds £	Total 2020 £
Income and Endowments from:				
Donations and legacies		32	-	32
Charitable activities	3	19,711	2,500	22,211
Other trading activities	4	3,511	11,956	15,467
Investment income	5	7	-	7
Total income		<u>23,261</u>	<u>14,456</u>	<u>37,717</u>
Expenditure on:				
Raising funds	6	(230)	-	(230)
Charitable activities	7	<u>(35,104)</u>	<u>(16,601)</u>	<u>(51,705)</u>
Total expenditure		<u>(35,334)</u>	<u>(16,601)</u>	<u>(51,935)</u>
Net expenditure		<u>(12,073)</u>	<u>(2,145)</u>	<u>(14,218)</u>
Net movement in funds		(12,073)	(2,145)	(14,218)
Reconciliation of funds				
Total funds brought forward		<u>13,678</u>	<u>4,645</u>	<u>18,323</u>
Total funds carried forward	14	<u>1,605</u>	<u>2,500</u>	<u>4,105</u>
	Note	Unrestricted funds £	Restricted funds £	Total 2019 £
Income and Endowments from:				
Donations and legacies		663	4,430	5,093
Charitable activities	3	26,895	10,000	36,895
Other trading activities	4	4,890	48,851	53,741
Investment income	5	7	-	7
Total income		<u>32,455</u>	<u>63,281</u>	<u>95,736</u>
Expenditure on:				
Raising funds	6	(2,619)	-	(2,619)
Charitable activities	7	<u>(20,535)</u>	<u>(64,788)</u>	<u>(85,323)</u>
Total expenditure		<u>(23,154)</u>	<u>(64,788)</u>	<u>(87,942)</u>
Net income/(expenditure)		<u>9,301</u>	<u>(1,507)</u>	<u>7,794</u>
Net movement in funds		9,301	(1,507)	7,794
Reconciliation of funds				
Total funds brought forward		<u>4,377</u>	<u>6,152</u>	<u>10,529</u>

The notes on pages 18 to 29 form an integral part of these financial statements.

The Society of British Theatre Designers Limited

**Statement of Financial Activities for the Year Ended 31 December 2020
(Including Income and Expenditure Account and Statement of Total
Recognised Gains and Losses)**

	Note	Unrestricted funds £	Restricted funds £	Total 2019 £
Total funds carried forward	14	<u>13,678</u>	<u>4,645</u>	<u>18,323</u>

All of the charity's activities derive from continuing operations during the above two periods.

The notes on pages 18 to 29 form an integral part of these financial statements.

The Society of British Theatre Designers Limited

(Registration number: 02325776)
Balance Sheet as at 31 December 2020

	Note	2020 £	2019 £
Current assets			
Debtors	11	806	2,938
Cash at bank and in hand	12	<u>16,686</u>	<u>22,976</u>
		17,492	25,914
Creditors: Amounts falling due within one year	13	<u>(13,387)</u>	<u>(7,591)</u>
Net assets		<u>4,105</u>	<u>18,323</u>
Funds of the charity:			
Restricted income funds			
Restricted funds	14	2,500	4,645
Unrestricted income funds			
Unrestricted funds		<u>1,605</u>	<u>13,678</u>
Total funds	14	<u>4,105</u>	<u>18,323</u>

For the financial year ending 31 December 2020 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements on pages 15 to 29 were approved by the trustees, and authorised for issue on 27 September 2021 and signed on their behalf by:


Mrs N Shaw
Trustee


Mr D Farley
Trustee

The notes on pages 18 to 29 form an integral part of these financial statements.

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:
Department of Design for Performance
Royal Welsh College of Music and Drama
Castle Grounds
Cardiff
CF10 3ER

These financial statements were authorised for issue by the trustees on 27 September 2021.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with 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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation

The Society of British Theatre Designers Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement

The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

Income and endowments

All income is recognised on a receivable basis once the Society has entitlement to the income, there is certainty of receipt and the amount can be measured with sufficient reliability.

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The payer specifies that the amount paid must only be used in future accounting periods; or
- The payer has imposed conditions which must be met before the charity has unconditional entitlement.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources.

Raising funds

These are costs incurred in attracting income and those incurred in trading activities that raise funds.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including examination, strategic management and trustees's meetings and reimbursed expenses.

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the charity.

Restricted income funds are those that are for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Financial instruments

Classification

The Society only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

3 Income from charitable activities

	Unrestricted funds General £	Restricted funds £	Total 2020 £	Total 2019 £
Membership subscriptions	19,711	-	19,711	26,895
Educational Workshop grant	-	2,500	2,500	-
Linbury Trust grant	-	-	-	10,000
	<u>19,711</u>	<u>2,500</u>	<u>22,211</u>	<u>36,895</u>
	Unrestricted funds General £	Restricted funds £	Total 2020 £	
Membership subscriptions	19,711	-	19,711	
Educational Workshop grant	-	2,500	2,500	
	<u>19,711</u>	<u>2,500</u>	<u>22,211</u>	
	Unrestricted funds General £	Restricted funds £	Total 2019 £	
Membership subscriptions	26,895	-	26,895	
Linbury Trust grant	-	10,000	10,000	
	<u>26,895</u>	<u>10,000</u>	<u>36,895</u>	

4 Income from other trading activities

	Unrestricted funds General £	Restricted funds £	Total 2020 £
Trading income;			
Sales of catalogues	2,094	-	2,094
Gallery fees	-	11,956	11,956
Events income;			
Conferences and similar events	989	-	989
Other income from other trading activities	428	-	428
	<u>3,511</u>	<u>11,956</u>	<u>15,467</u>

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

	Unrestricted funds General £	Restricted funds £	Total 2019 £
Trading income;			
Sales of catalogues	1,560	-	1,560
Gallery fees	-	48,276	48,276
Events income;			
Conferences and similar events	3,330	-	3,330
Sponsorship income	-	575	575
	<u>4,890</u>	<u>48,851</u>	<u>53,741</u>

5 Investment income

	Unrestricted funds General £	Total 2020 £
Interest receivable and similar income;		
Interest receivable on bank deposits	<u>7</u>	<u>7</u>
	<u>7</u>	<u>7</u>
	Unrestricted funds General £	Total 2019 £
Interest receivable and similar income;		
Interest receivable on bank deposits	<u>7</u>	<u>7</u>
	<u>7</u>	<u>7</u>

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

6 Expenditure on raising funds

a) Costs of trading activities

	Note	Unrestricted funds General £	Total 2020 £
Costs of goods sold		230	230
		<u>230</u>	<u>230</u>
	Note	Unrestricted funds General £	Total 2019 £
Costs of goods sold		1,073	1,073
Membership subscriptions		349	349
Bad debts written off		1,197	1,197
		<u>2,619</u>	<u>2,619</u>
		Direct costs £	Total 2020 £
Costs of trading activities		<u>230</u>	<u>230</u>
		Direct costs £	Total 2019 £
Costs of trading activities		<u>2,619</u>	<u>2,619</u>

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

7 Expenditure on charitable activities

	Unrestricted funds General £	Restricted funds £	Total 2020 £	
Gallery and exhibition project costs	6,523	16,601	23,124	
Membership services	3,905	-	3,905	
Support costs	23,926	-	23,926	
	<u>34,354</u>	<u>16,601</u>	<u>50,955</u>	
	Unrestricted funds General £	Restricted funds £	Total 2019 £	
Gallery and exhibition project costs	1,460	52,033	53,493	
Membership services	4,992	-	4,992	
Travel grants	619	-	619	
Support costs	12,759	12,755	25,514	
	<u>19,830</u>	<u>64,788</u>	<u>84,618</u>	
	Activity undertaken directly £	Activity support costs £	2020 £	
Gallery and exhibition project costs	23,124	-	23,124	
Membership services	3,905	-	3,905	
Support costs	-	23,926	23,926	
	<u>27,029</u>	<u>23,926</u>	<u>50,955</u>	
	Activity undertaken directly £	Grant funding of activity £	Activity support costs £	2019 £
Gallery and exhibition project costs	43,493	10,000	-	53,493
Membership services	4,992	-	-	4,992
Travel grants	619	-	-	619
Support costs	-	-	25,514	25,514
	<u>49,104</u>	<u>10,000</u>	<u>25,514</u>	<u>84,618</u>

In addition to the expenditure analysed above, there are also governance costs of £750 (2019 - £705) which relate directly to charitable activities. See note 8 for further details.

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

8 Analysis of governance and support costs

Charitable activities expenditure

		Unrestricted funds	Total
	Basis of allocation	General £	2020 £
Administration salary and fees	A	9,100	9,100
Administration expenses	A	1,854	1,854
Committee expenses	A	116	116
Printing, marketing and distribution	A	744	744
Trade subscriptions	A	634	634
Website	A	7,065	7,065
Computer software and maintenance costs	A	650	650
Sundry expenses	A	560	560
Professional fees	A	375	375
Book-keeping and accountancy fees	A	2,828	2,828
Governance	A	750	750
		<u>24,676</u>	<u>24,676</u>

		Unrestricted funds	Restricted funds	Total
	Basis of allocation	General £	£	2019 £
Administration salary and fees	A	8,905	240	9,145
Administration expenses	A	224	9,635	9,859
Committee expenses	A	454	-	454
Printing, marketing and distribution	A	1,724	2,880	4,604
Trade subscriptions	A	609	-	609
Website	A	711	-	711
Sundry expenses	A	132	-	132
Governance	A	705	-	705
		<u>13,464</u>	<u>12,755</u>	<u>26,219</u>

Support costs allocated to charitable activities

	Basis of allocation	Governance costs £	Staff costs £	Administration costs £	Total 2020 £
Art of theatre design	A	<u>750</u>	<u>9,100</u>	<u>14,826</u>	<u>24,676</u>

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

	Basis of allocation	Governance costs £	Staff costs £	Administration costs £	Total 2019 £
Art of theatre design	A	<u>705</u>	<u>9,145</u>	<u>16,369</u>	<u>26,219</u>

Basis of allocation

Reference	Method of allocation
A	Direct attribution

Governance costs

	Unrestricted funds General £	Total 2020 £
Allocated support costs	<u>750</u>	<u>750</u>
	<u>750</u>	<u>750</u>
	Unrestricted funds General £	Total 2019 £
Allocated support costs	<u>705</u>	<u>705</u>
	<u>705</u>	<u>705</u>

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

9 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

10 Taxation

The charity is a registered charity and is therefore exempt from taxation.

11 Debtors

	2020 £	2019 £
Trade debtors	9	697
Prepayments	797	2,241
	<u>806</u>	<u>2,938</u>

12 Cash and cash equivalents

	2020 £	2019 £
Cash at bank	<u>16,686</u>	<u>22,976</u>

13 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	327	1,198
Accruals	3,648	3,272
Deferred income	9,412	3,121
	<u>13,387</u>	<u>7,591</u>

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

14 Funds

	Balance at 1 January 2020 £	Incoming resources £	Resources expended £	Balance at 31 December 2020 £
Unrestricted				
General				
General	13,678	23,261	(35,334)	1,605
Restricted				
Exhibition	4,645	11,956	(16,601)	-
Educational Workshop	-	2,500	-	2,500
Total restricted	<u>4,645</u>	<u>14,456</u>	<u>(16,601)</u>	<u>2,500</u>
Total funds	<u>18,323</u>	<u>37,717</u>	<u>(51,935)</u>	<u>4,105</u>

	Balance at 1 January 2019 £	Incoming resources £	Resources expended £	Balance at 31 December 2019 £
Unrestricted funds				
General				
General	4,377	32,455	(23,154)	13,678
Restricted				
Exhibition	<u>6,152</u>	<u>63,281</u>	<u>(64,788)</u>	<u>4,645</u>
Total funds	<u>10,529</u>	<u>95,736</u>	<u>(87,942)</u>	<u>18,323</u>

15 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 December 2020 £
Current assets	14,992	2,500	17,492
Current liabilities	<u>(13,387)</u>	<u>-</u>	<u>(13,387)</u>
Total net assets	<u>1,605</u>	<u>2,500</u>	<u>4,105</u>

The Society of British Theatre Designers Limited

Notes to the Financial Statements for the Year Ended 31 December 2020

	Unrestricted funds General £	Restricted funds £	Total funds at 31 December 2019 £
Current assets	21,269	4,645	25,914
Current liabilities	(7,591)	-	(7,591)
Total net assets	<u>13,678</u>	<u>4,645</u>	<u>18,323</u>

16 Analysis of net funds

	At 1 January 2020 £	Financing cash flows £	At 31 December 2020 £
Cash at bank and in hand	<u>22,976</u>	<u>(6,290)</u>	<u>16,686</u>
Net debt	<u>22,976</u>	<u>(6,290)</u>	<u>16,686</u>

	At 1 January 2019 £	Financing cash flows £	At 31 December 2019 £
Cash at bank and in hand	<u>14,884</u>	<u>8,092</u>	<u>22,976</u>
Net debt	<u>14,884</u>	<u>8,092</u>	<u>22,976</u>