

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 2023

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)
FOR THE YEAR ENDED 31 MARCH 2023

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FOR THE YEAR ENDED 31 MARCH 2023

General information

Trustees

Claire Shea (Chairman)
Catherine Daniell (Vice-Chairman)
Chloe Gustard
David Skinner OBE
Elisabeth Ancrum
Gareth Willis
Lionel O'Hara
Merilyn Canet
Nicholas Varley
Nigel Wightman
Peter Dixon
Sally Higham
Sue Camp
Tony Clayton
Victoria Granville-Baxter

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 2023

The Stag's annual report to you and to the Charity Commission continues to illustrate the social, commercial and operational effects created by the Covid-19, but looks forward to a sustainable future in our community. Both I and the trustees of The Stag send our best wishes and thanks to all our loyal supporters as we continue to provide cinema and theatre facilities for the people of Sevenoaks and beyond.

I took up the reins as Chair of Trustees in May 2023, and would like to thank my predecessor, Nick Busvine OBE, for his dedication and energy in the role. I would also like to record my thanks to others who have served over many years as trustees, some from the inception of the charity, who are no longer on the board. The Stag is supported by a trustee body with a wide range of skills and interests, and a commitment to working with Andrew Eyre and his team to sustain and grow The Stag to be the best community arts facility it can be.

This report covers the financial situation between 1st April 2022 and 31st March 2023, but I will also look at our activities later in 2023.

Community Value

We know the good fortune we have to live in a town with its own independent theatre and cinema. So many towns have lost them, and with them lost important cultural opportunity, community space and night-time economy elements. The Stag is not 'just' the building, but an important asset for us all.

So I want to give my heartfelt thanks 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. However, despite gradual and good recovery, ticket sales are not yet fully recovered to pre-Covid levels and combined with the current economic issues, continue to pose a challenge to The Stag.

Nationally and locally, venues in the entertainment and hospitality industry are facing a changed landscape. Our experience is one felt across the sector: whilst customers are returning, numbers are still lower than pre-pandemic, and there is a trend towards later bookings giving less certainty to businesses on ticket sales. The Stag team, led by Andrew Eyre, has continued to work incredibly hard to collaborate with our current hirers, develop new hirers for the future, enhance the range of films shown in Sevenoaks and to work creatively to promote the business. I am very grateful to Andrew and the team for the commitment, hard work and enthusiasm to not only keep The Stag commercially viable but also to evolve and develop it at a time of continuing uncertainty.

Cinema

Our two cinema screens form the backbone of the commercial viability of the business and are a wonderful asset for the town. Visits to the cinema have gradually increased since we first reopened in July 2021, when initially numbers were 55% down from pre-pandemic levels, but wider economic issues and the impact of Video on Demand continue to affect all theatres and cinemas.

Numbers to The Stag cinemas continue to be around 25% lower than pre-pandemic. This is consistent with the national picture and represents a continuing warning to the people of Sevenoaks about The Stag's long-term viability.

I am glad to report that in 2022/23 we returned to our norm of providing the mix of first-run film release films for everyone, young or old, family or friends. Our management team have a brilliant understanding of local cultural appetite and we are proud that some 88% of the films we showed this year were aimed at either families or at those who want to explore more challenging and sophisticated artistic themes.

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The success of our Stag Select strand continues with 20 presentations this year covering National Theatre, Glyndebourne Opera, art documentaries, music from Tim Minchin, Neil Young and George Michael plus The Dam Busters commemorating the 80th anniversary of that raid, plus classic cinema Dr Who were some of the varied specialist presentations we gave to the community alongside first-run blockbuster films.

The concerns last year that paid-for video streaming services would replace first showings in cinemas continue to be monitored, although their financial ups and downs make the overall picture a better one for us and for independent cinemas in general. The established distributors continue to support cinemas by launching new films into cinemas before releasing onto Subscription Video on Demand services. The new film creators and distributors (Amazon, Netflix, Disney+ and Apple for example) continue to spend very large sums creating and distributing new content only some of which is seen on the big screen in cinemas.

Theatre

It is clear that many in Sevenoaks continue to relish an evening of live entertainment with friends or family and I am glad to see the success of many of the theatrical shows which choose The Stag. 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.

Pantomime is a huge fixture in the diary of The Stag and local families and a wonderful way to bring community into the theatre. Jamie Alexander Wilson and Simon Cossons produced a truly brilliant pantomime of Alice in Wonderland featuring Melissa Jacques (the star of the London and Los Angeles productions of “Everybody’s talking About Jamie”) plus West End stars Nikki Bentley, Rosie Glossop, Billie Hardy & Jacob McIntosh - and of course the ever-present Silly Billy - and enhanced by the incredible graphic wizardry of Simon Cossons. This was the biggest of 5 pantomimes put on at The Stag this year - three single-performances plus the brilliant multiple performances of ‘Cinderella’ by Sevenoaks Entertainers.

Youth Theatre

The Stag Youth Theatre’s work 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 2022 and which I am really looking forward to seeing in 2023. The Film in a Week holiday courses continue to sell out quickly and produce excellent professional films which have their premières in the Stag Cinema. This year SYT produced an excellent entry to the National Theatre's Connexions competition which was shown at Trinity Theatre as well as at The Stag.

There are many other opportunities for young people exploring the many aspects of theatre and film at the Stag, through Rare Productions musicals, school productions, dance shows, amateur dramatic groups and much more.

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CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

Community

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 2022-2023 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 told we are even taking bookings into 2024 and 2025.

Our developing Stag Arts Festival was one of the casualties of closure in 2020. It returned in 2021 and we aim to bring it back to Sevenoaks in 2024 with dance, drama, film and music.

A Sustainable Operating Model

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 original 2009 promise the Trustees made has been kept and will continue to be kept.

The pre-pandemic year of 2019-2020 was our best ever and 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.

Sustainable Spaces

We are ambitious for the future of the Stag. The sector continues to face challenges, and the theatre, cinema and hire spaces must be places which the community feels proud of and where they want to spend time and hard-earned income.

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

We are very proud that the fund-raising to put solar panels on the large and South-facing roof spaces, with accompanying battery storage, at The Stag is now complete and was installed in May 2023. The nature of cinema and theatre means that electricity consumption is necessarily high, but increasingly expensive. The solar panel array is large and makes a significant contribution to making the Stag sustainable in every way for the long term. We have further projects in our sights to reduce carbon footprint and improve our overheads, such as updating our theatre lighting, and we aim to do so visibly as an influencer in our community.

To deliver these projects, Andrew and his team continue to follow through with a phenomenal level of successful grant applications. Applying for these is not the work of a moment, they involve a great deal of time to formulate 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.

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As a charity, we welcome donations with ticket sales and gifts, and are able to use GiftAid. 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.

Financial Results

Thanks to the local community and central government support, we have weathered the immediate Covid storm. As we emerge from its shadow, our overriding aim will be to reinvigorate the successful business model that has served us so well, while ensuring flexibility to respond to any lasting changes in social behaviour that the pandemic may have created.

Our cinema sales up to March 2023 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.

Our policy and commitment is to put any and all available funds back into the business and the building with the continued aim of keeping The Stag available to be used by local and touring hiring companies - and improving its services for the long-term.

	2023	2022
Turnover	£1,081,642	£1,064,023
Net (expenditure)/income (before transfers)	-£ 60,254	-£ 43,034
Contribution from/(to) Project Reserves	£ 62,000	£ 48,153
Operating Surplus	£ 1,746	£ 5,119
Total Reserves at 31 March 2023	£364,503	£332,671
Free Reserves	£132,504	£216,447

A Look Ahead

I ask that you consider a night out at The Stag, with perhaps a meal in town as an accompaniment to the entertainment. 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 we continue to face a real challenge. As for all businesses, current inflation levels impact our operating costs and in particular our personnel costs. The people who work at The Stag are our most important asset but whether they are full-time, part-time or casual the costs of employing them continues to rise. The Stag's operating income from its activities is not yet sufficient to cover operating costs. This puts even more pressure on us to find grants to refurbish and improve The Stag for our hirers and customers. 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 all crave, and ensure the services we have had in Sevenoaks remain secure for us all to enjoy in the future.

Claire Shea, Chairman



1st November 2023

STAG COMMUNITY ARTS CENTRE
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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 2023. 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).

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.

Activities for this financial year (2022-2023) continue still to be affected by the commercial impacts of pandemic lockdowns and the change of customer behaviour in terms of going out for film and theatre entertainment. The commercial path to recovery and the return to pre-pandemic visitor numbers remains a long and slow one.

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The Stag has continued achieving its charitable aims during periods of Government restrictions and continues that success now. 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. We continue providing facilities for young people from babies to toddlers to the Stag Youth Theatre providing drama and film courses. Rare Productions continues to provide musical theatre and numerous dance schools and companies use The Stag's facilities to provide expression through dance. 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. An excellent outcome from that support during lockdown has been the creation of a Youth Theatre writers group which has flourished and has developed into an annual writing event. 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. SYT provides drama, play-writing and film-making courses. 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 recent years, we hope to reinstate The Stag's Arts Festival in Autumn 2024.

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 and specialised films such as the increasingly popular art documentary shows which allow close up examination of pictures and artifacts in 4K high definition. This often allows 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 and grant bodies continue to provide financial and support through benefit in kind. We were sorry to see the demise of the long-standing Friends of Stag organisation and The Stag is developing its own loyalty scheme which will have the advantage that it is inside The Stag's charitable umbrella. This means the Charity can now take financial advantages of GiftAid for these donations. We welcome offers of help, grants and bequests to help the work of The Stag in its charitable objectives.

The bar area continues to be regularly used for meetings and events during the day and as a bar in the evening and we aim to return to the pre-lockdown situation where ticketed performance events are held there. The Bar continues to operate in the evening during theatre events when it is run by volunteers.

The Trustees once again thank both our staff and our enthusiastic group of volunteers without whom The Stag could not operate. All our volunteers are people who 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 for the excellence of the service they provide. 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 which is part of the overall success of The Stag.

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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. New developments and improvements to the building and its equipment can only be carried out as new funds are found.

This year has seen a full-time return to operations at The Stag but not a full-time return to pre-lockdown ticket sales. This continues to create a commercially difficult situation for both ourselves and our principal customers (our performance space hirers) which rely on ticket sales for their income. The Stag's operational aim has always been to provide excellence in facilities and services so that hirers are successful in their shows - which then means they 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 and has now invested nearly £1.4M in capital improvements to The Stag and its equipment.

Theatre

In this financial year (2022-2023) The Stag alongside theatres across the country began to re-develop its pre-pandemic markets. It continues to be a difficult period commercially across the country as the public aren't returning to theatre in the numbers needed. 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. Local groups such as Sevenoaks Entertainers, Kentish Opera, Sevenoaks Symphony Orchestra and Sevenoaks Players have returned with large scale theatre productions. Overall The Stag Theatre hosted nearly 200 performance events covering music, musical theatre, drama and dance involving around 16,000 people and watched by more than 50,000. Truly encompassing the community.

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 re-open and to continue the upgrade and refurbishment of its equipment. Following the work done during the pandemic shutdowns, The Town Council, the Government, the District Council and the Charity have now invested nearly £1.4M 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 which The Stag provides.

Cinema

Cinema distributors have followed through on their public commitment to provide new content and in particular the block buster films which attract most larger audiences. The recovery of cinema audience levels to pre-pandemic levels remains slow. The release in May 2022 of the long awaited sequel to Top Gun (Maverick) plus Matilda and Minions 2 (The Rise of Gru) were the biggest sellers at The Stag but ticket sales remained lower than expected - both for The Stag and for the distributors. This reflects both the national and international experience.

However The Stag continues to provide thought-provoking films which do work well with the families and parents (and grandparents) of Sennockians. Whilst the Downton Abbey sequel (A New Era) provided a romantic fill up we also showed Jodie Comer's breathtaking and award-winning performance of her NT Live London show Prima Facie on four sold-out occasions. It remains much easier to see such performances at The Stag than journeying to London with its attendant time, hassle and cost.

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The theatrical release of Operation Mincemeat by Netflix was a demonstration of different strands of the cinema industry working together despite fears immediately post-pandemic of a fracture (between Home or Subscription Video on Demand against an evening out at the cinema) - which have not materialised. It demonstrated that the people of Sevenoaks wanted to see big films on a big screen and suggests a stronger longer-term future for cinemas and for The Stag.

The Stag continued its successful Stag Select strand of specialist event performances with another concert from Glyndebourne Opera plus nine big name National Theatre Live presentations - Shakespearean classics such as Henry V, Much Ado About Nothing and Othello to other classics such as The Crucible and The Seagull. We also continued to show top-flight stage dramas like Mark Gatiss's new version of A Christmas Carol plus contemporary dramas such as Jack Absolutely Flies, the Life of Pi and Straight Line Crazy alongside the previously mentioned and brilliant Prima Facie. We continued and extended our strand of specialist art films with films on Cezanne, Hopper, Pissaro and Mary Cassatt looking at her representation of modern women plus an analysis of Easter in Art. Classic films included George Michael, Neil Young and Tim Minchin concert performances and the ever-popular Dambusters film commemorating the 80th anniversary of the raid.

The Stag deliberately continues to programme a wonderful mix of film aimed at all ages covering films for the whole family from youngest to oldest. Overall a list of films to suit everyone's taste. We continue to provide 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 it could. We will continue to look for high quality productions which we can use as Stag Select presentations.

We also instituted a weekly subtitled showing of our most popular films and 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. As The Stag re-opened post-pandemic it hosted more than 300 meetings and groups from craft fairs, baby support shows (such as music and phonics), the Youth Theatre and Rare Productions and music. 30 performance shows were hosted to more than 2,000 people with sell-out shows from the singer Laurence Jones and the comedians Rhys James and separately Lee Hurst. Our Sevenoaks community here not only includes those watching the shows but also those involved in them with nearly 12,000 people watching or taking part in the very varied activities supported by the flexibility of The Stag and the Plaza.

Stag Limelight Room

The Stag Limelight Room is a well-equipped meeting and boardroom providing superb low cost value and a flexible meeting space with a/v facilities and self-serve tea & coffee facilities.

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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 (including vegan) continue to be a popular offering at both theatre and cinema shows.

The Art Wall continues to be provided as the only free - and the only freely available - art 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.

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 from The Stag and to local shops & supermarkets. We continue to look for areas of marketing where printed materials work best but concentrate on social media and direct regular email contact. Our social media reach now includes facebook, Twitter ('X'), Instagram and traditional email reaching around 200,000 hits per month.

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. We also provide print and design services to hirers.

The Stag has a close relationship with both Sevenoaks Town Council and 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 advertising, 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 external 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.
- 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.

**STAG COMMUNITY ARTS CENTRE
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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 slide donation facility in the foyer which is popular with children. The Stag now has four different routes to receive donated funds:

- Donate through the website
- Donate at the box office
- Donate by text
- Donate coins or notes 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 and our general facilities partners Stellar Maintenance. We receive significant donations in kind of their time and equipment from these partners and volunteers 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. We successfully finished off the replacement of The Stag's 30-year old gas boiler system (started the previous year) and aim to complete the installation of 55KW of solar panels in May 2023. As part of our green agenda we are working on a project to replace our tungsten theatrical lighting with LED light units so reducing our carbon use as well as our overall electricity consumption.

We have received no complaints regarding our fundraising activities.

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Other Income

The Charity continued to receive grant Income of £27,000 from Sevenoaks Town Council during the financial year 2022/23 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.

Trustees

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

Nicholas Busvine OBE (Chairman)
Claire Shea (Vice-Chairman)

Elisabeth Ancrum (appointed 18 August 2022)
Keith Bonin
Marilyn Canet
Rachel Parry
Richard Parry
Robert Piper
Roderick Hogarth
Simon Raikes
Sue Camp
Tony Clayton
Victoria Granville-Baxter

Post year end the following trustees resigned on 10 May 2023:-

Nicholas Busvine OBE
Keith Bonin
Rachel Parry
Richard Parry
Robert Piper
Roderick Hogarth
Simon Raikes

Post year end the following trustees were appointed:-

Catherine Daniell (Vice-Chairman) (appointed 14 June 2023)
Chloe Gustard (appointed 14 June 2023)
David Skinner OBE (appointed 14 June 2023)
Gareth Willis (appointed 14 June 2023)
Lionel O'Hara (appointed 4 September 2023)
Nicholas Varley (appointed 14 June 2023)
Nigel Wightman (appointed 14 June 2023)
Peter Dixon (appointed 14 June 2023)
Sally Higham (appointed 14 June 2023)

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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 2023 there were thirteen members each of which guarantee to contribute £10 in the event of the Charity ceasing to operate.

Induction and Training of Trustees

New Trustees undergo an individual induction session and tour of The Stag to brief them on their legal

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.

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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:

- BBC SE Television, BBC Radio Kent & KMFM Radio
- H2 Productions
- Kent Libraries
- Kent County Council
- Sencio Leisure Centre
- Sevenoaks Chamber of Commerce
- Sevenoaks Chronicle and other local print media
- Sevenoaks Lions
- Sevenoaks Round Table
- Sevenoaks Theatre Productions
- Sevenoaks TownTeam

Pay policy for senior staff

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

The pay of all staff is reviewed regularly by the Chief Executive as a wholly executive function 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

The risk management process is a continuous one both for the operation of the business and for hirers of The Stag. It is reviewed annually 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 whilst avoiding censorship through potential social pressure. 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 surplus of £31,832 (2022 - deficit of £43,034). The impact of COVID19 continued to adversely affect this financial year in terms of customer numbers not yet returning to pre-pandemic levels but the reliance on external grants and donations has diminished as we returned to normal operations. The aim is to continue to build on the successful recovery to date and reconsolidate the financial position for future growth.

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Stag Community Arts Centre earned 87% (2022 - 68%) of its income from performance and hire fees, bar and catering income, the Youth Outreach programme and the showing of films in the cinemas. The remaining 13% (2022 - 32%) of income was raised through external grants and donations.

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. The trustees consider the ideal level of reserves required to mitigate the above to be £54,082, which equates to 5% of turnover, and £50,000 to cover unplanned emergency repairs.

The Unrestricted General Reserves balance at the year-end amounts to £132,504 (2022 - £237,896). The balance held is utilised on future projects and also assists with the working capital required for the normal day to day operations and for any unplanned emergency repairs. The grants received from the Sevenoaks Town Council in the year of £27,000 (2022 - £27,000) and the continued generosity of public donations has helped to maintain the sustainability and viability of The Stag and its charitable aims for the future.

Restricted funds arise from donations and grants received from third parties to be utilised towards specific projects. During the year the Charity utilised £42,600 from Sevenoaks District Council and £19,400 from Sevenoaks Town Council, with a further £30,086 received post year end, to part fund the solar panel project which was completed in May 2023. A further grant of £5,000 was received from Sevenoaks Town Council towards the most recent Stag Town Takeover event held throughout the town in the summer of 2022.

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. The Stag continues to avoid any form of investment risk.

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 pandemic.

The trustees continue to regard that the basis for 'going concern' remains appropriate since the Charity has net assets of £364,503 (2022 - £332,651) and free reserves of £132,504 (2022 - £216,447) at the balance sheet date, cash balances of £420,664 (2022 - £438,318) 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.

STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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 1st November 2023 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.

Statement of Trustees' Responsibilities

The trustees (who are also directors of the 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

- 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.

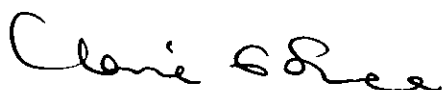
Provision of Information to Auditor

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 1st November 2023 and signed on their behalf, by:



Claire Shea, 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 2023 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 2023 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
(A Company limited by guarantee)

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.

**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.

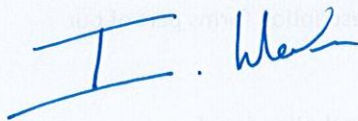
STAG COMMUNITY ARTS CENTRE
(A Company limited by guarantee)

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

th
29 November 2023

STAG COMMUNITY ARTS CENTRE
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including consolidated income and expenditure account)
YEAR ENDED 31 MARCH 2023

	Notes	2023				2022	
		Restricted		Unrestricted		Restricted	Unrestricted
		£	£	£	£	£	£
INCOME							
Arts Council Fund Grant		-	-	-	-	211,908	211,908
Coronavirus Job Retention Scheme		-	-	-	65,275	-	65,275
Donations	3	97,086	46,902	143,988	2,000	61,472	63,472
<i>Income from charitable activities:</i>							
Operation of community arts centre	4	-	264,739	264,739	-	162,738	162,738
<i>Income from other trading activities:</i>							
Commercial trading operations	2	-	670,872	670,872	-	560,597	560,597
Investment income	5	-	2,043	2,043	-	33	33
TOTAL INCOME		97,086	984,556	1,081,642	67,275	996,748	1,064,023
EXPENDITURE							
<i>Cost of raising funds:</i>							
Commercial trading operations		-	664,994	664,994	-	499,580	499,580
Operation of community arts centre	6	5,000	379,816	384,816	67,275	540,202	607,477
TOTAL EXPENDITURE		5,000	1,044,810	1,049,810	67,275	1,039,782	1,107,057
NET INCOME/(EXPENDITURE) BEFORE TRANSFERS		92,086	(60,254)	31,832	-	(43,034)	(43,034)
Transfers between funds		(62,000)	62,000	-	-	-	-
NET MOVEMENT IN FUNDS FOR THE YEAR		30,086	1,746	31,832	-	(43,034)	(43,034)
RECONCILIATION OF FUNDS							
<i>Total funds at 31 March 2022</i>		20	332,651	332,671	20	375,685	375,705
TOTAL FUNDS AT 31 MARCH 2023		30,106	334,397	364,503	20	332,651	332,671

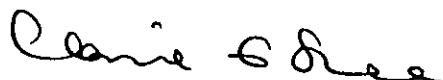
All the activities relate to continuing operations.
The statement of financial activities includes all gains and losses recognised in the current and preceding year.
The notes on pages 25 to 37 form part of these financial statements.

STAG COMMUNITY ARTS CENTRE
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023
Company number 07090305

	Notes	2023 £	2022 £
Fixed Assets			
Tangible assets	14	201,893	116,204
		<hr/>	<hr/>
		201,893	116,204
		<hr/>	<hr/>
Current Assets			
Stock		8,716	5,694
Debtors	16	66,411	71,301
Cash at bank and in hand		420,764	438,418
		<hr/>	<hr/>
		495,891	515,413
		<hr/>	<hr/>
Current Liabilities			
Creditors: amounts falling due within one year	17	(333,281)	(298,946)
		<hr/>	<hr/>
NET CURRENT ASSETS		162,610	216,467
		<hr/>	<hr/>
NET ASSETS		364,503	332,671
		<hr/>	<hr/>
FUNDS			
Restricted funds	18	30,106	20
Designated funds	18	201,893	94,755
Unrestricted funds	18	132,504	237,896
		<hr/>	<hr/>
		364,503	332,671
		<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 1st November 2023



Claire Shea, Chairman

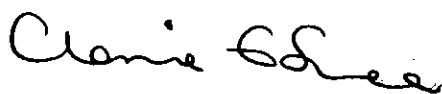
The notes on pages 25 to 37 form part of these financial statements.

STAG COMMUNITY ARTS CENTRE
CHARITY BALANCE SHEET
AS AT 31 MARCH 2023
Company number 07090305

	Notes	2023 £	2022 £
Fixed Assets			
Tangible assets	14	201,893	116,204
Investment	15	100	100
		<hr/>	<hr/>
		201,993	116,304
		<hr/>	<hr/>
Current Assets			
Stock		8,716	5,694
Debtors	16	66,411	71,301
Cash at bank and in hand		420,664	438,318
		<hr/>	<hr/>
		495,791	515,313
		<hr/>	<hr/>
Current Liabilities			
Creditors: amounts falling due within one year	17	(333,281)	(298,946)
		<hr/>	<hr/>
NET CURRENT ASSETS		162,510	216,367
		<hr/>	<hr/>
NET ASSETS		364,503	332,671
		<hr/>	<hr/>
FUNDS			
Restricted funds	18	30,106	20
Designated funds	18	201,893	94,755
Unrestricted funds	18	132,504	237,896
		<hr/>	<hr/>
		364,503	332,671
		<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 surplus/(deficit) of the parent company for the year was £31,832 (2022: £(43,034)).

The financial statements were approved and authorised for issue by the trustees and were signed on its behalf on 1st November 2023.



Claire Shea, 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 2023

	Notes	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
Cash generated in operating activities	22	97,050	129,555	97,050	129,555
Cash flows from investing activities					
Interest income		2,043	33	2,043	33
Purchase of tangible fixed assets		(116,747)	(9,344)	(116,747)	(9,344)
Cash provided by (used in) Investing activities		(114,704)	(9,311)	(114,704)	(9,311)
Cash used in financing activities		-	-	-	-
(Decrease)/Increase in cash and cash equivalents in the year		(17,654)	120,244	(17,654)	120,244
Cash and cash equivalents at the beginning of the year		438,418	318,174	438,318	318,074
Total cash and cash equivalents at the end of the year		420,764	438,418	420,664	438,318

ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2022 £	Cash Flows £	Other non- cash changes £	At 31 March 2023 £
Group				
Cash and cash equivalents				
Cash	438,418	(17,654)	-	420,764
Cash equivalents	-	-	-	-
Total	438,418	- 17,654	-	420,764
Charity				
Cash and cash equivalents				
Cash	438,318	(17,654)	-	420,664
Cash equivalents	-	-	-	-
Total	438,318	- 17,654	-	420,664

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 2023**

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:

1.1 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) - (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 net assets of £364,503 (2022 - £332,651), free reserves of £132,504 (2022 - £216,447), cash balances of £420,664 (2022 - £438,318) 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.

Income from other trading activities is recognised when the group is legally entitled to the income and the amount can be quantified with reasonable accuracy. Income from goods supplied and non-refundable hire deposits are recognised at the point of sale. Other income from hire and ticket sales are recognised on the date the performance takes place.

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 2023**

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.

STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

1.9 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

1.10 Stock

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

1.11 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.

1.12 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.

1.13 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.

1.14 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 £6,228 (2022 - £6,579).

1.15 General information

The 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 deed of covenant to the Charity. The summary financial performance of the subsidiary is as follows:

	2023	2022
	£	£
Turnover	670,872	560,597
Cost of sales and administration costs	(664,994)	(499,580)
Profit for the financial year	5,878	61,017
Distribution - Deed of Covenant	(5,878)	(61,017)
Profit for the financial year after distribution	-	-
Aggregate share capital and reserves	100	100

3 Donations

	2023	2022
	£	£
Donations from Trusts, Foundations and Councils	143,988	63,472

The income from donations was £143,988 (2022 - £63,472) of which £97,086 (2022 - £2,000) was restricted and £46,902 (2022 - £61,472) 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	<i>Unrestricted</i>
	Funds	<i>Funds</i>
	2023	2022
	£	£
Performance and Hire	166,771	111,481
Community Cinema	33,872	11,574
Bars and Catering	56,982	31,866
Youth Outreach	7,114	7,817
	264,739	162,738

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

All of the Charity's investment income of £2,043 (2022 - £33) arises from money held in the Charity's interest bearing deposit account.

6 Analysis of expenditure on charitable activities

	Theatre				2023	2022
	Performance and Hire	Cinema	Youth Outreach	Bars and Catering	Total	Total
	£	£	£	£	£	£
Direct staff costs	82,637	8,498	-	-	91,135	191,144
Other direct costs	17,503	16,303	-	20,807	54,613	64,699
Depreciation	29,483	1,285	-	290	31,058	30,843
Governance	13,250	-	-	-	13,250	12,250
Support Costs	90,937	52,374	4,108	47,341	194,760	308,541
	233,810	78,460	4,108	68,438	384,816	607,477

Expenditure on charitable activities was £384,816 (2022 - £607,477) of which £5,000 (2022 - £67,275) was restricted and £379,816 (2022 - £540,202) was unrestricted.

The majority of the direct staff and support costs in the prior year were offset by the Arts Council Fund grant and 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.

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				2023	2022
	Performance and Hire	Cinema	Youth Outreach	Bars and Catering	Total	Total
	£	£	£	£	£	£
Costs	(233,810)	(78,460)	(4,108)	(68,438)	(384,816)	(607,477)
Hire and ticket sales	166,771	33,872	7,114	-	207,757	130,873
Food and drink sales	-	-	-	56,982	56,982	31,865
Net cost funded from other income	(67,039)	(44,588)	3,006	(11,456)	(120,077)	(444,739)

8 Analysis of support costs

	Theatre				2023	2022
	Performance and Hire	Cinema	Youth Outreach	Bars and Catering	Total	Total
	£	£	£	£	£	£
Establishment expenses	39,986	18,149	1,878	19,271	79,284	186,253
Wages and salaries	39,015	31,738	1,626	23,246	95,625	97,224
Other staff costs	767	160	39	310	1,276	1,230
General office costs	11,169	2,327	565	4,514	18,575	23,834
	90,937	52,374	4,108	47,341	194,760	308,541

STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
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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 and 2022, 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 2023 £	Unrestricted Funds 2022 £
External auditor remuneration	13,250	12,250
	<u>13,250</u>	<u>12,250</u>

10 Net income/(expenditure) for the year

	2023 £	2022 £
This is stated after charging:		
Depreciation	31,058	30,843
Amortisation	-	-
Auditor's remuneration		
Audit fees for current year	11,000	10,000
Audit fees for subsidiary undertaking	<u>2,500</u>	<u>2,500</u>

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

	2023 £	2022 £
Wages and salaries	427,757	443,972
Social security costs	29,464	27,496
Pension costs	<u>6,228</u>	<u>6,579</u>
	<u>463,449</u>	<u>478,047</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, Deputy Chief Executive and the Cinema and Events Manager. The value of the total employee benefits of the key management personnel of the Charity was £123,598 (2022 - £133,846).

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
NOTES TO THE FINANCIAL STATEMENTS
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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 36 staff (2022 - 34 staff) and the average monthly number of full time equivalent employees (including casual and part time staff) during the year were as follows:

	2023 Number	<i>2022</i> <i>Number</i>
Operations	11	13
Finance	2	3
Events and Marketing	5	5
	<u>18</u>	<u>21</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.

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

	Leasehold improvements £	Venue Fittings & Equipment £	Total £
Cost			
At 1 April 2022	86,795	308,603	395,398
Additions	116,747	-	116,747
Disposals	-	-	-
At 31 March 2023	203,542	308,603	512,145
Depreciation			
At 1 April 2022	50,436	228,758	279,194
Charge for the year	8,679	22,379	31,058
Disposals	-	-	-
At 31 March 2023	59,115	251,137	310,252
Net Book Value			
At 31 March 2023	144,427	57,466	201,893
<i>At 31 March 2022</i>	<i>36,359</i>	<i>79,845</i>	<i>116,204</i>

15 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.

16 Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	3,160	5,496	3,160	5,496
Other debtors	11,735	2,579	11,735	2,579
Prepayments and accrued income	51,516	63,226	51,516	63,226
	66,411	71,301	66,411	71,301

17 Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	106,748	35,779	106,748	35,779
Taxation and social security costs	7,331	18,543	7,331	18,543
Other creditors	158,609	185,626	158,609	185,626
Accruals and deferred income	60,593	58,998	60,593	58,998
	333,281	298,946	333,281	298,946

**STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
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18 Analysis of charitable funds

Analysis of movements in unrestricted funds

	Funds 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2023 £
General Fund	62,790	984,556	(1,044,810)	129,968	132,504
General Dilapidations Fund	175,106	-	-	(175,106)	-
Designated Cinema Projector Fund	40,000	-	-	(40,000)	-
Designated Property Assets Fund	54,755	-	-	147,138	201,893
	332,651	984,556	(1,044,810)	62,000	334,397

Analysis of movements in unrestricted funds - previous year

	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

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. This has been incorporated into the general fund.
Designated Funds:	<p>a) Designated Cinema Projector fund for the future replacement of The Stag's cinema projectors. This has been incorporated into the general fund.</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 2022 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2023 £
Fixed asset donations	20	-	-	-	20
Solar Panel grant	-	92,086	-	(62,000)	30,086
Stag Town Takeover grant	-	5,000	(5,000)	-	-
	20	97,086	(5,000)	(62,000)	30,106

Analysis of movements in restricted fund - previous year

	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

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.
Solar Panel grant	Grants received from the CIL funds provided by Sevenoaks District Council - £42,600 and Sevenoaks Town Council - £49,486 towards the supply and installation of Solar Panels.
CJRS claims	Grants received from HMRC through the Coronavirus Job Retention Scheme for the purpose of covering furloughed employees wages and salaries costs.
Stag Town Takeover grant	Grant received from Sevenoaks Town Council (2022 - from Kent County Council) towards the cost of the annual Stag Town Takeover event held throughout Sevenoaks Town in the summer.
Toilet refurbishment grant	Grant received from Astor of Hever towards the cost of replacing toilet facilities.

STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
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19 Analysis of net assets between funds

Group

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
Fixed assets	20	201,873	201,893
Current assets	30,086	465,805	495,891
Current liabilities	-	(333,281)	(333,281)
	<u>30,106</u>	<u>334,397</u>	<u>364,503</u>

Analysis of net assets between funds - previous year

Group

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

Analysis of net assets between funds

Charity

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
Fixed assets	20	201,973	201,993
Current assets	30,086	465,705	495,791
Current liabilities	-	(333,281)	(333,281)
	<u>30,106</u>	<u>334,397</u>	<u>364,503</u>

Analysis of net assets between funds - previous year

Charity

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

**STAG COMMUNITY ARTS CENTRE
NOTES TO THE FINANCIAL STATEMENTS
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20 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 (2022 - £27,000) to the Charity towards general operational costs, £5,000 (2022 - £1,000) towards the Stag Town takeover event and £49,486 (2022 - £Nil) towards the Solar Panel project of which £30,086 was due at the year end (2022 £Nil). 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 (2022 - £1,000).

During the financial year Sevenoaks District Council granted £42,600 (2022 - £Nil) towards the Solar Panel project.

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 deed of covenant of the trading profits of Stag Community Arts Centre Trading Limited of £5,878 (2022 - £61,017) of which £5,878 was outstanding at 31 March 2023 (2022 - £61,017).

There were no other outstanding balances with related parties as at 31 March 2023 (2022 - £Nil).

21 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
NOTES TO THE FINANCIAL STATEMENTS
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22 Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Net movement in funds	31,832	(43,034)	31,832	(43,034)
Add back depreciation charge	31,058	30,843	31,058	30,843
Deduct interest income shown in investing	(2,043)	(33)	(2,043)	(33)
Decrease/(increase) in stock	(3,022)	(1,792)	(3,022)	(1,792)
Decrease/(increase) in debtors	4,890	137,288	4,890	137,288
Increase/(decrease) in creditors	34,335	6,283	34,335	6,283
Net cash generated in operating activities	97,050	129,555	97,050	129,555

23 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 1.9. 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 20, 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.

