



STRATFORD ARTS TRUST

(A company limited by guarantee)

Company No. 07828129 (England and Wales)

Registered Charity No. 1145183

Financial Statements for the year ended

31 March 2020

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Company information

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purposes of charity law and throughout this report are collectively referred to as the trustees. The trustees serving during the year and since the year end were as follows:

Board of Trustees:

| | |
|-------------|-------------------------------|
| O Beroud | |
| D Kohn | |
| L Atkinson | <i>(Resigned 07/03/2020)</i> |
| N Hinds | <i>(Resigned 30/11/2019)</i> |
| D McNeill | |
| L Neil | |
| S Samra | |
| P Deery | <i>(Resigned 31/12/2019)</i> |
| G Philippou | <i>(Appointed 26/09/2019)</i> |

Registered Office:

Stratford Circus Theatre Square
Stratford
London
E15 1BX

Auditors:

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Company number:

07828129

Charity number:

1145183

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Trustees Annual Report

Our charitable objectives

The purpose of Stratford Arts Trust is:

- to advance and further public education in the understanding and appreciation of the arts, culture and heritage, in particular (but not limited to) providing a platform to promote artistic education for the benefit of the public; and
- to provide or assist in the provision of facilities for education, recreation and other leisure time occupation in the interest of social and economic welfare of members of the public with the object of improving their condition of life.

Public benefit

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, 'Charities & Public Benefit', including the guidance 'Public Benefit: Running a Charity (PB2)'. We have referred to the guidance when reviewing our aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The strategies employed to achieve the charity's aims and objectives were to:

- ***Present a broad range of issue-led theatre productions, art exhibitions and creative learning projects for the enjoyment and education of our local communities;***
- ***Offer opportunities for a broad range of people to get involved in arts activity exploring their own creative powers;***
- ***Provide facilities for emerging, professional artists to develop. Artists are given discounted rates for hire of space and access to professional advice;***
- ***Concentrate on involving children and young people to access an exceptional cultural education***
- ***Celebrate the diversity of cultures in our society by programming presentations by, and with, artists of BAME and differing socio-economic backgrounds.***

Putting these strategies into action we had some key areas of activity which were: presentation of artistic activity; cultural education and outreach provision with children, young people and marginalised groups in particular; and skills development for artists, young people and people of East London. Our programme of activities described below focused very much on bringing the arts to the community of the London Borough of Newham and beyond. We endeavoured to encourage all within our community to take part in our activities, to attend our theatres and to view our exhibitions. The art we provided was enjoyed by all from early years through to our programmes with particular appeal to older residents of the area.

As a result of the Covid 19 pandemic, Stratford Arts Trust closed our venue to the public in the middle of March 2020 in accordance with lock-down regulations. For the remaining weeks of the year we adapted some of our programme to an online offering including Blue Sky Actors, NYVC choir and Stratford Arts Social.

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Achievements and Performance

Stratford Circus Arts Centre in 2019-2020

Situated in the heart of Stratford, Stratford Circus Arts Centre was a hub of culture and creativity, delivering social impact and developing the creative potential of local communities. Its programme and services provided important continuity at a time of great change and reflected the shifting interests and aspirations of the multi-cultural communities it served. Our year round, seven day a week offer saw substantial audience growth, new initiatives with new funding streams, and sustainable financial growth. Our community programmes reached more residents in Newham, including children and young people, than ever before. Highlights included:

- **134,202** people visited the arts centre, attended a workshop or viewed an exhibition or performance
- A third of our theatre audiences are people who don't generally engage in the arts
- **166** performances of **35** productions were presented with **296 cast members and creatives**
- **560** creative learning & participation sessions were delivered to **13,626** participants
- **20,566** creative learning opportunities provided to children and young people
- **466** subsidised theatre tickets to our Christmas show **'We're Going on a Bear Hunt'** and free lunches were provided to local disadvantaged families
- **5003** children age 11 watched an adaptation of performance of 'The Little Prince' by Inua Ellams in our theatre for free thanks to support from Newham Council
- **47 days** of free rehearsal space in kind were given to **14** artist companies to develop their productions
- **492,232** unique visitors visited our website

Local context

Newham is one of the most deprived local authorities nationally (IMD 2015) with the second lowest rates of arts engagement in London (ACE 2018). 94% of primary pupils are from ethnic minorities and schools have up to 70% of students classed as disadvantaged (GLA 2017). Newham faces the second highest level of child poverty in the country after housing costs are taken into account, with 51.8% of children affected (End Child Poverty 2019).

A complex and diverse population where over 100 languages are spoken, and with no ethnic group providing more than 16% of the total population, East London is further characterised by high levels of "churn" and a youthful population, home to a growing number of professionals priced out of other parts of London.

Our work reflects this local context and our aim throughout the year was to support access to the arts for all of our community, removing barriers wherever possible to ensure that no one is left behind. In 2019/20 financial year, 134,202 people participated in Stratford Circus Arts Centre's events and activities which included 13,626 participants of our creative learning programme.

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Our strategic objectives for the period

- Stratford Arts Trust will create, commission, present and work with audiences to make high quality art that reflects the experiences of its communities
- We will inspire young people and communities in East London so no one is left behind
- We will ensure our community benefits from opportunities in Newham and the arts, and make our centre a vibrant, joyous, diverse place
- As a leading arts centre in the UK with a particular focus on young people and diverse communities, we will commit to sharing our expertise within the sector and beyond
- We will continue to build a long term, sustainable, resilient business with multiple income streams

ARTISTIC PROGRAMME

In the financial year 2019-20 we presented **166** individual performances of **35** productions to audiences of 26,525. 33% of our audiences were from low arts engagement groups.

We offered the equivalent of **47** days of rehearsal space in kind to **14** artist companies. In addition a new subsidised space scheme was introduced which allowed artists and companies to access high quality rehearsal space at £50 or less a day.

Supporting artists and creatives

Stratford Circus creates, commissions and presents high quality art that reflects the experience of its communities.

We opened the spring season with Opera UpClose's production of Puccini's *Madam Butterfly*. The piece was presented in English, making the production more accessible for non-opera attendees.

Notable highlights have included:

- *The Spine* by 20 Stories High, a play about the football academy system and the stress and mental health conditions it can exacerbate among young men
- *Nightclubbing* by Rachael Young with themes of misogyny, representation, race and feminism.
- *Messiah* by Bear Trap Theatre; an explosive new play that explored the forgotten legacy of the 'Black Messiah' Fred Hampton and the revolutionary power of young people.
- *Shall We Take This Outside*, national slam champion Adam Kammerling's exploration of his own violence, where it found him, why he embraced it, and how it affects him today. The piece explored anger and violence in young men through the lens of hero worship and media portrayals of heroic men.
- These productions all had wraparound activity for young people through Q&As, exploration of themes and response pieces.
- A new family theatre commission in partnership with Kala Sangam in Bradford, funded by the Amal,

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- a programme of the Saïd Foundation, has seen three artists/companies who received seed money spend Research & Development time in Stratford and Bradford. The context of the commissions is to address the lack of diverse representation in family theatre, and aim to increase understanding and awareness of Muslim culture and experiences. Jameela Khan, Komola Collective and Asif Khan received the seed money. Stratford Circus ran a pitch session which was attended by a consortium of Theatre for Young Audiences programmers, giving the artists the opportunity to solicit feedback and initiate conversations around further support. Jameela Khan was successful in winning a £30,000 commission.

The following artists and artist companies were given free rehearsal space:

Ayo-Dele Edwards, Inua Ellam's The Little Prince, East London Dance, Libby Liburd, Bootworks, Bear Trap Theatre, Asif Khan, Charmaine Wombwell, FaceFront Theatre, Komola Collective and Nick Cassenbaum.

Pricing Policy

Our pricing policy reflected our strategy to ensure that the majority of people whatever their means were able to attend a performance, class or workshop.

Stratford Circus Arts Centre is committed to providing world class performance and arts activities, while maintaining an accessible offer for our community. We have various access schemes that enable low income families and attendees to access performances. Ticket prices vary across performances, with a portion of tickets free or £1. Tickets are never more than £15 for the adult theatre programme.

Exhibitions are free to attend, as is general access to our building. Our outreach programmes for older adults, early years and our children and foyer activities are free to attend.

Through our Creative Learning programme we offer discounted tickets for schools, community groups and through young people's schemes. We work with referral partners such as Children's Centres and London Borough of Newham to ensure members of our community can access our schemes.

As a result of our commitment to access and to encourage new audiences to attend performances we do not charge a booking fee on tickets.

- **Newham Resident Saver** - To support our local community we offer Newham residents concession price tickets to selected events. The discount is applied automatically over the phone, and online.
- **Concessions** - Whenever possible, we offer concessions for the majority of productions to students, over 60s, and those on Income Support, for family tickets and when buying tickets for two or more shows.

CREATIVE LEARNING PROGRAMME

Since 2011, Stratford Circus has worked to offer creative experiences to the people of Newham, from early years to older adults, young people and groups less likely to have access to the arts through joyful, life-affirming activities. Stratford Circus offers a *whole community* approach the creative learning programme, successfully meeting local challenges ranging from early years provision to social care for the elderly.

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Children & Young People Programme

Over the Christmas period 2019 we presented a hugely successful run of *We're Going on a Bear Hunt* in. We saw 6,295 school children attend with overall capacity sales of 85%.

Full Hearts Full Tummies

Our Full Hearts Full Tummies campaign saw 473 people from 16 referral partners experience our Christmas show and a hot meal. In addition West Ham United women's players Anna Moorhouse and Brooke Hendrix paid a festive visit and distributed gifts to the children.

We hosted Akram Khan Dance Company as they rehearsed *Chotto Xenos*, a new piece for children and young people telling the story of a forgotten colonial soldier during WWI. A sharing was attended by Elmhurst School Year Five students.

Schools Projects

Enrichment Scheme

We delivered a socially inclusive programme in partnership with Newham Council that provides learning opportunities for young people through access to the performing arts as an educational tool. This programme ensures that Year 6 children are able to attend a high quality curriculum relevant theatre production, in their local area, for free. 5,003 children attended a brand new adaptation of Antoine de Saint-Exupery's *The Little Prince* by Inua Ellams. Produced by Fuel, we co-commissioned with Future Arts Centres and other commissioning partners including ASU Gammage, Z-Arts, The Albany, and Warwick Arts Centre. *The Little Prince* featured puppetry, music of North African heritage and a rich Afrofuturist aesthetic.

78% of children told us that seeing *The Little Prince* made them want to see more theatre shows in future.

"A few weeks ago we took 120 year 6 children to their FREE show The Little Prince. The children loved it. They interview actors afterwards and get a sense that there are jobs here that could be their own future. A girl in my group had never been to the theatre before and said "It's so much better than the cinema." She will go to the theatre again now solely due to this experience. Our school comes every year and the shows are always amazing and culturally diverse" Local Teacher

Creative Schools

Stratford Circus recruited 25 schools to the Creative Schools brokerage programme (funded by Esmée Fairbairn and Foundation for Future London). 814 children and young people have taken part in creative projects brokered by Creative Schools.

Highlights have included:

- A year-long writing and mentoring project for Year 5 pupils and teachers from seven Newham schools hosted at Stratford Circus and led by Otherwise Education
- A new 'arts hub' around Dagenham Park Secondary School with all six surrounding primary schools signed up to Creative Schools
- A substantial increase in secondary schools joining. 25% of schools are now secondary (exceeding our target by 5%)
- 37 cultural partners signed up for Creative Partner membership.

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Stratford Circus hosted the Creative Schools Symposium, welcoming over 130 delegates from across east London schools and creative organisations. 46% of the delegates were teachers (a 21% increase since the last symposium). Speakers included Shonagh Manson (Assistant Director of Culture and Creative Industries from the GLA), Mark Phillips of OFSTED and Maria Adebawale-Schwarte (CEO, Foundation for FutureLondon). East Bank partners including V&A Education, UCL, London College of Fashion and BBC Music were represented on and led panels. The day was compered by Anita Kerwin-Nye (Director of YHA, and author of the Every Child Should).

Newham Harmony

Stratford Circus presented four performances to mark the end of the first year of Newham Harmony, the massed singing project delivered in partnership with Newham Music and funded by Youth Music. The performances featured 21 school choirs (400 young people) from across the borough and were led by our own NewYVC choir and youth music mentors. NewYVC Choir headlined the first ever Youth Music Awards ceremony at Battersea Arts Centre with a performance of Message, a song written by senior New YVC choir members.

Collaborations with professional artists

Stratford Circus presented Zest's new show *Youthquake*. Working with 800 young people around the country and a youth cast in each venue, the company used the experiences and attitudes of teenagers to inspire the piece. We worked with NewVlc students and Stratford East Youth Theatre over a period of twelve months to develop the work. The final piece was contemporary and authentic, placing young people at the centre of the work and genuinely including them in the process. 13 BTEC drama students from NewVlc performed as the London community cast.

"Young audiences at Stratford Circus are thriving due to the diligence, commitment and passion of the team at Stratford Circus. This is a venue with the community, and more importantly, young people at its heart. There are very few venues like this across the country - they care, go the extra mile and make a huge impact."

Toby Ealden, Artistic Director, Zest Theatre

Summer Schools

Summer holidays can be a particularly difficult time for young people, many of whom face challenges such as economic deprivation, cramped living conditions and food poverty. Without the structure, focus and support of school, and without free school meals, young people's physical and mental health can be affected and they can fall behind in attainment. This year we delivered:

- A free summer school with Rose Bruford College of Theatre & Performance introducing children and young people to the creative skills
- An EAST summer school in partnership with the London Legacy Development Corporation, supporting young people from Newham to develop creative skills, gain new learning experiences and consider creative careers pathways.

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Adult Programme

Blue Sky Actors

The Blue Sky Actors were delighted to be invited as participants to the Lord Mayor's Show celebrating the 125th anniversary of Tower Bridge. The actors were invited to be on a float with participants representing City Bridge Trust.

The actors devised and performed two productions including the ever popular sold out pantomime – this year titled Pantocchio.

"It was all brilliant, very funny and enjoyable for the whole family."

Audience member.

Older Adults

Stratford Arts Social continued to attract more participants, with over 50 members of the community aged 65+ regularly attending our weekly creative café sessions. Under the guidance of Forest Gate-based visual artist Louisa Tock, this group explored a wide range of materials and techniques as part of a six-month-long project specially commissioned by our steering group of participants. This project culminated in an exhibition at Stratford Circus Arts Centre in the New Year, with a private view event attended by over 100 people.

During our big monthly arts events, we've been excited to continue working with a diverse range of locally-based artists and companies. In recent months, we've held workshops exploring poetry, bookbinding, fashion design, printmaking and non-verbal communication. We've continued to work with local sheltered accommodation schemes, community centres and residential care homes, and have seen an increase in the number of participants signposted to our events by referral partners as well as Community Link Workers from the Newham Adult Social Care team.

Financial Review

Stratford Arts Trust has run a successful arts venue in the heart of Stratford since 2011 proving that a sustainable financial model can sit side by side with fantastic art and community work. Over this period of 9 years Stratford Arts Trust has:

- Almost doubled its turnover from £851,687 to £1,581,834.
- Raised £1,993,891 in grant funding for project work from Trusts and Foundations, working with hard to engage members of our community, across a broad spectrum of age, gender, class, sexual orientation and race.
- Generated £3,258,782 in earned income to contribute towards the work that we do, the upkeep of the venue and paying staff.
- Provided work for over 200 staff and 5,000 artists and performers
- maintained and upgraded a significant venue in London to create a place where creative work can be imagined and enjoyed, creating memories that stay in the hearts and minds of everyone who has been there.

Stratford Arts Trust is currently working on a new business plan, to ensure that it can continue its work outside the venue and use its considerable knowledge and proven success to fulfil our mission.

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The financial year 2019-20 saw success with the following grants :

- City Bridge Trust – Blue Sky Actors £36,000 (£72,000 over two years)
- Amal, a programme of the Saïd Foundation – Children's Theatre £28,500
- D'Oyly Carte Charitable Trust – Newham Harmony £3,500
- Network for Social Change – Creative Schools £11,130
- Aspers Good Causes Fund Small Grant – Subsidised tickets £999
- The Childhood Trust – The Summer Give £1,500
- Foyle Foundation - towards Blue Sky Actors £20,000 (over two years)
- Goldsmiths Charity - towards Stratford Arts Social £9,000
- Axis Foundation - towards PMLD shows £6,954
- East End Community Foundation towards PMLD shows £3,000
- L&Q Foundation – towards Full Hearts Full Tummies £6,275

Stratford Arts Trust has also been supported by The Childhood Trust, T Rowe Price, Rothschild and Co,

Our individual giving, whilst a small portion of overall turnover, has grown steadily with the success of two regular significant campaigns: Full Hearts Full Tummies and Summer Give which supports The Summer School. In 2019-20 we raised £19,156 for Full Hearts Full Tummies and £ £6,707 for The Summer School.

Future

The future brings with it challenges, some which are particular to Stratford Arts Trust and others which are being felt across the sector.

In March 2020, the impact of Covid 19 became apparent to everyone in the UK. As health teams struggled to manage the virus and we all became accustomed to a new culture of social distancing, the arts and many other sectors went into lock-down. Stratford Arts Trust closed its venue to the public and either cancelled its forward programme or adapted what it could into an online format. As well as affecting out artistic output, the lockdown also impacted our income streams, with box office income, hires income and catering income all disappearing. There was also a significant impact on staff with many moving on to the governments furloughing scheme.

At the same time, we found ourselves being threatened with eviction by our landlords, London Borough of Newham, who have plans to re-purpose Stratford Circus Arts Centre into a Youth Zone. Numerous attempts were made to reach an accommodation with Newham Council around co-location, but this proved not to be possible.

In the context of the joint risks of threatened eviction from our venue and the pandemic, the trustees were keen to explore whether there was a future for Stratford Arts Trust outside the Arts Centre. Following extensive liaison with staff and key stakeholders, including Arts Council England, we have concluded that the charity's objects may be effectively pursued through programmes of community engagement and outreach which do not require the charity itself to operate an arts centre. Unfortunately, this required us to make a number of staff redundant, as their roles no longer existed within this new model.

SAT left Stratford Circus Arts Centre in November 2020, with the intention of:

- Engaging even more deeply with the richly diverse ethnic and cultural neighbourhoods that surround us; co-producing and co-presenting work directly within communities, rather than requiring participants and audiences to come to our building as we have done previously (something that has often been a barrier to engagement)

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- Developing a business model that is resilient to the likely long term financial challenges created by Covid 19
- Cutting our cost base, enabling us to spend a greater proportion of our resources on our creative programmes and not maintaining an expensive building
- Programming work that can be effectively delivered within the constraints of social distancing by enhancing our outdoor and digital offers

The hallmarks of our programme will be that it will:

- Be issue based, exploring concerns that are relevant to our community such as racism, knife crime, isolation and mental health. Through the creative process participants and audiences will develop their understanding of a range of issues and sometimes engage in creative activism to drive meaningful change
- Have a strong focus on participatory work with artists working closely with communities to co-produce and co-present work with significant learning outcomes as well as creative outcomes (although not exclusively – a minority of our programme will remain mainly artistic where there is an identified need. For example, Newham does not have a single music venue, so we would continue to provide a platform for musicians across the borough)
- Work across community demographics with a focus on discriminated against groups (including disabled people, BAME groups, carers, offenders, LGBT young people, older people and people from disadvantaged backgrounds) acting as a gateway for people who are under-engaged with the arts
- Work across the age range
- Explore opportunities for digital co-creation to reach wider groups of participants

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Structure, governance and management

The Charity is a company limited by guarantee.

The Trustees, who are also the directors for the purpose of company law, and who served during the period were:

- | | |
|---------------------|--------------------------------------|
| - L Atkinson | Resigned 7th March 2020 |
| - O Beroud | |
| - P Deery | Resigned 6th January 2020 |
| - N R G Hinds Chair | Resigned 19th November 2020 |
| - D Kohn | |
| - D McNeill | |
| - L Neil | |
| - S Samra | Resigned 16th October 20 |
| - G Philippou Chair | Appointed 26 th Sept 2019 |
| - CEO T Wilmer | Left March 20 |
| - CEO L Atkinson | Appointed March 20 |

Method of appointment & recruitment of Trustees

As set out in the Articles of Association, the Board consists of not fewer than three members. At 31st March 2020 the Board consisted of 6 members. New Trustees are recruited in line with the organisation's requirements, and perceived shortfalls in skills and knowledge, in order to have a Board of Trustees with the necessary skillset to lead the company most effectively. Consideration is also given to recruiting a diverse Board that reflects the cultural mix of the London Borough in which Stratford Arts Trust operates. We have a Trustee Induction Pack in line with our obligations to ensure that Trustees are aware of their roles and responsibilities. All Trustees are invited to attend our staff training and away days, as well as attending bespoke development sessions for Board members and SMT.

Organisational Structure

The Board of Trustees administers the charity. To be quorate the Board must have a minimum of 3 members present at any meeting or a third of membership. A Chief Executive Officer is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and artistic performance related activity.

Board meetings are held once a quarter and trustees also attend away days with the staff team. Individual trustees have a strategic area of responsibility and focus including artistic programme, strategy and vision, education and learning, financial oversight, fund-raising, formal areas of due process (legal, HR etc.), health, safety and risk management, communities and marketing.

A Finance & General Purposes Committee composed of two Trustees and the Chair meet with members of SMT, particularly the Finance Manager, Executive Director and CEO, to monitor the finances of the organisation on a more regular basis.

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Staff Remuneration

Salaries are benchmarked with similar organisations in the sector through the Future Arts Centre network.

Related Parties

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a production company, contracted actor, performer or exhibitor, must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

Governance

There has been continuity of key roles on the Board of Trustees ensuring that knowledge of the business and its charitable objectives have remained at the heart of the Board. Our plan for the future is to continue to diversify our board, to ensure a strong mixture of backgrounds, outlooks and skills.

Risk Management

The Trustees have assessed the major risks to which the Charity is exposed, and are satisfied that systems are in place to mitigate exposure.

The Trustees have a risk management strategy which comprises:

- Review of the risks the charity may face at every quarterly General Meeting and regular Finance & General Purpose Committee meetings
- Risks are rated by reference to likelihood/impact
- Those risks with the highest rating are prioritised
- The establishment of systems and procedures to mitigate risks identified as high
- The implementation of procedures designed to minimise the potential impact on the charity should those risks materialise.

Principal Risks

The principal risks to the organisation are:

- Loss of funding from Arts Council England - our major funder
- Inability to programme arts activities as a result of the Covid pandemic
- Failure to develop a revised strategic purpose and business model as we transition to a non-venue based organisation
- Losing contact with key stakeholders as we transition

These are mitigated as follows

- Agreements have been reached with ACE to continue our NPO funding until March 2023
- SAT is exploring enhanced digital and outdoor programmes that are more amenable to Covid restrictions

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- SAT is about to embark on a comprehensive visioning and strategic development process, involving key stakeholders and supported by third party expertise in order to develop a new strategy
- As part of our transitional arrangements, we will develop a detailed communications plan to ensure our partners, collaborators, funders and beneficiaries and audiences remain involved with our plans

Reserves Policy

The trustees understand that organisation reserves are required to provide for the following

- Funds to allow for unforeseen emergencies or other unexpected needs.
- Unforeseen day to day operational costs, such as cover for long-term sick absence.
- Grant income being delayed or not being renewed in full
- Planned commitments which may need higher levels of reserves.
- Funds to allow for increased beneficiary need
- The need to fund short-term deficits in a cash budget, for example money may need to be spent before funding is received.

As we transition into a new type of organisation, trustees plan for a degree of uncertainty. Our new business model will be untested, and although our financial position is assured by the Arts Council Support until March 2023 (subject to the usual payment conditions) we may face challenges in making a case for support to other funders and partners in delivering these new types of service. Such new risks are largely compensated, however, by significant reductions in other risks. The uncertainty of earned income no longer exists as our projected income going forward will be largely grant based which is typically paid in advance (thus mitigating cash flow issues) and allows for more certain forecasting with many paid over 3-5 year period. Major historical operational risks have also disappeared as they were associated with operating a large building for which we no longer have any liabilities. We will also employ far fewer staff members.

Based on this revised assessment of the key risks affecting the charity the trustees believe it is appropriate and prudent to set a free-reserves target of between 12.5% and 15% of turnover – equivalent to £66,000 - £80,000. With free reserves standing at £64,571 at end of 2019/20, we are currently within this range. The trustees are confident that this would fully cover any wind-up costs for the organisation.

Disclosure of information to auditors

The Members have confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

Moore Kingston Smith

Devonshire House
60 Goswell Road
London
EC1M 7A

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Human Resources

Staff who joined during the year are:

Andrew Judd (Tech), Eduard Trica (Café/FOH), John Sheehan (Senior Tech), Caitlin White (Café), Ashley Baker (Duty Manager), Hanah Elshaw (Duty Manager), Jody Deschutter (Duty Manager), S Adesanyah (Young Artist), K Anomah (Young Artist), K Sulolah (Young Artist), Aiden Craughwell (Café), Paul Palmer (Usher), Jake Tidiman (Usher), N Konan (Café), Alys Beider (Front of House Manager), A Owosoje (Young Artist), Elizabeth Adeyemi (Senior Finance Officer), M Hart (Young Artist), Tasnim Anim (CLAP Apprentice), Kulshoma Ali (Senior Finance Officer), David Taylor (FOH), Jago Edyvean (Usher), Tanya Kuurola (Usher), Alfred Cardona (Creative Schools & Learning Manager Maternity Cover), James Barker (Duty Manager), Kristine Brante (Usher), Lilly Forster (Café/FOH), Richard Muncaster (Executive Director), R Radford (Usher)

Our thanks go to staff who left during the year:

Dorothy Cotter (FOH), Ikeno Pratt (FOH/Cafe), Anders Morris-Knight (Marketing Manager), Eduard Trica (FOH/Cafe), Chi Lin Nim (FOH/Finance), Kulshoma Ali (Senior Finance Officer), Jody Deschutter (Duty Manager), Tom Newton (CLAP Manager), S Adesanyah (Young Artist), L Andricopolou (FOH), S Begum (Usher), Nina Bowers (Usher), N Brangwyn (Café), Mohan Dhar (Artist), M Hart (Young Artist), N Konan (Young Artist), Ailsa McCaughrean (Café), A Awoseje (Young Artist), Paul Palmer (Usher), Leona Peters (FOH), Yourlance Richards (FOH/Cafe), Leah Sterling-Jackson (FOH), Caitlin White (Café), M Yoganathan (Young Artist), Molly Ward (FOH/Cafe), Ashlie Nelson (Head of Programming), Tania Wilmer (CEO)

Statement of trustees' responsibilities

The trustees (who are also directors of Stratford Arts Trust for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that 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.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Trustees Annual Report

The trustees are responsible for 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is 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 auditor is aware of that information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board



Georgina Philippou

Trustee

Dated:.....^{12/01/2021}

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Independent Auditors Report
To the Members of Stratford Arts Trust

Opinion

We have audited the financial statements of Stratford Arts Trust for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, 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 financial statements section of our report. We are independent of the charitable 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.

Emphasis of Matter

We draw attention to note 1, 'Going Concern' and note 18 of the financial statements which describes the effect of the coronavirus on the charitable company and the proposed re-focusing of its activities. Our opinion is not modified in this respect.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Independent Auditors Report
To the Members of Stratford Arts Trust

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. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 trustees' annual report.

We have nothing to report in respect of the following matters where 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
- 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 exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Independent Auditors Report
To the Members of Stratford Arts Trust

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 9, the trustees (who are also the directors of the charitable company for the purposes 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 charitable 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.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. 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.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Independent Auditors Report
To the Members of Stratford Arts Trust

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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

.....
Karen Wardell, Senior Statutory Auditor
for and on behalf of Moore Kingston Smith LLP,
Statutory Auditors

Devonshire House
60 Goswell Road
London EC1M 7AD

Date: 14 January 2021

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Statement of Financial Activities
for the year ended 31 March 2020

| | | Unrestricted Funds £ | Restricted Funds £ | Total 2020 £ | Total 2019 £ |
|----------------------------------------|-------------|-------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| | Note | | | | |
| Income from: | | | | | |
| Donations, grants and legacies | 2 | 334,097 | 376,907 | 711,004 | 688,378 |
| Charitable activities | 3 | 582,392 | 50,600 | 632,992 | 728,319 |
| Trading activities | 4 | 109,890 | - | 109,890 | 165,137 |
| Total | | <u>1,026,379</u> | <u>427,507</u> | <u>1,453,886</u> | <u>1,581,834</u> |
| Expenditure on: | | | | | |
| Charitable activities | | | | | |
| Performing arts & educational activity | 5 | 1,107,081 | 431,133 | 1,538,214 | 1,473,899 |
| Total | | <u>1,107,081</u> | <u>431,133</u> | <u>1,538,214</u> | <u>1,473,899</u> |
| Net income/(expenditure) | | (80,702) | (3,626) | (84,328) | 107,935 |
| Transfers between funds | | - | - | - | - |
| Net movement in funds | | <u>(80,702)</u> | <u>(3,626)</u> | <u>(84,328)</u> | <u>107,935</u> |
| Total funds brought forward | | 217,916 | 81,437 | 299,353 | 191,418 |
| Total funds carried forward | | <u>137,214</u> | <u>77,811</u> | <u>215,025</u> | <u>299,353</u> |

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Balance Sheet
for the year ended 31 March 2020

| | Note | 2020 £ | 2020 £ | 2019 £ | 2019 £ |
|-------------------------------------------------------|------|------------------|----------------|------------------|----------------|
| Fixed Assets | | | | | |
| Tangible assets | 9 | | 72,643 | | 61,288 |
| Current Assets | | | | | |
| Stock | 10 | - | | 3,750 | |
| Debtors | 11 | 45,346 | | 121,845 | |
| Cash at bank and in hand | | <u>372,536</u> | | <u>532,812</u> | |
| | | 417,882 | | 658,407 | |
| Creditors: Amounts Falling due within one year | 12 | <u>(275,500)</u> | | <u>(420,342)</u> | |
| Net Current Assets | | | <u>142,382</u> | | 238,065 |
| Net Assets | | | <u>215,025</u> | | <u>299,353</u> |
| Funds | | | | | |
| Restricted Funds | 14 | | 77,811 | | 81,437 |
| Unrestricted Funds: | 15 | | | | |
| General | | | 64,571 | | 156,628 |
| Designated | | | 72,643 | | 61,288 |
| | | | <u>215,025</u> | | <u>299,353</u> |

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The notes at pages 23 to 36 form part of these accounts

Approved by the trustees on 12/01/2021 and signed on their behalf by:



G Philippou

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Statement of Cash Flows
for the year ended 31 March 2020

| | 2020 £ | 2019 £ |
|---------------------------------------------------------------------------|-------------------------|-------------------------|
| Cash generated from operating activities | | |
| Net cash provided by operating activities | <u>(96,933)</u> | <u>302,846</u> |
| Cash flows from investing activities | | |
| Purchase of property, plant and equipment | <u>(63,343)</u> | <u>(8,516)</u> |
| Net cash (used in) investing activities | <u>(63,343)</u> | <u>(8,516)</u> |
| <i>Change in cash and cash equivalents in the reporting period</i> | <u>(160,276)</u> | <u>294,330</u> |
| Cash and cash equivalents at the beginning of the reporting period | 532,812 | 238,482 |
| Cash and cash equivalents at the end of the reporting period | <u>372,536</u> | <u>532,812</u> |

Reconciliation of net income/(expenditure) to net cash flow from operating activities

| | 2019 £ | 2018 £ |
|---------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Net income/(expenditure) for the reporting period (as per the statement of financial activities) | (84,328) | 107,935 |
| Adjustments for: | | |
| Depreciation charges | 51,988 | 63,877 |
| Decrease/(increase) in debtors | 76,499 | 48 |
| (Increase) in stock | 3,750 | 330 |
| (Decrease)/increase in creditors | <u>(144,842)</u> | <u>130,656</u> |
| Net cash provided by/(used in) operating activities | <u>(96,933)</u> | <u>302,846</u> |

STRATFORD ARTS TRUST

(A Company limited by guarantee)

Notes to the Financial Statements

for the year ended 31 March 2020

1 Accounting Policies

Company information

Stratford Arts Trust is a private company limited by guarantee incorporated in England Wales under the Companies Act 2006. The Address of the registered office is Stratford Circus Theatre Square, Stratford, London, E15 1BX. The nature of the company's operations and its principal activities during the year is stated in the Trustees' Annual Report.

Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), published on 16 July 2014. The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

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 pound.

Going concern

The financial statements are prepared on a going concern basis, which assumes the company will continue in operational existence for the foreseeable future. The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of Stratford Arts Trust to continue as a going concern.

The Trustees have made this assessment for a period of at least on year from the date of approval of the financial statements. The impact on Stratford Arts Trust of the Covid-19 pandemic and the subsequent exit from the Stratford Circus Arts Centre, has necessitated the closure of a number of activities from March 2020, affecting the box office, hires and catering income lines.

As a result, the Trustees have considered the future of the Stratford Arts Trust, and how best to facilitate the objectives through a programme of community engagement, that does not require a permanent arts centre. The Trustees have developed a new business model to fulfil these objectives.

Whilst the closure has had a significant financial impact, Stratford Arts trust has been able to mitigate this by securing emergency governments funds and support from the Arts Council of England and other funders, in addition to reviewing their costs. The Trustees have considered the forecasts and projections for the 12 months following approval of the financial statements, and have taken the organisation's forecasts, projections and risk profile into consideration as it transitions to a non-building-based operation. Whilst there will be financial challenges over the next few years for all Arts organisations, the Trustees are confident their actions to date and revised financial planning will secure the future of the charity and therefore they continue to adopt the going concern basis in preparing the financial statements.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

1 Accounting Policies (continued)

Income

All income is recognised once the charity has entitlement to the income, there is sufficient certainty of receipt so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Donations, are recognised when they have been communicated and this is received in writing stating the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance 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 wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Grants are recognised in full in the Statement of Financial Activities in the year in which they are receivable or any requirement imposed on the grant is fulfilled.

Investment income is recognised on a receivable basis.

Expenditure

Liabilities are recognised as expenditure once there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses, including support costs which include governance costs, are allocated to charitable activities in the statement of financial activities.

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practices, and these costs are included within support costs.

Pension costs

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

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

1 Accounting Policies (continued)

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

| | |
|--------------------------------|-----------------------|
| Plant and machinery | 5 years straight line |
| Fixtures, fittings & equipment | 5 years straight line |
| Computers and software | 3 years straight line |

Fixed assets are reviewed annually for impairment, and adjusted where necessary to take account of this.

Financial instruments

Debtors and creditors receivable or payable within one year of the reporting date are carried at initially at their transaction price and subsequently at settlement value. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments valued at the amount prepaid after taking accounts of any trade discounts due.

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Fund accounting

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

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the accounts.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

1 Accounting Policies (continued)

Critical Accounting Judgements and Estimates

In application of the Charity's accounting policies, the board is 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.

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

There are no estimates and assumptions which are believed to have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the current or prior period.

Employee benefits

The costs of short term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefit.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

2 Donations, grants and legacies

| | Unrestricted £ | Restricted £ | 2020 £ | 2019 £ |
|---------------------------------------|-------------------|-----------------|----------------|----------------|
| Donations and gifts | 4,476 | 12,892 | 17,368 | 17,485 |
| Grants receivable for core activities | 322,871 | 364,015 | 686,886 | 655,898 |
| Corporate giving | 6,750 | - | 6,750 | 14,995 |
| | <u>334,097</u> | <u>376,907</u> | <u>711,004</u> | <u>688,378</u> |

In 2019 £336,306 of the income grants was restricted. All other income from donations, grants and legacies received in 2019 was unrestricted.

3 Charitable activities

| | Unrestricted £ | Restricted £ | 2020 £ | 2019 £ |
|---------------|-------------------|-----------------|----------------|----------------|
| Grant income | - | 50,600 | 50,600 | 46,000 |
| Box office | 189,501 | | 189,501 | 217,436 |
| Rental income | 45,168 | | 45,168 | 40,384 |
| Hire fees | 343,954 | | 343,954 | 409,291 |
| Other income | 3,769 | | 3,769 | 15,208 |
| | <u>582,392</u> | <u>50,600</u> | <u>632,992</u> | <u>728,319</u> |

In 2019 £63,946 of income was restricted. All other income from charitable activities was unrestricted.

4 Trading Activities

| | Unrestricted £ | Restricted £ | 2020 £ | 2019 £ |
|--------------------------|-------------------|-----------------|----------------|----------------|
| Café and catering income | 109,890 | - | 109,890 | 165,137 |
| | <u>109,890</u> | <u>-</u> | <u>109,890</u> | <u>165,137</u> |

In 2019 all income from trading activities was unrestricted.

5 Total resources expended

| | Staff costs £ | Depreciation £ | Other costs £ | Total 2020 £ | Total 2019 £ |
|---------------------------------------------------|---------------------|-------------------|---------------------|--------------------|--------------------|
| <u>Performing arts & educational activity</u> | | | | | |
| Activities undertaken directly | 397,879 | - | 418,155 | 816,034 | 827,562 |
| Support costs | 346,294 | 51,988 | 323,898 | 722,180 | 646,337 |
| Total | <u>744,173</u> | <u>51,988</u> | <u>742,053</u> | <u>1,538,214</u> | <u>1,473,899</u> |

Governance costs, included within support costs includes payments to the auditors of £9,400 (2019 - £8,854) for audit fees.

In 2020 the expenditure on charitable activities was £1,535,164 (2019 - £1,472,403) of which £431,133 (2019 - £937,218) was expenditure from restricted funds, £nil (2019 - £63,889) was expenditure from designated funds and £1,104,031 (2019 - £571,293) was expenditure from unrestricted funds.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

6 Activities undertaken directly

| | 2020 | 2019 |
|--------------------------------------------------------------------------|----------------|----------------|
| | £ | £ |
| Other costs relating to performing arts & educational activity comprise: | | |
| Performing artists | 141,514 | 175,097 |
| Technicians | 7,962 | 8,587 |
| Teachers | 84,391 | 92,869 |
| Miscellaneous | 39,793 | 39,383 |
| Partnership services | 21,403 | - |
| Security costs | 1,325 | 1,792 |
| Advertising | 25,807 | 28,302 |
| Printing | 13,458 | 14,523 |
| Photography | 450 | 1,117 |
| Materials | 43,232 | 55,674 |
| Café costs | 38,820 | 59,682 |
| | <u>418,155</u> | <u>477,026</u> |

7 Support costs

| | 2020 | 2019 |
|-------------------------|----------------|----------------|
| | £ | £ |
| Administrative expenses | 323,898 | 287,731 |
| Staff costs | 346,294 | 294,729 |
| Depreciation | 51,988 | 63,877 |
| | <u>722,180</u> | <u>646,337</u> |

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

8 Staff costs and trustee remuneration

| | 2020 | 2019 |
|--------------------------------------------------------------|----------------|----------------|
| Number of employees | | |
| The average monthly number of employees during the year was: | 41 | 44 |
| The full time equivalent average number of employees was: | | |
| Core staff members | 18 | 17 |
| Sessional workers | 7 | 5 |
| | <u>25</u> | <u>22</u> |
| Employment costs | 2020 | 2019 |
| | £ | £ |
| Salary costs | 741,497 | 672,317 |
| Social security costs | 50,925 | 44,960 |
| Pension costs | 15,386 | 12,931 |
| | <u>807,808</u> | <u>730,208</u> |

Included in the above is £94,178 allocated to project costs.

There were nil employees (2019: Nil) whose annual emoluments were £60,000 or more.

None of the trustees received any remuneration or reimbursement of expenses during the period.

Key management personnel include the Trustees, and senior management. The total employee benefits, including pension costs, of the charity's key management personnel were £200,626 (2019: £189,663).

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

| 9 Tangible and Intangible Fixed Assets | Intangible assets | Computer equipment | Plant and machinery | Fixtures, fittings & equipment | Total |
|-----------------------------------------------|--------------------------|---------------------------|----------------------------|-------------------------------------------|----------------|
| | £ | £ | £ | £ | £ |
| Cost | | | | | |
| At 1st April 2019 | 14,062 | 38,669 | 231,287 | 95,459 | 379,477 |
| Additions | 4,613 | - | 54,304 | 4,426 | 63,343 |
| As at 31 March 2020 | <u>18,675</u> | <u>38,669</u> | <u>285,591</u> | <u>99,885</u> | <u>442,820</u> |
| Depreciation | | | | | |
| At 1st April 2019 | 14,062 | 38,613 | 181,122 | 84,392 | 318,189 |
| Charge for year | 897 | 56 | 40,031 | 11,004 | 51,988 |
| As at 31st March 2020 | <u>14,959</u> | <u>38,669</u> | <u>221,153</u> | <u>95,396</u> | <u>370,177</u> |
| Net Book Value | | | | | |
| As at 31 March 2020 | <u>3,716</u> | <u>-</u> | <u>64,438</u> | <u>4,489</u> | <u>72,643</u> |
| As at 31 March 2019 | <u>-</u> | <u>56</u> | <u>50,165</u> | <u>11,067</u> | <u>61,288</u> |

All fixed assets in 2020 and 2019 relate to designated funds.

| 10 Stock | 2020 £ | 2019 £ |
|--------------------------------|-------------------|-------------------|
| Café stock | <u>-</u> | <u>3,750</u> |
| | <u>-</u> | <u>3,750</u> |
| 11 Debtors | 2020 £ | 2019 £ |
| Trade Debtors | 14,990 | 93,246 |
| Other debtors | 10,924 | - |
| Prepayments and accrued income | <u>19,432</u> | <u>28,599</u> |
| | <u>45,346</u> | <u>121,845</u> |

All debtors in 2020 and 2019 relate to unrestricted funds.

STRATFORD ARTS TRUST
(A Company limited by guarantee)
Notes to the Financial Statements
for the year ended 31 March 2020

| 12 Creditors: amounts falling due within one year | 2020 | 2019 |
|----------------------------------------------------------|-----------------------|-----------------------|
| | £ | £ |
| Trade creditors | 119,159 | 195,805 |
| Other creditors | 21,877 | 21,146 |
| Accruals | 40,903 | 92,291 |
| Deferred income | <u>93,561</u> | <u>111,100</u> |
| | <u><u>275,500</u></u> | <u><u>420,342</u></u> |

All creditors in 2020 and 2019 relate to unrestricted funds.

| | 2020 | 2019 |
|---------------------------------|----------------------|-----------------------|
| | £ | £ |
| Deferred income brought forward | 111,100 | 106,302 |
| Released in the year | (111,100) | (106,302) |
| Income deferred | <u>93,561</u> | <u>111,100</u> |
| Deferred income carried forward | <u><u>93,561</u></u> | <u><u>111,100</u></u> |

Deferred income relates to hire costs and performances relating to the next financial period.

| 13 Pension and other post-retirement benefit commitments | 2020 | 2019 |
|-----------------------------------------------------------------|---------------|---------------|
| Defined contribution | £ | £ |
| Contributions payable by the company for the year | <u>15,386</u> | <u>12,931</u> |

Contributions outstanding at the year end 2020 were £257 (2019: £2654).

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14 Restricted funds

| Year to 31 March 2020 | Brought Forward £ | Income £ | Expenditure £ | Transfers | Carried forward £ |
|------------------------------------------------------------|------------------------------|---------------------|--------------------------|------------------|------------------------------|
| London Borough of Newham | | | | | |
| Every Child a Theatre Goer | - | 65,600 | (65,600) | - | - |
| Stratford Arts Social | 10,000 | - | (10,000) | - | - |
| National Foundation for Youth Music | 4,453 | - | (4,453) | - | - |
| National Foundation for Youth Music - Newham Harmony | 5,139 | 45,500 | (43,060) | - | 7,579 |
| City Bridge Trust - Blue Sky | (1,886) | 28,770 | (26,297) | - | 587 |
| Foyle Foundation - Blue Sky | - | 10,000 | (6,010) | - | 3,990 |
| East End Community Foundation - PMLD Sensory Theatre | 3,000 | 3,000 | (3,000) | - | 3,000 |
| BBC Children in Need - The Acorn Project | 10,949 | 22,016 | (24,021) | - | 8,944 |
| ACE - Creative Conversations | 527 | - | (527) | - | - |
| ACE - Celebrating Age | 25,258 | 25,853 | (45,464) | - | 5,647 |
| ACE - London Outdoors Arts Touring Network | (9,327) | - | 9,327 | - | - |
| Cockayne Grants for the Arts & London Community Foundation | - | | | - | - |
| The D'Oyly Carte Charitable Trust | 3,500 | | (3,500) | - | - |
| Circulate - ACE/LBN | 10,000 | - | (10,000) | - | - |
| Anonymous Development | 11,250 | - | - | - | 11,250 |
| Foundation for Future London | 5,000 | 17,500 | (17,991) | - | 4,509 |
| Esmee Fairbairn - Creative Schools | (975) | 40,667 | (36,073) | - | 3,619 |
| Newham Harmony - Creative Schools | - | 9,604 | (11,600) | - | (1,996) |
| City of London Corporation - Creative Schools | 2,872 | 21,875 | (7,203) | - | 17,544 |
| Future Arts Centre Commission - The DeCameron Project | 1,677 | - | (1,677) | - | - |
| Goldsmiths - Stratford Arts Social | - | 3,000 | (3,000) | - | - |
| The Teale Trust - Summer Give | - | 600 | (600) | - | - |
| Full Hearts Full Tummies | - | 3,138 | - | - | 3,138 |
| Amal Foundation - Children's Theatre | - | 9,585 | (9,585) | - | - |
| Subtotal | 81,437 | 306,708 | (320,334) | - | 67,811 |

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Notes to the Financial Statements
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14 Restricted funds (continued)

| Year to 31 March 2020 | Brought Forward £ | Income £ | Expenditure £ | Transfers | Carried forward £ |
|------------------------------------------|------------------------------|---------------------|--------------------------|------------------|------------------------------|
| Subtotal | <u>81,437</u> | <u>306,708</u> | <u>(320,334)</u> | <u>-</u> | <u>67,811</u> |
| Aspers Good Causes | - | 999 | (999) | - | - |
| London Borough of Newham - Chiller Grant | - | 27,500 | (27,500) | - | - |
| ACE | - | 18,180 | (18,180) | - | - |
| Future Foundation for London | - | 10,000 | - | - | 10,000 |
| The Childhood Trust - FHFT | - | 11,409 | (11,409) | - | - |
| The Childhood Trust - The Summer Give | - | 5,758 | (5,758) | - | - |
| Partnership Services | - | 42,938 | (42,938) | - | - |
| STEP - Internship | - | 4,015 | (4,015) | - | - |
| Total 2020 | <u>81,437</u> | <u>427,507</u> | <u>(431,133)</u> | <u>-</u> | <u>77,811</u> |

| Year to 31 March 2019 | Brought Forward £ | Income £ | Expenditure £ | Transfers | Carried forward £ |
|------------------------------------------------------------|------------------------------|---------------------|--------------------------|------------------|------------------------------|
| London Borough of Newham | | | | | |
| Every Child a Theatre Goer | - | 46,200 | (46,200) | - | - |
| Stratford Arts Social | - | 10,000 | - | - | 10,000 |
| Performance and craft workshops | - | 1,600 | (1,600) | - | - |
| Black Theatre Live | - | 800 | (800) | - | - |
| National Foundation for Youth Music | 5,175 | 17,981 | (18,703) | - | 4,453 |
| National Foundation for Youth Music - Newham Harmony | - | 34,075 | (28,936) | - | 5,139 |
| City Bridge Trust - Blue Sky | 2,674 | 31,080 | (35,640) | - | (1,886) |
| East End Community | 2,994 | 3,000 | (2,994) | - | 3,000 |
| BBC Children in Need - The Acorn Project | 13,752 | 51,083 | (53,886) | - | 10,949 |
| ACE - Creative Conversations | 1,296 | 7,407 | (8,176) | - | 527 |
| ACE - Celebrating Age | - | 41,708 | (16,450) | - | 25,258 |
| ACE - London Outdoors Arts Touring Network | - | 55,928 | (65,255) | - | (9,327) |
| Cockayne Grants for the Arts & London Community Foundation | (567) | 5,000 | (4,433) | - | - |
| Subtotal | <u>25,324</u> | <u>305,862</u> | <u>(283,073)</u> | <u>-</u> | <u>48,113</u> |

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Notes to the Financial Statements
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14 Restricted funds (continued)

| Year to 31 March 2019 | Brought Forward £ | Income £ | Expenditure £ | Transfers | Carried forward £ |
|-------------------------------------------------------|------------------------------|---------------------|--------------------------|------------------|------------------------------|
| Subtotal | 25,324 | 305,862 | (283,073) | - | 48,113 |
| The D'Oyly Carte Charitable Trust | 3,000 | 3,500 | (3,000) | - | 3,500 |
| Circulate - ACE/LBN | - | 10,000 | - | - | 10,000 |
| Aspers Good Causes Fund | 2,384 | - | (2,384) | - | - |
| Full Hearts Full Tummies | - | 16,426 | (16,426) | - | - |
| Anonymous Development Foundation for Future London | 12,250 | - | (1,000) | - | 11,250 |
| | - | 12,500 | (7,500) | - | 5,000 |
| Esmee Fairbairn - Creative Schools | - | 20,334 | (21,309) | - | (975) |
| City of London Corporation - Creative Schools | - | 3,125 | (253) | - | 2,872 |
| Future Arts Centre Commission - The DeCameron Project | - | 8,110 | (6,433) | - | 1,677 |
| Summer School | - | 7,602 | (7,602) | - | - |
| The Next Big Sing | - | 3,980 | (3,980) | - | - |
| Mencap for Blue Sky Actors | - | 6,463 | (6,463) | - | - |
| All Stars Jazz | - | 400 | (400) | - | - |
| Creative Schools | - | 1,950 | (1,950) | - | - |
| Total 2019 | 42,958 | 400,252 | (361,773) | - | 81,437 |

| | |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Newham Harmony | Schools Choirs Project delivered with resident NewYVC Choir in partnership with Newham Music |
| Blue Sky Actors | Resident Company of Actors with disabilities and/or learning difficulties delivered with FaceFront |
| PMLD Sensory Theatre | Specialist Immersive Theatre for participants with profound and multiple learning difficulties |
| The Acorn Project | Creative Activities for Early Years children to support brain development and school readiness |
| Creative Conversations | Exploring new international creative partnerships with multi-artform cultural centres in Europe with Future Arts Centres |
| Stratford Arts Social | Arts Activities for Older Adults to prevent loneliness and isolation |
| Cirulate | Outer London Touring Network for Outdoor Arts |
| Every Child a Theatre Goer | Free theatre tickets for Year 6 children of a specially commissioned production delivered in partnership with LBN |
| The Decameron Project | Storytelling Project with emerging artists and Likeminds delivered with The Albany |
| The Summer Give | Core funding to support work delivered for Children and Young People |

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14 Restricted funds (continued)

| | |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Full Hearts Full Tummies | Free theatre tickets for Christmas show and meals for families facing challenges |
| Commission Children's Theatre | Children's Theatre Commission for Muslim-led theatre companies |
| Theatre Tickets | Free theatre tickets for groups that have barriers towards theatre engagement |
| Internship | Paid internship to diversify the arts sector |
| Creative Schools | Schools brokerage which supports schools to embed creative activities in their curriculum with arts organisations |

All balances at 31 March 2020 are on-going projects.

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

15 Unrestricted funds

| | Brought Forward | Income | Expenditure | Transfers | Carried forward |
|------------------------------|------------------------|------------------|--------------------|------------------|------------------------|
| Year to 31 March 2020 | £ | £ | £ | £ | £ |
| General Fund | 156,628 | 1,026,379 | (1,055,093) | (63,343) | 64,571 |
| Designated Fund: | | | | | |
| Fixed asset fund | 61,288 | - | (51,988) | 63,343 | 72,643 |
| Total 2020 | <u>217,916</u> | <u>1,026,379</u> | <u>(1,107,081)</u> | <u>-</u> | <u>137,214</u> |
| | Brought Forward | Income | Expenditure | Transfers | Carried forward |
| Year to 31 March 2019 | £ | £ | £ | £ | £ |
| General Fund | 31,811 | 1,181,582 | (1,048,249) | (8,516) | 156,628 |
| Designated Fund: | | | | - | |
| Fixed asset fund | 116,649 | - | (63,877) | 8,516 | 61,288 |
| Total 2019 | <u>148,460</u> | <u>1,181,582</u> | <u>(1,112,126)</u> | <u>-</u> | <u>217,916</u> |

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16 Analysis of net assets between funds

| | Unrestricted funds £ | Designated funds £ | Restricted funds £ | Total £ |
|------------------------------|----------------------------|--------------------------|--------------------------|----------------|
| Year to 31 March 2020 | | | | |
| Tangible fixed assets | - | 72,643 | | 72,643 |
| Current Assets | 340,071 | - | 77,811 | 417,882 |
| Current Liabilities | (275,500) | - | - | (275,500) |
| Total Funds | <u>64,571</u> | <u>72,643</u> | <u>77,811</u> | <u>215,025</u> |
| | | | | |
| | Unrestricted funds £ | Designated funds £ | Restricted funds £ | Total £ |
| Year to 31 March 2019 | | | | |
| Tangible fixed assets | - | 61,288 | - | 61,288 |
| Current Assets | 576,970 | - | 81,437 | 658,407 |
| Current Liabilities | (420,342) | - | - | (420,342) |
| Total Funds | <u>156,628</u> | <u>61,288</u> | <u>81,437</u> | <u>299,353</u> |

17 Related Party Transactions

During the year, the 5 Trustees gifted donations of £665 (2019: £2,025 by 5 Trustees).

At the year end there was a balance owed to L Atkinson of £1,234 in relation to fees for the interim CEO role. The costs were incurred after resigning as a Trustee.

18 Post Balance Sheet Events

The following events have occurred since the balance sheet date

- Stratford Arts Trust has agreed with our landlord, The London Borough of Newham to vacate the Stratford Circus venue on 20th November 2020. In anticipation of this, SAT has altered its operating model to one that no longer requires a building. This has been done in agreement with Arts Council England – our principal funder who has committed to support us until March 2023 (subject to the usual payment conditions). Because of this we have:
 - Made staff redundant whose roles relate to the management of the building
 - Sold the majority of our assets to the London Borough on Newham
 - As at the date of approval of these financial statements, the process of transition has been successful and SAT is expecting to be fully operation under its new business model by the end of the March 2021
 - As a result of the Covid 19 pandemic, SAT was required to close the Stratford Circus venue from late March 2020 in line with government restrictions. This had a significant impact on our ability to generate earned income from ticket sales, room hire and catering. This has been mitigated by making cost savings associated with not running our usual programme of activities and successfully securing a number of 'crisis fund' grants. The Trust was able to balance its budget to a large extent and relied on its unrestricted reserves to meet these unexpected costs.