

Registered number: 07090305
Charity Number: 1137420

STAG COMMUNITY ARTS CENTRE
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)
FOR THE YEAR ENDED 31 MARCH 2022

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STAG COMMUNITY ARTS CENTRE
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FOR THE YEAR ENDED 31 MARCH 2022

General information

Trustees

Nicholas Busvine OBE, Chairman

Elisabeth Ancrum (appointed 18 June 2022)

Keith Bonin

Sue Camp

Merilyn Canet

Tony Clayton

Victoria Granville-Baxter

Roderick Hogarth

Rachel Parry

Richard Parry

Robert Piper

Simon Raikes

Claire Shea (Vice-Chairman)

Edward Waite (resigned 26 February 2022)

Company registered number

07090305

Charity registered number

1137420

Registered Office

London Road

Sevenoaks

Kent TN13 1ZZ

Bank

Natwest plc

67 High Street

Sevenoaks

Kent TN13 1LA

Auditor

Crowe U.K. LLP

Riverside House

40-46 High Street

Maidstone

Kent ME14 1JH

STAG COMMUNITY ARTS CENTRE
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CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

For a third year, The Stag's annual report to you and to the Charity Commission has been impacted by the commercial and operational limitations created by the pandemic and the restrictions put in place by the Government. I and the trustees of The Stag send our best wishes and thanks to all of our loyal supporters and, where the impact of Coronavirus has been extreme or on-going, we send our thoughts and best wishes to you, your families and your friends.

The Stag, along with all theatres and cinemas was finally allowed to re-open on July 19th 2021 after partially re-opening on 17th May. This report covers the financial situation between 1st April 2021 and 31st March 2022, but it would be wrong for me not to comment on our activities later in 2022 looking at the gradual recovery in visitor numbers as the year continued.

The staff, led by Andrew Eyre have continued to work incredibly hard to keep in contact with our current hirers, develop new hirers for the future and enhance the range of films shown in Sevenoaks. It has been an incredible performance by Andrew and the team to keep the Stag show on the road – and the people of Sevenoaks owe them a massive debt of gratitude.

I also want to give my heartfelt thanks once again to our ticket buying public. It is a testament to the level of local support for the Stag that so many local people continue to help us keep arts and culture alive in Sevenoaks. But I am bound to say that post-pandemic attendance levels are not yet where they need to be.

Visits to the cinema have gradually increased since we first reopened in July 2021, when initially numbers were 55% down from pre-pandemic levels. This reflects the slow and cautious public return to theatre and cinema (and other hospitality venues) across the country and represents a continuing red flag warning to the people of Sevenoaks about The Stag's long-term viability. Numbers have slowly recovered but still remain around 35% lower than pre-pandemic levels. When one also takes into account wider economic factors affecting all of us, the risk remains of failing to achieve the rate of recovery we need, putting the survival of The Stag in the balance once again.

The concerns last year that paid-for video streaming services would replace first showings in cinemas have faded a little. The new situation remains nuanced, with the traditional film houses continuing to support independent cinemas by providing a theatrical release window before releasing new films on-line or to streaming services. The new film creators and distributors (principally Amazon and Netflix) continue to spend very large sums creating and distributing new content only some of which is seen on the big screen in cinemas.

I am glad to see the success of many of the theatrical shows which choose The Stag as their preferred venue and it is clear that many of the people of Sevenoaks continue to relish an evening out with friends or family. As with the cinema, the recovery remains somewhat sporadic and slow. However, we continue to attract many hirers and promoters across many genres, which I hope bodes well for the future. Though it need hardly be said that the simple truth of it is that all hospitality venues – and The Stag is no different – need the support of people visiting and buying tickets if they are to remain viable.

In spite of all the challenges we face, Jamie Alexander Wilson produced a truly brilliant pantomime of Treasure Island featuring Melissa Jacques (the star of the London and Los Angeles productions of "Everybody's talking About Jamie"), the ever-present Silly Billy and enhanced by the graphical wizardry of Simon Cossons.

I also wanted to comment on the Stag Youth Theatre's work following the lifting of pandemic restrictions which has gone on to be even bigger and better with drama and film groups covering all ages from eight to eighteen. The play-writing course which started during lockdown and which provided such a creative release to its members has become an annual Halloween Festival which delivered excellent entertainment in October 2021 and repeated that success in 2022. The Film in a Week courses continue to sell out and produce excellent professional films which have their premières in the Stag Cinema.

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CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

When we set out to re-invigorate The Stag in 2009, we promised to keep ticket money and hirer booking fees safe and secure – something which hadn't happened with previous custodians of The Stag. Despite the unexpected pandemic-related upheavals we have endured, that promise we made as Trustees has been kept. During the lockdowns we returned more than £250,000 to hirers and ticket holders. We were also very grateful to receive so many donations to ensure the survival of The Stag for the people of Sevenoaks. It gives me enormous pleasure to acknowledge once again the sources of grant funding and donations that have kept The Stag afloat during challenging times. The Trustees are grateful to them all.

Donations made to The Stag	2020-2021
Government (theatre)	£444,395 (plus £211,908 in 2021-2022)
Government (Furlough Scheme payments)	£209,402 (plus £65,275 in 2021-2022)
Sevenoaks Town Council	£125,000
Public Appeal	£75,000
Ticket refund donations	£29,000
Live on the Vine	£10,500
Plaza Doors	£9,900 (Theatres Trust & Envoert Grants)
Government (cinema)	£9,800
Gift	£2,000
Friends of Stag	£2,500
HMRC Gift Aid	£6,000
Sevenoaks District Council	£25,000

Every pound donated to The Stag means a better chance of survival – and the continued provision of theatre shows, cinema and meeting facilities to the people of Sevenoaks and beyond, which is our charitable commitment to the people of Sevenoaks.

Our lockdown refurbishments mean that more meeting space is available in the centre of Sevenoaks – in the theatre, the Stag Plaza and in the Limelight Meeting Room. All provide excellent audio-visual facilities and can support meetings from a dozen to 450.

Looking back to our pre-pandemic year 2019-2020, I am reminded just what The Stag is capable of delivering in support of our local community - which, of course, is at the heart of what our charity aims to do. It is always worth reminding ourselves that when we took over The Stag in 2009 from its fourth bankruptcy, we set out to use an underlying commercial model to enhance the viability and delivery of cultural facilities to the community of Sevenoaks and surrounding villages. Our performance in the period before Covid struck was, in many ways, an affirmation of a strategy that generated a ten-year success story for The Stag.

The enforced closure of The Stag as a result of the pandemic therefore came as a cruel blow. Thanks to the local community and central government support, we have weathered the immediate Covid storm. As we emerge from this global health crisis, our overriding aim will be to reinvigorate the successful business model that has served us so well, while retaining the managerial flexibility to respond to any lasting changes in social behaviour that the pandemic may have engendered. I am glad to report that in 2021 we returned to providing our mix of first-run film release films for everyone, young or old, family or friends. In particular, of course, we are proud that nearly 90% of the films we showed this year were aimed at families or at those who want to explore more challenging and sophisticated artistic themes.

Our cinema sales up to March 2022 continue to be reduced compared with pre-pandemic times and whilst theatre bookings by hirers continue at a high level the response of customers to watch those shows has been variable.

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CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

Our policy has always been and will continue to be to put any available funds back into the business and the building with the continued aim of keeping The Stag going and improving its services for the long-term.

	2022	2021
Turnover	£1,064,023	£1,027,453
Net (expenditure)/income (before transfers)	-£43,034	£ 84,170
Contribution from/(to) Project Reserves	£48,153	-£ 80,000
Operating Surplus	£5,119	£ 4,170
Funds at 31 March 2022	£332,671	£375,705
Available Project Reserve funds after ongoing commitments for improvements to the building	£175,106	£223,259

Thanks to the donations made so generously by the people of Sevenoaks and through the Culture Recovery Fund, we have been able to complete the following projects:

- The Stag Plaza refurbished with new equipment, new doors and re-decoration.
- Refurbished and replaced the foyer toilets, upper foyer toilets and the basement ladies toilet
- Updated the architectural lighting in the Stag Plaza to LED
- Refurbished the Limelight Meeting room with A/V equipment and coffee facilities
- Upgraded our foyer and upper foyer marketing displays to digital screens
- Installed WiFi throughout the building
- Re-wired the computer network
- Replaced the last of the 1984 and 1991 worn out carpeting
- Refurbished the top floor meeting room
- Made some longstanding building repairs and improvements

Our developing Stag Arts Festival was a casualty of closure in 2020, but successfully returned in September 2021 with dance, drama, film and musical with Peter Pan. We organised The Stag's Town Takeover in 2021 and at the time of writing again in 2022 although our third Stag Arts Festival unfortunately had to be cancelled.

The Stag is one of the features that makes Sevenoaks such an interesting and unique town for us all. The Stag's reputation as a community arts facility with a broad offering continues to spread.

We are attracting new dance and performing arts schools to our large stage and excellent facilities such as multiple dressing rooms and backstage areas. We also continue to welcome the Stag Youth Theatre (SYT) with their drama and film productions. These are written, directed, performed (and filmed) by members of SYT under the guidance of the multi-talented Simon Cossons. Simon is a very welcome technical and creative star at The Stag and a valuable cultural asset for Sevenoaks.

Youth activities and community support are central planks of what The Stag does in Sevenoaks. I welcome you to study this annual report for 2021-2022 and very much hope that you will again return to visiting The Stag to see the many music, drama, dance and other events in the theatre, our cinemas and the Plaza which are already booking into our schedules through 2022 and into 2023. I am even told we are taking bookings into 2024 and 2025

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CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

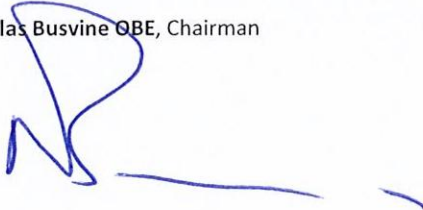
I am proud to advise that a long-standing plan to put solar panels on the large and South-facing roof spaces at The Stag is beginning to take shape. You have seen in the last couple of years the phenomenal level of grants which Andrew's team has managed to secure. Applying for these is not the work of a moment, they involve a huge amount of time in completing the necessary forms and formulating a compelling case for support. Without these grants, we would have lost The Stag – so, we all owe Andrew and the team an enormous thank you.

I ask that you consider a night out at The Stag with perhaps a meal in town as an accompaniment to the entertainment. Last year, I committed to working as hard as possible to keep The Stag open and I am glad and proud to tell you not only that The Stag remains open and a key part of Sennockian life but that if we work at it, there is every reason to be confident about The Stag's future. I and the other Trustees remain absolutely committed to ensuring that The Stag continues to fulfil its charitable aims.

We continue to operate full-time showing the latest films, specialist Stag Select performances such as drama, opera, musical theatre and cultural documentaries and multiple varied theatre, dance and music performances.

But I must conclude that we continue to face a real challenge. Operating full-time means full cost and, in this early stage of our recovery, The Stag's operating income from its activities is not yet sufficient to cover operating costs and there is a continued reliance upon donations and grants. As Christmas approaches, now is the time to support your local theatre and cinema (and your local pub and restaurant) by buying tickets and helping us all to survive, generate the buzz around town we had before the pandemic struck and ensure the services we have had in Sevenoaks remain secure for us all to enjoy in the future.

Nicholas Busvine OBE, Chairman



29th November 2022

**STAG COMMUNITY ARTS CENTRE
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**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Stag Community Arts Centre (the Charity/The Stag/SCAC) for the year ended 31 March 2022. The Trustees confirm that the Annual report and financial statements of the Charity comply with the current statutory requirements, the requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The Stag Community Arts Centre is a registered UK charity (No. 1137420) and a company (No.07090305) limited by guarantee. Our registered office is:

Stag Community Arts Centre
London Road
Sevenoaks
Kent TN13 1ZZ

Charity Objectives

The Stag continues to operate as a receiving house and as a hire-only facility in the performance spaces. It continues to use volunteers extensively.

The principal objects of the Charity, as set out in the Memorandum and Articles of Association are:

- (1) to advance education for the public benefit in the appreciation and practice of the arts, including the arts of drama, film, dance, singing and music, in particular but not exclusively through the provision and production of theatre plays and educational and art based films and associated participation and educational activities; and
- (2) such charitable purposes for the benefit of the inhabitants of Sevenoaks and the surrounding area as are charitable according to the laws of England and Wales as the Trustees may from time to time determine.

The Stag Community Arts Centre acts in the best interest of the local community by:

- (i) Assisting the sustainability of the local economy of the town, particularly the night time economy and the tourism economy;
- (ii) Retaining a valuable social and leisure facility for both performers and audiences;
- (iii) Working to try and enable the development of youth services both in performing arts and Youth Outreach services;
- (iv) Retaining an iconic building in the town and preserving the street scene.

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Activities for this financial year (2021-2022) continue to be affected by the commercial impacts of pandemic lockdowns. Until Government restrictions were finally completely lifted on 19th July 2021, The Stag had been completely closed for 336 days. However the commercial path to recovery and the return to pre-pandemic visitor numbers remains a long and slow one.

The Stag has continued towards its charitable aims even during periods of Government restrictions. The underlying charitable and artistic aims for The Stag, its Trustees and its staff have not changed since it re-opened in 2009 - providing facilities for hundreds of events of all types, providing a focus for local groups and a location for national and touring groups to perform for the people of Sevenoaks. During restrictions and when permitted we provided facilities for young people and since then The Stag has continued to support local amateur performing arts groups with significant reductions in hiring rates providing an excellent route to professional theatre services for local community groups. A strong outcome from that support during lockdown has been the creation of a Youth Theatre writers group which then performed that new writing of 11 new plays on the main stage in October 2021. The success of this creative outlet for young people means we will continue this scheme in 2022 and our thanks go to Simon Cossons and the Stag Youth Theatre.

SYT (the Stag Youth Theatre) and the Stag's Youth Outreach provision are now well established. The Stag has not received any identified grant money specifically to support youth based activities since 2015. The Charity has continued to build on the early year successes when those grants were available and continues to provide from its own revenues both reduced pricing for local state school performances and some limited support for youth groups. The Stag principally provides facilities now for two youth groups (RARE Productions and the Stag Youth Theatre) and although we were unable to mount it in 2021, The Stag's Arts Festival. SYT provides drama, play-writing and film-making courses. We welcomed back, post-pandemic, RARE with their production of Peter Pan in October. During the pandemic and as we emerged from those restrictions, youth activities were allowed and encouraged.

The cinema continues to show first run films on their date of national release alongside our continuous development of Stag Select live transmissions, cult, classic films and specialised films such as the increasingly popular art documentary shows which allow close up examination of pictures and artifacts in 4K high definition - often allowing a better view than would be possible in the museum itself. We also provide facilities for a variety of private hire & community users. The Stag has also enabled locally made films to be shown as part of the 'Film in a Week' original output from the Stag Youth Theatre. External donors, grant bodies and the Friends of Stag continue to provide financial and support through benefit in kind. We welcome offers of help, grants and bequests to help the work of The Stag in its charitable objectives.

The large number of cafes available in the town meant that it wasn't possible to re-open the Stag Café post-pandemic. The space is used for meetings and events during the day and as a bar in the evening. The Bar continued to operate in the evening during theatre events when it is manned by volunteers.

The Trustees once again thank both our staff and our enthusiastic group of volunteers without whom the Stag could not operate so well. As the theatre gradually re-opened the volunteers also came back to help and post-pandemic we have welcomed a number of new volunteers to the team. All our people not only give their time but also their passion to continue the success the Stag enjoys. The small group of staff is supported by the volunteers who regularly receive plaudits from customers and hirers. We particularly want to once again thank Chris Holgate who continues to paint everything in sight, fabricate shelves and other work to make The Stag shine and work better all around. Staff and volunteers are two sides of the same coin providing the individual service to customers and hirers.

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Achievements this year and aims for the future

As a charity all infrastructure and equipment investment depends upon the availability of funds either generated within the business or from external grant funding. Developments and improvements are carried out as funds are available.

The Stag began to re-open, post-pandemic restrictions, on 17th May and finally without capacity restrictions on 19th July. The careful and hard work by the marketing and events teams during the lockdowns meant that we remained in contact with our theatre and Plaza hirers waiting for restrictions to be lifted. This meant we were prepared and our hirers were ready to return. The return of customers to see films and shows was less controllable and much slower. This creates a commercially difficult situation for hirers which rely on ticket sales for their income. The Stag's work has always been to provide excellence in facilities and services so that hirers are successful in their shows - and then return to The Stag providing the successful provision of our charitable objectives. As time has passed, audiences have begun to slowly return but still remain below pre-pandemic levels.

The Stag has continued its aims to improve the facilities provided to hirers and customers.

- The Stag Plaza refurbished with new equipment, new doors and re-decoration.
- Refurbished and replaced the foyer toilets, upper foyer toilets and the basement ladies toilet
- Updated the architectural lighting in the Stag Plaza to LED
- Refurbished the Limelight Meeting room with A/V equipment and coffee facilities
- Upgraded our foyer and upper foyer marketing displays to digital screens
- Installed WiFi throughout the building
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- Replaced the last of the 1984 and 1991 worn out carpeting
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Theatre

In this financial year (2021-2022) The Stag alongside cinemas and theatres across the country began to re-open post-pandemic as restrictions were relaxed. It remains a difficult period commercially across the country as the public remain reluctant to return. However the reputation of The Stag in providing excellence in facilities and services remains and we continue to enjoy strong relationships with many promoters and individual bands. We look forward to the return to our stage of our local groups such as Sevenoaks Entertainers, Kentish Opera and Sevenoaks Players.

The Stag continues to be thankful to the Government which provided survival and long-term viability funding over the pandemic lockdowns. Donations from local councils and importantly generous donations from the people of Sevenoaks meant The Stag was able to continue and complete its refurbishment of the theatre and its equipment. Following the work done during the pandemic shutdowns, The Town Council and the Charity have now invested nearly £1.3M in capital improvements to the building since 2009. Hirer feedback for the facilities and service – both technical and front of house service provided at the Stag Theatre continues to be strong and positive with many new companies beginning to use the excellent on-stage and backstage facilities The Stag provides.

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Cinema

Cinema distributors have followed through on their commitment to provide new content and in particular the block buster films which most attract larger audiences. The release (finally) of the latest Bond film (No Time to Die) plus the latest in the Spiderman franchise (No Way Home), the Spielberg re-make of West Side Story and the family films Sing 2 and Peter Rabbit 2 provided the biggest sellers at The Stag.

The Stag continued to provide its Stag Select strand of specialist event performances with numerous National Theatre shows such as Leopoldstadt and The Book of Dust, along with many other genres such as the London stage version of Cole Porter's Anything Goes and Branagh's Romeo and Juliet. We also re-introduced and extended our strand of specialist art films with films on Frida Kahlo and Raphael plus introducing the New York Metropolitan Opera with their shows of Carmen and Porgy & Bess. We also showed live concert films from the Doors and the Beatles.

The Stag deliberately continues to programme a wonderful mix of film aimed at all ages covering films for the whole family from younger to older. Overall a list of films to suit everyone's taste. We have returned to showing first-run films 7 days per week 52 weeks per year providing family friendly and local service & facilities with excellent value.

The Charity continued to show its community ethos with community events whenever we could. We will continue to look for high quality productions which we can use as Stag Select presentations.

We continue to show our current films as Parent & Baby / Autism friendly screenings where the lights are turned up and the sound turned down providing a safe environment for new parents to enjoy watching a film without worrying that their children cause interruption and upset to other customers. We have started providing sub-titled films more regularly. We have continued to provide booster seats for our customers (mainly small children but also some small adults!) in our cinemas.

Stag Plaza

The Stag Plaza is an increasingly popular choice providing superb low cost value and a flexible space for hirers and customers for all forms of shows covering meetings, music and drama. The Stag Plaza remains available for training seminars, community and business meetings.

Bars & Kiosks

The Stag continues to follow its community ethos by providing refreshments in child and family friendly servings and pricing. The range of refreshments continues to be monitored and enhanced when suitable products are available. Ice cream tubs in various flavours continue to be a popular offering at theatre and cinema shows.

The Art Wall continues to be available as the only free and freely available display space in Sevenoaks. It displays a selection of the Town Council's modest art collection when The Stag doesn't have a community or professional display booked in to use it.

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Theatre and Stag Plaza events continue to be supported by volunteers for front of house support backed up by a dedicated staff event manager in addition to the on-site Duty Manager. The volunteers not only provide support during the evening shows but during matinees, meetings and special events. Our team of volunteers also assist with administration and other tasks within the charity. Without them the Charity could not operate so successfully and the Trustees are deeply grateful.

Marketing

The Stag has replaced its in-house poster displays with TV adscreens in both the main foyer, the upper foyer and linking spaces. These can display static pictures and GIFs as well as video content. We have returned to printing a bi-monthly What's On brochure with distribution to local shops and supermarkets. We continue to look for areas of marketing where printed materials work best but concentrate on social media and direct regular email contact.

The Stag continues to provide eTickets for our customers with quick and direct access to tickets which do not even have to be printed. This has now been enhanced by the use of QR codes. Electronic tickets can be shown at the theatre or cinema door on your smart phone or tablet. Our use of social media such as twitter and facebook now includes Instagram and produces excellent marketing feedback including visible ticket sales. We also provide print and design services to hirers.

The Stag has a close relationship with Sevenoaks TownTeam and hosts an advertising video screen in the foyer which provides tourist and business information for visitors. The Stag has a community presence on an advertising screen at Sevenoaks Rail Station.

We will continue to strive for greater income from sponsorship, gift-aid, legacies and other sources of charitable donations.

Youth Outreach

Many groups use The Stag's facilities for young people. The Stag's Youth Outreach programme is primarily provided by Simon Cossons working with The Stag but also includes musical theatre from Rare Productions. Together we provide the Stag Youth Theatre drama courses and Film in a Week professional film courses plus full-scale musicals through RARE Productions. In the absence of dedicated funding for youth activities, we have continued to provide the Stag's facilities at a generously reduced rate for youth and school users - subsidised by the Charity under its aims. This enables state school productions to have professional facilities for their shows at greatly reduced charges alongside some youth production sponsorship. It provides a wonderful professional experience for pupils and staff.

During this year the Stag Community Arts Centre has:

- Supported drama through SYT (the Stag Youth Theatre) with theatrical productions, and an over-subscribed weekly youth drama development course;
- Hosted the Sevenoaks Town Council free-to-all youth café, House in The Basement. This has gradually re-opened and increased its availability.
- Provided the facility for professional film making courses where original 20-minute feature films created and made by young people are shown at the The Stag's cinemas.
- Supported six local schools to perform at The Stag.

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Volunteers

We continue to have the support of many individual volunteers. We send out a weekly newsletter to all volunteers and provide social events and information for them. As well as seeing the shows at which they assist, regular volunteers qualify for tickets to see shows under our Volunteer Rewards scheme.

The Stag Community Arts Centre could not operate so successfully without its volunteers and this year they provided thousands of hours of volunteering. The majority of the volunteering effort provides front of house support for events at The Stag but there are opportunities for placements in other parts of The Stag – retail, maintenance, administration and gardening.

Fundraising, Sponsorship, Grants and Bequests

Income via fundraising, sponsorship and grants has taken place plus special collections and donations, the use of gift aid and tax effective giving schemes. The Stag doesn't at present use bucket collections but does have a cash and card-tap donation facility in the foyer. The Stag now has five different routes to donate funds:

- Donate through the website
- Donate at the box office
- Donate through Smile Amazon when making online purchases
- Donate by text
- Donate coins or tap&donate in the foyer

The Stag also welcomes discussions on bequests and legacies to help support it and keep the arts and culture alive in Sevenoaks.

This general income enables more refurbishment to be carried out and new equipment to be sourced. We also receive donations of goods and equipment from external donors and benefit in kind donations from other organisations such as our technical partner H2 Productions. We receive significant donations in kind of their time and equipment from these partners and their support is gratefully received.

We will continue to apply for grant funding wherever it is available to meet the objectives of the Charity and we will continue to source commercial sponsorship whenever possible and continue our aim to complete the replacement of The Stag's 30-year old gas boiler system and to install solar panels.

We have received no complaints regarding our fundraising activities.

Other Income

The Charity continued to receive grant income of £27,000 from Sevenoaks Town Council during the financial year 2021/22 into its general fund towards general operational costs.

Structure, Governance and Management

Governing Document

The Charity is a company limited by guarantee and does not have share capital. The constitution of the Charity is set out in the Memorandum and Articles of Association dated 28 November 2009.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Trustees

A full list of trustees who served during the year is detailed below:-

Nicholas Busvine OBE (Chairman)

Claire Shea (Vice-Chairman)

Keith Bonin

Sue Camp

Marilyn Canet

Tony Clayton

Victoria Granville-Baxter

Roderick Hogarth

Rachel Parry

Richard Parry

Robert Piper

Simon Raikes

Edward Waite (resigned 26 February 2022)

Appointment of new Trustees

The Articles of Association allow for the number of Trustees to be between 2 and 16 in number.

- (1) The subscribers to the Memorandum are the first Members of the Charity.
- (2) Membership is open to any person who is a Town Councillor of Sevenoaks Town Council who:
 - (a) applies to the Charity in the form required by the Trustees; and
 - (b) is approved by the Trustees.
- (3) The Trustees may only refuse an application for Membership if, acting reasonably and properly, they consider it to be in the best interests of the Charity to refuse application.
- (4) The Trustees must inform the applicant in writing of the reasons for the refusal within twenty one days of the decision.
- (5) The Trustees must consider any written representations the applicant may make about the decision. The Trustees decision following any written representations must be notified to the applicant in writing but may be final.
- (6) Membership is not transferable to anyone else.

The only Members of the Company are the Trustees. Any person appointed as a Trustee automatically becomes a member and ceases to be a member when they cease to be a Trustee. At 31 March 2022 there were twelve members each of which guarantee to contribute £10 in the event of the Charity ceasing to operate.

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Induction and Training of Trustees

New Trustees undergo an individual induction session to brief them on their legal obligations under charity and company law, the content of the Articles of Association (incorporating Memorandum), the Trustee Board and decision making process, the business plan and the recent financial performance of the Charity. During induction they formally meet the executive management team. Trustees are given the opportunity to attend appropriate external training events to help them undertake their role.

The Governance Structure

The Board of Trustees administers the Charity and meets normally on a bi-monthly basis. All issues are considered at the Trustee Board meetings.

A Chief Executive manages all day to day operations of the Charity under a contract of employment by the Trustees. To facilitate effective operations, the Chief Executive has delegated authority for all operational matters including artistic programming, finance and employment issues.

The Trustees are aware of the Charity Commission's Charity Governance Code published in 2017 and are en-route to applying principles one to five. The Charity is set up to accept Trustees from the elected representatives of Sevenoaks Town Council which is an open democratic process. For principle six the Board welcomes Trustees from any background and anyone who falls within any of the protected characteristics of the Equality Act 2010. The Charity follows principle seven within the confines of commercial confidentiality.

Subsidiary

The Stag Community Arts Centre has one wholly owned subsidiary company, Stag Community Arts Centre Trading Limited (Company Number 7614710). The company's principal activity is the provision of commercial recreational facilities in support of the Charity. The subsidiary gift aids its profits to the Charity.

The results of the subsidiary's trading is summarised in Note 2 of the financial statements.

Related Party Relationships

The Trustees consider the following entities to be related parties of the Charity:

- Sevenoaks Town Council;
- Sevenoaks District Council.

The Stag Community Arts Centre also has a working relationship with the following organisations:

- Friends of Stag
- H2 Productions
- Kent Libraries
- Kent County Council
- Sencio Leisure Centre
- Sevenoaks Chamber of Commerce
- Sevenoaks Chronicle and other local media
- Sevenoaks Lions
- Sevenoaks Round Table
- Sevenoaks Theatre Productions
- Sevenoaks TownTeam
- Sevenoaks Visual Arts Forum

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Pay policy for senior staff

The directors make up the board of directors, (who are the Charity's trustees) and the senior management team comprise the key management personnel of the Charity in charge of directing & controlling, running & operating the Charity on a day to day basis. All Trustees give of their time freely and no Trustee received remuneration in the year.

The pay of the senior staff is reviewed regularly by the Chief Executive and increased as appropriate in line with meritorious work for the Charity. In view of the nature of the Charity, the Chief Executive considers pay levels in similar roles held elsewhere in the industry with similar attributes as the Stag whilst considering experience and any additional responsibilities. If recruitment proves difficult then a market addition can be paid.

Risk Management

The Trustees have a comprehensive risk management strategy which comprises:

- (i) A regular review at its board meetings of the risks the charity may face;
- (ii) The establishment of systems and procedures to mitigate those risks;
- (iii) The implementation of procedures designed to minimise any potential impact on the Charity should those risks materialize.

The risk management process is on-going and is regularly reviewed by the Board of Trustees. The Trustees recognise that the Charity operates in an area where reputational and financial risk is inherent in the very nature of its charitable purposes. Consideration is given to the Charity's appetite for such risks and the balance of financial and artistic risk. A key element in the management of financial risk is to continue working towards establishing an appropriate level of reserves in the unrestricted funds of the Charity.

Financial Review

The overall result for the year was a deficit of £43,034 (2021 - surplus of £84,170). The impact of COVID19 continued to adversely affect this financial year and to some extent has continued to have an impact on operations into the new financial year. A combination of reserves, grants and donations were used to support the Stag Community Arts Centre until normal operations resumed in July 2021 and beyond as we began to recover. The aim is to return to previous successful operations and reconsolidate the financial position for future growth.

The Stag Community Arts Centre earned 68% (2021 - 7%) of its income from performance and hire fees, bar and catering income, the Youth Outreach programme and the showing of films in the Cinema. The remaining 32% (2021 - 93%) of income was raised through external grants and donations, the biggest single contribution of which came from the Arts Council's Culture Recovery Fund.

The Charity is continuing to work towards building stability in its financial position in order to support the Stag Community Art Centre's aims and objectives and to be able to fund any future costs arising in relation to maintaining the fabric of the historic building and replacing key items of equipment as they wear out.

Reserves Policy

Reserves are needed to cover short term falls in day to day operational cashflows and to cover unplanned emergency repairs and other expenditure. Prior to COVID19, the Trustees considered the ideal level of reserves required to mitigate the above would be £53,201, which equates to 5% of turnover, and £50,000 to cover unplanned emergency repairs. In light of recent events the Trustees plan to review the adequacy of this policy for the future and will update it accordingly.

STAG COMMUNITY ARTS CENTRE
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Unrestricted General Reserves balance at the year-end amounts to £237,896 (2021 - £273,952) of which £78,153 was utilised in the year towards the boiler replacement project which saw all the original boilers in the building replaced. The balance held within the General Dilapidations Fund of £175,106 has been retained for future projects and also assists with the working capital required for the normal day to day operations and for any unplanned emergency repairs. Since the year end these reserves continue to be used to help support the Stag until customer confidence is fully returned. The grants received from the Arts Council Fund of £211,908 (2021- £444,395) from the Sevenoaks Town Council of £27,000 (2021 - £152,000) and from the Sevenoaks District Council of £6,000 (2021 - £25,000) have been instrumental in maintaining the sustainability and viability of the Stag along with the continued generosity of public donations. All together these funds have ensured the survival of the Stag in this unprecedented time.

The Designated Reserve Balance at the year end amounts to £94,755 (2021 - £101,733) of which £54,755 has been utilised to purchase fixed assets and £40,000 has been set aside for the cinema projector fund.

Restricted funds arise from donations and grants received from third parties to be utilised towards specific projects. During the year the Charity utilised £65,275 (2021 - £209,402) from the Government Coronavirus Job Retention Scheme towards the staff costs of employees that had been furloughed throughout the year. A grant of £1,000 was received from Astor of Hever towards the cost of replacing the toilet facilities and a further grant of £1,000 was received from Kent County Council towards the annual Stag Town Takeover event held throughout the town in the summer of 2021.

Investments Policy and Powers

The Charity currently holds short term surplus funds with its bankers, National Westminster Bank. Any surplus funds held in excess of one month's average working capital requirements are placed on deposit at a suitable UK based financial institution, depending on the credit rating and prevailing interest rates available.

Going Concern

Accounting standards require that the Trustees of the charity consider appropriateness of the going concern basis when preparing the financial statements. The Trustees have taken notice of the Financial Reporting Council guidance especially following the impact of the Covid-19 pandemic.

The Trustees continue to regard that the basis for 'going concern' remains appropriate since the Charity has unrestricted funds of £332,651 (2021 - £375,685) at the balance sheet date, cash balances of £438,318 (2021 - £318,174) and no long term borrowings. The board has reviewed the cashflow forecast for the next twelve months in conjunction with future bookings. The Stag has built up cash reserves which will cover up to six months of operations and in the event that further Government restrictions lay ahead The Stag should be able to continue as a going concern until they are subsequently lifted.

The board has discussed and taken account of factors affecting the short and medium term future for The Stag. It has agreed a Board Memorandum at the board meeting held on 29th November 2022 stating this. The board is therefore confident that on the basis of information provided to it and which show the current situation in the UK and in the entertainment sector that they are content that The Stag remains a going concern.

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Stag Community Arts Centre 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).

Company and charity 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 judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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.

Provision of Information to Auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditor in connection with preparing its report and to establish that the charitable company's auditor is aware of that information.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 29th November 2022 and signed on their behalf, by:



Nicholas Busvine OBE, Chairman

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE STAG COMMUNITY ARTS CENTRE

Opinion

We have audited the financial statements of Stag Community Arts Centre (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Company Balance Sheet, Statement of Cash Flow 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 Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's 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 and the Charities Act 2011.

Basis for Opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

STAG COMMUNITY ARTS CENTRE
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE STAG COMMUNITY ARTS CENTRE

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- the parent company has not kept adequate accounting records; or
- the parent company 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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 group's or 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.

**STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE STAG COMMUNITY ARTS CENTRE**

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and SORP 2015.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management. Our audit procedures to respond to these risks included:

- enquiry of management about the Group's policies, procedures and related controls regarding compliance with laws and regulations and if there are any known instances of non-compliance;
- examining supporting documents for all material balances, transactions and disclosures;
- enquiry of management and review and inspection of relevant correspondence;
- evaluation of the selection and application of accounting policies related to subjective measurements and complex transactions;
- analytical procedures to identify any unusual or unexpected relationships;
- testing the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements; and
- review of accounting estimates for biases.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

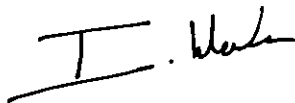
STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE STAG COMMUNITY ARTS CENTRE

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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, and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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 anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Ian Weekes
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Riverside House
40-46 High Street
Maidstone
Kent
ME14 1JH

9th December 2022

STAG COMMUNITY ARTS CENTRE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including consolidated income and expenditure account)
YEAR ENDED 31 MARCH 2022

	Notes	2022			Restricted	Unrestricted	2021		
		£	£	£			Restricted	Unrestricted	Total
INCOME							£	£	£
Arts Council Fund Grant		-	211,908	211,908	-	-	-	444,395	444,395
Coronavirus Job Retention Scheme		65,275	-	65,275	-	-	209,402	-	209,402
Donations	3	2,000	61,472	63,472	19,012	19,012	283,935	-	302,947
<i>Income from charitable activities:</i>									
Operation of community arts centre	4	-	162,738	162,738	-	-	-	23,799	23,799
<i>Income from other trading activities:</i>									
Commercial trading operations	2	-	560,597	560,597	-	-	-	46,769	46,769
Investment income	5	-	33	33	-	-	-	141	141
TOTAL INCOME		67,275	996,748	1,064,023	228,414	228,414	799,039	-	1,027,453
EXPENDITURE									
<i>Cost of raising funds:</i>									
Commercial trading operations		-	499,580	499,580	-	-	-	44,295	44,295
Operation of community arts centre	6	67,275	540,202	607,477	228,414	228,414	670,574	-	898,988
TOTAL EXPENDITURE		67,275	1,039,782	1,107,057	228,414	228,414	714,869	-	943,283
NET (EXPENDITURE)/INCOME BEFORE TRANSFERS		-	(43,034)	(43,034)	-	-	-	84,170	84,170
Transfers between funds		-	-	-	-	-	-	-	-
NET MOVEMENT IN FUNDS FOR THE YEAR		-	(43,034)	(43,034)	-	-	-	84,170	84,170
RECONCILIATION OF FUNDS									
<i>Total funds at 31 March 2021</i>		20	375,685	375,705	20	20	291,515	-	291,535
TOTAL FUNDS AT 31 MARCH 2022		20	332,651	332,671	20	20	375,685	-	375,705

All the activities relate to continuing operations.
The statement of financial activities includes all gains and losses recognised in the current and preceding year.
The notes on pages 27 to 39 form part of these financial statements.

STAG COMMUNITY ARTS CENTRE
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022
Company number 07090305

	Notes	2022 £	2021 £
Fixed Assets			
Intangible assets	14	-	-
Tangible assets	15	116,204	137,703
		<hr/>	<hr/>
		116,204	137,703
		<hr/>	<hr/>
Current Assets			
Stock		5,694	3,902
Debtors	17	71,301	208,589
Cash at bank and in hand		438,418	318,174
		<hr/>	<hr/>
		515,413	530,665
		<hr/>	<hr/>
Current Liabilities			
Creditors: amounts falling due within one year	18	(298,946)	(292,663)
		<hr/>	<hr/>
NET CURRENT ASSETS		216,467	238,002
		<hr/>	<hr/>
NET ASSETS		332,671	375,705
		<hr/>	<hr/>
FUNDS			
Restricted funds	19	20	20
Designated funds	19	94,755	101,733
Unrestricted funds	19	237,896	273,952
		<hr/>	<hr/>
		332,671	375,705
		<hr/>	<hr/>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

The financial statements were approved and authorised for issue by the trustees and were signed on its behalf on 29th November 2022



Nicholas Busvine OBE, Chairman

The notes on pages 25 to 37 form part of these financial statements.

STAG COMMUNITY ARTS CENTRE
CHARITY BALANCE SHEET
AS AT 31 MARCH 2022
Company number 07090305

	Notes	2022 £	2021 £
Fixed Assets			
Intangible assets	14	-	-
Tangible assets	15	116,204	137,703
Investment	16	100	100
		<hr/>	<hr/>
		116,304	137,803
		<hr/>	<hr/>
Current Assets			
Stock		5,694	3,902
Debtors	17	71,301	208,589
Cash at bank and in hand		438,318	318,074
		<hr/>	<hr/>
		515,313	530,565
		<hr/>	<hr/>
Current Liabilities			
Creditors: amounts falling due within one year	18	(298,946)	(292,663)
		<hr/>	<hr/>
NET CURRENT ASSETS		216,367	237,902
		<hr/>	<hr/>
NET ASSETS		332,671	375,705
		<hr/>	<hr/>
FUNDS			
Restricted funds	19	20	20
Designated funds	19	94,755	101,733
Unrestricted funds	19	237,896	273,952
		<hr/>	<hr/>
		332,671	375,705
		<hr/>	<hr/>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies. The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements. The (deficit)/surplus of the parent company for the year was £(43,034) (2021: £84,170).

The financial statements were approved and authorised for issue by the trustees and were signed on its behalf on 29th November 2022.



Nicholas Busvine OBE, Chairman

The notes on pages 25 to 37 form part of these financial statements.

STAG COMMUNITY ARTS CENTRE
STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2022

	Notes	Group		Charity	
		2022	2021	2022	2021
		£	£	£	£
Cash used in operating activities	23	129,555	(60,242)	129,555	(60,242)
Cash flows from investing activities					
Interest income		33	141	33	141
Purchase of intangible fixed assets		-	-	-	-
Purchase of tangible fixed assets		(9,344)	(43,773)	(9,344)	(43,773)
Cash provided by (used in) Investing activities		(9,311)	(43,632)	(9,311)	(43,632)
Cash used in financing activities		-	-	-	-
Increase/(decrease) in cash and cash equivalents in the year		120,244	(103,874)	120,244	(103,874)
Cash and cash equivalents at the beginning of the year		318,174	422,048	318,074	421,948
Total cash and cash equivalents at the end of the year		438,418	318,174	438,318	318,074

ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2021	Cash Flows	Other non- cash changes	At 31 March 2022
	£	£	£	£
Group				
Cash and cash equivalents				
Cash	318,174	120,244	-	438,418
Cash equivalents	-	-	-	-
Total	318,174	120,244	-	438,418
Charity				
Cash and cash equivalents				
Cash	318,074	120,244	-	438,318
Cash equivalents	-	-	-	-
Total	318,074	120,244	-	438,318

The notes on pages 25 to 37 form part of these financial statements.

STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

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 the 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) and the Companies Act 2006.

The Stag Community Arts Centre 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 note.

1.2 Preparation of the financial statements on a going concern basis

The Trustees regard the going concern basis as appropriate since the Charity has unrestricted funds of £332,651 (2021 - £375,685) at the balance sheet date, cash balances of £438,318 (2021 - £318,074) and no long term borrowings.

1.3 Basis of consolidation

The consolidated financial statements include the Charity and its subsidiary, Stag Community Arts Centre Trading Limited (no. 07614710). Intra-group sales and income are eliminated on consolidation and all sales and income relate to external transactions only. The subsidiary's results and balance sheet have been consolidated on a line by line basis.

A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Stag has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006.

1.4 Income

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

All grants and donations receivable are recognised when the conditions for receipt have been met. Where grants and donations received are performance related or restricted to future accounting periods they are deferred and accounted for as a liability. Donations in kind are recognised at their value to the Charity when they are received.

No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant are recognised at the time of the donation.

**STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022**

1.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

1.6 Restricted, Designated and Unrestricted Funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the costs of commercial trading and their associated support costs.
- Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the Charity and their associated support costs.

Support costs are those functions that assist the work of the Charity but are not directly attributable to one particular activity. Support costs include back office costs and governance costs which support the Stag's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on a basis consistent with the use of the resources concerned.

1.8 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

1.9 Intangible fixed assets

Software costs are capitalised when their use will generate probable future economic benefits. They are capitalised at cost and amortised over their estimated useful economic lives on a straight line basis which is currently at a rate of 20% per annum.

**STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022**

1.10 Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic lives on a straight line basis as follows:

Leasehold improvements	10% per annum
Venue fittings and equipment	20% per annum

1.11 Stock

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving costs.

1.12 Debtors

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

1.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short term liquid investments held within a current and instant access deposit account.

1.14 Creditors and provisions

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.

1.15 Pensions

All eligible employees of the Charity are automatically enrolled into the WorkSave money purchase defined contribution pension scheme operated by Legal & General unless they have exercised their right to opt out of the scheme membership.

Employees joining the money purchase pension scheme contract directly with Legal & General. The Charity makes a matching contribution of up to 3% of the qualifying employees earnings to this pension scheme and acts as agent in collecting and paying over employee pension contributions. The contributions made for the accounting period are treated as an expense and were £6,579 (2021 - £6,251).

1.16 General information

Stag Community Arts Centre is a registered UK charity and a company limited by guarantee. The address of its registered office and principal place of business together with details of the principal activity are disclosed in the Trustees' report.

STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
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2 Financial performance of the subsidiary

The Charity has a wholly owned trading subsidiary that is incorporated in the UK. This subsidiary, Stag Community Arts Centre Trading Limited, runs the commercial cinema together with any commercial hire and sale operations within the Stag Community Arts Centre. The company donates its profits via gift aid to the Charity. The summary financial performance of the subsidiary is as follows:

	2022 £	2021 £
Turnover	560,597	46,769
Cost of sales and administration costs	<u>(499,580)</u>	<u>(44,295)</u>
Profit for the financial year	61,017	2,474
Distribution - Gift Aid	<u>(61,017)</u>	<u>(2,474)</u>
Profit for the financial year after distribution	-	-
 Aggregate share capital and reserves	 <u>100</u>	 <u>100</u>

3 Donations

	2022 £	2021 £
Donations from Trusts, Foundations and Councils	<u>63,472</u>	<u>302,947</u>

The income from donations was £63,472 (2021 - £302,947) of which £2,000 (2021 - £19,012) was restricted and £61,472 (2021 - £283,935) unrestricted.

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the financial statements.

4 Income from charitable activities

	Unrestricted Funds 2022 £	Unrestricted Funds 2021 £
Performance and Hire	111,481	10,684
Community Cinema	11,574	4,529
Bars and Catering	31,866	5,584
Youth Outreach	<u>7,817</u>	<u>3,002</u>
	<u>162,738</u>	<u>23,799</u>

STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
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5 Investment income

All of the Charity's investment income of £33 (2021 - £141) arises from money held in the Charity's interest bearing deposit account.

6 Analysis of expenditure on charitable activities

	Theatre Performance and Hire	Cinema	Youth Outreach	Bars and Catering	2022 Total	2021 Total
	£	£	£	£	£	£
Direct staff costs	138,933	42,359	-	9,852	191,144	391,835
Other direct costs	10,368	32,476	-	21,855	64,699	46,166
Depreciation	30,305	465	-	73	30,843	32,585
Governance	12,250	-	-	-	12,250	13,120
Support Costs	173,358	78,768	6,031	50,384	308,541	415,282
	365,214	154,068	6,031	82,164	607,477	898,988

Expenditure on charitable activities was £607,477 (2021 - £898,988) of which £67,275 (2021 - £228,414) was restricted and £540,202 (2021 - £670,574) was unrestricted.

The majority of the direct staff costs in the prior year were offset by the Coronavirus Job Retention Scheme grant disclosed within income. These additional costs related to staff who were diverted from their usual duties, the cost of which would have usually been borne by the trading subsidiary, to assist in the maintenance and refurbishment that took place within the building throughout the lockdown. These additional costs were fully funded by the grant received from the Arts Council Fund.

7 Summary analysis of expenditure and related income for charitable activities

This table shows the cost of the four main charitable activities and the sources of income directly to support those activities.

	Theatre Performance and Hire	Cinema	Youth Outreach	Bars and Catering	2022 Total	2021 Total	
	£	£	£	£	£	£	
Costs	(365,214)	(154,068)	(6,031)	(82,164)	(607,477)	(898,988)	
Hire and ticket sales	111,481	11,574	6,031	-	129,086	18,215	
Food and drink sales	-	-	-	31,865	31,865	5,584	
Net cost funded from other income	(253,733)	(142,494)	-	0.11	(50,299)	(446,525)	(875,189)

8 Analysis of support costs

	Theatre Performance and Hire	Cinema	Youth Outreach	Bars and Catering	2022 Total	2021 Total
	£	£	£	£	£	£
Establishment expenses	126,835	32,840	2,938	23,640	186,253	279,775
Wages and salaries	34,168	39,363	2,330	21,363	97,224	87,439
Other staff costs	666	354	41	169	1,230	1,857
General office costs	11,689	6,211	722	5,212	23,834	46,211
	173,358	78,768	6,031	50,384	308,541	415,282

STAG COMMUNITY ARTS CENTRE
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8 Analysis of support costs (continued)

As mentioned in note 6 above, during the lockdown we took advantage of the building being closed to the public to carry out much needed maintenance and refurbishment works. This had the effect of increasing the support costs in 2021, however these were fully funded by the Arts Council Fund received. The aim of the grant and the works that ensued was to ensure the viability and sustainability of the Stag in preparation for when the Government lifted the lockdown restrictions, and we were allowed to reopen to the public once more.

9 Analysis of governance costs

	Unrestricted Funds 2022 £	Unrestricted Funds 2021 £
External auditor remuneration	12,250	13,120
	<u>12,250</u>	<u>13,120</u>

10 Net income/(expenditure) for the year

	2022 £	2021 £
This is stated after charging:		
Depreciation	30,843	32,561
Amortisation	-	25
Auditor's remuneration		
Audit fees for current year	10,000	10,000
Audit fees for subsidiary undertaking	2,500	2,500
	<u>12,500</u>	<u>12,500</u>

11 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel

	2022 £	2021 £
Wages and salaries	443,972	447,633
Social security costs	27,496	25,389
Pension costs	6,579	6,251
	<u>478,047</u>	<u>479,273</u>

No employee had employee benefits in excess of £60,000 in the current or preceding year.

The key management personnel of the Charity comprise the Trustees, the Chief Executive Officer, The Chief Financial Officer, Business Development Manager, Operations Manager and the Cinema and Events Manager. The value of the total employee benefits of the key management personnel of the Charity was £133,846 (2021 - £133,292).

Pension costs are allocated to activities in proportion to the related staffing costs incurred and are wholly charged to unrestricted funds.

No Trustee received any remuneration, benefits from employment nor reimbursement of expenses in the current or preceding year.

STAG COMMUNITY ARTS CENTRE
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11 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel (continued)

No Trustee received payment for professional or other services supplied to the Charity in the current or preceding year.

12 Staff numbers

The average monthly head count was 34 staff (2021 - 37 staff) and the average monthly number of full time equivalent employees (including casual and part time staff) during the year were as follows:

	2022	2021
	Number	Number
Operations	13	15
Finance	3	3
Events and Marketing	5	5
	<u>21</u>	<u>23</u>

13 Corporation taxation

The Charity is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

14 Intangible assets - Charity (also comprising that of the group)

	Software
	£
Cost	
At 1 April 2021	1,518
Additions	-
Disposals	<u>(1,518)</u>
At 31 March 2022	<u>-</u>
Amortisation	
At 1 April 2021	1,518
Amortisation expense	-
Disposals	<u>(1,518)</u>
At 31 March 2022	<u>-</u>
Net book value	
At 31 March 2022	<u>-</u>
At 31 March 2021	<u>-</u>

STAG COMMUNITY ARTS CENTRE
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15 Tangible fixed assets - Charity (also comprising that of the group)

	Leasehold improvements £	Venue Fittings & Equipment £	Total £
Cost			
At 1 April 2021	86,795	299,259	386,054
Additions	-	9,344	9,344
Disposals	-	-	-
At 31 March 2022	86,795	308,603	395,398
Depreciation			
At 1 April 2021	41,523	206,828	248,351
Charge for the year	8,913	21,930	30,843
Disposals	-	-	-
At 31 March 2022	50,436	228,758	279,194
Net Book Value			
At 31 March 2022	36,359	79,845	116,204
<i>At 31 March 2021</i>	<i>45,272</i>	<i>92,431</i>	<i>137,703</i>

16 Investments

The Charity holds 100 shares of £1 each in its wholly owned trading subsidiary company Stag Community Arts Centre Trading Limited which is incorporated in the United Kingdom. These are the only shares allotted, called up and fully paid. The activities and results of this company are summarised in note 2.

17 Debtors

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	5,496	15,001	5,496	15,001
Other debtors	2,579	35,063	2,579	35,063
Prepayments and accrued income	63,226	158,525	63,226	158,525
	71,301	208,589	71,301	208,589

18 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	35,779	49,526	35,779	49,526
Taxation and social security costs	18,543	9,593	18,543	9,593
Other creditors	185,626	75,435	185,626	75,435
Accruals and deferred income	58,998	158,109	58,998	158,109
	298,946	292,663	298,946	292,663

**STAG COMMUNITY ARTS CENTRE
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19 Analysis of charitable funds

Analysis of movements in unrestricted funds

	Funds 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2022 £
General Fund	50,693	996,748	(1,027,804)	43,153	62,790
General Dilapidations Fund	223,259	-	-	(48,153)	175,106
Designated Cinema Projector Fund	35,000	-	-	5,000	40,000
Designated Property Assets Fund	66,733	-	(11,978)	-	54,755
	375,685	996,748	(1,039,782)	-	332,651

Analysis of movements in unrestricted funds - previous year

	Funds 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2021 £
General Fund	45,325	799,039	(698,671)	(95,000)	50,693
General Dilapidations Fund	143,259	-	-	80,000	223,259
Designated Cinema Projector Fund	20,000	-	-	15,000	35,000
Designated Property Assets Fund	82,931	-	(16,198)	-	66,733
	291,515	799,039	(714,869)	-	375,685

Name of unrestricted fund	Description, nature and purposes of the fund
General Fund	The 'free reserves' after allowing for all other funds.
General Dilapidations Fund	Fund for the continuing refurbishment of the Stag and for future dilapidation repairs and renewals.
Designated Funds:	<p>a) Designated Cinema Projector fund for the future replacement of the Stag's cinema projectors.</p> <p>b) Designated Property Assets Fund is the value of tangible fixed assets acquired by the Stag from unrestricted funds and used by the Charity on an ongoing basis for its daily operations.</p>

**STAG COMMUNITY ARTS CENTRE
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Analysis of movements in restricted fund

	Funds 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2022 £
Fixed asset donations	20	-	-	-	20
CJRS claims	-	65,275	(65,275)	-	-
Toilet refurbishment grant	-	1,000	(1,000)	-	-
Stag Town Takeover grant	-	1,000	(1,000)	-	-
	20	67,275	(67,275)	-	20

Analysis of movements in restricted fund - previous year

	Funds 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2021 £
Fixed asset donations	20	-	-	-	20
CJRS claims	-	209,402	(209,402)	-	-
Outside door replacements	-	9,706	(9,706)	-	-
Covid 19 health and safety	-	9,306	(9,306)	-	-
	20	228,414	(228,414)	-	20

Name of restricted fund	Description, nature and purposes of the fund
Fixed asset donations	Donations received from the Friends of Stag and other third parties that have been used to purchase specific fixed assets.
CJRS claims	Grants received from HMRC through the Coronavirus Job Retention Scheme for the purpose of covering furloughed employees wages and salaries costs.
Toilet refurbishment grant	Grant received from Astor of Hever towards the cost of replacing toilet facilities.
Stag Town Takeover grant	Grant received from Kent County Council towards the cost of the annual Stag Town Takeover event held throughout Sevenoaks Town in the summer.
Outside door replacements	Grants received from Theatre Trust and Ibstock Enover towards the cost of replacing the outside doors to the Stag Plaza.
Covid 19 health and safety	Grant received from BFI towards the cost of making the premises compliant with the Government's Covid 19 health and safety requirements.

**STAG COMMUNITY ARTS CENTRE
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20 Analysis of net assets between funds

Group

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
			2022
Fixed assets	20	116,184	116,204
Current assets	-	515,413	515,413
Current liabilities	-	(298,946)	(298,946)
	20	332,651	332,671

Analysis of net assets between funds - previous year

Group

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
			2021
Fixed assets	20	137,683	137,703
Current assets	-	530,665	530,665
Current liabilities	-	(292,663)	(292,663)
	20	375,685	375,705

Analysis of net assets between funds

Charity

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
			2022
Fixed assets	20	116,284	116,304
Current assets	-	515,313	515,313
Current liabilities	-	(298,946)	(298,946)
	20	332,651	332,671

Analysis of net assets between funds - previous year

Charity

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
			2021
Fixed assets	20	137,783	137,803
Current assets	-	530,565	530,565
Current liabilities	-	(292,663)	(292,663)
	20	375,685	375,705

**STAG COMMUNITY ARTS CENTRE
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21 Related Party Transactions

The Trustees of the Charity are all elected Town Councillors of Sevenoaks Town Council. During the year Sevenoaks Town Council granted £27,000 (2021 - £152,000) to the Charity towards general operational costs. In addition, the Charity operates the Stag via an agreement with Sevenoaks Town Council and Sevenoaks District Council where there is an annual peppercorn rent of £1 payable to Sevenoaks Town Council. Donations in kind received from Sevenoaks Town Council towards the annual rent of the Stag have been reasonably estimated at £1,000 (2021 - £1,000).

During the financial year the following transactions took place between the Charity and its wholly owned subsidiary Stag Community Arts Centre Trading Limited:

The transfer under gift aid of the trading profits of Stag Community Arts Centre Trading Limited of £61,017 (2021 - £2,474) of which £61,017 was outstanding at 31 March 2022 (2021 - £2,474).

There were no other outstanding balances with related parties as at 31 March 2022 (2021 - £Nil).

22 Agency Arrangements

The Charity's wholly owned subsidiary, Stag Community Arts Centre Trading Limited, is responsible for the operation of the commercial cinema together with other commercial activity undertaken at the Stag.

The Charity collects the revenue on behalf of its subsidiary and incurs some of the costs associated with the running of the commercial operation. A contribution is made by the subsidiary to cover the costs incurred and gift aids its taxable profits to the Charity.

The Stag also acts as an agent for all performances that take place in the Stag Theatre, Stag Plaza and other performance spaces at the Stag. The Stag charges the hirer a hire fee for the use of the Stag Theatre, Stag Plaza and other performance spaces at the Stag and collects the ticket sales for the performances on behalf of the hirer. All amounts due to the performer are paid following the completion of the performance. At the year end the amounts due to hirers are included within other creditors (see note 18).

**STAG COMMUNITY ARTS CENTRE
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23 Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Net movement in funds	(43,034)	84,170	(43,034)	84,170
Add back amortisation charge	-	25	-	25
Add back depreciation charge	30,843	32,561	30,843	32,561
Deduct interest income shown in investing	(33)	(141)	(33)	(141)
Decrease/(increase) in stock	(1,792)	2,968	(1,792)	2,968
Decrease/(increase) in debtors	137,288	(171,108)	137,288	(171,108)
Increase/(decrease) in creditors	6,283	(8,717)	6,283	(8,717)
Net cash used in operating activities	<u>129,555</u>	<u>(60,242)</u>	<u>129,555</u>	<u>(60,242)</u>

24 Accounting estimates and judgements

In preparing the financial statements, the Trustees are required to make estimates and judgements. The matters considered below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cashflows. Accounting policies are shown in note 1 to the financial statements.

Cost allocation

Costs not attributable to a single activity are allocated or apportioned to activities on a basis consistent with identified cost drivers for that cost category. Cost drivers utilised include turnover and floor space and judgement is exercised in applying cost drivers to cost categories.

Remaining useful economic life of assets

Assets are depreciated over their useful economic life as explained in note 1.10. The estimation of the remaining useful economic life of the assets concerned is one of judgement based on current and past knowledge of their operational use.

Notional rent charge

As described in note 21, the Charity receives a donation in kind from Sevenoaks Town Council towards the annual rent of the Stag. A notional rent charge has therefore been estimated in the financial statements based upon the specialised nature of the building.