

REGISTERED COMPANY NUMBER: 01480595 (England and Wales)
REGISTERED CHARITY NUMBER: 279714

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015
FOR
CANTERBURY THEATRE AND FESTIVAL TRUST
(A Company Limited by Guarantee)

CANTERBURY THEATRE AND FESTIVAL TRUST

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FOR THE YEAR ENDED 31 DECEMBER 2015

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CANTERBURY THEATRE AND FESTIVAL TRUST
(A Company Limited by Guarantee)

CHAIRMAN'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2015

The Board of the Canterbury Theatre and Festival Trust presents its report for year ending 31 December 2015, which includes the 2015 Festival.

The mission of the Canterbury Festival is to create and promote high quality arts events to excite and involve the widest possible range of participants throughout the region and beyond. The Board is also required to see that this happens in a way that is sustainable in the long-term within the resources available. The balance between attracting audiences and keeping control of costs is a tricky one. Following the 2015 Festival, it is pleasing to report that average audience numbers increased by 5.8% (on 2014), while average costs reduced by 7.8%. For this, the Festival Team is to be congratulated.

But the Festival Team is to be doubly congratulated for dealing with an event unprecedented in the memory of Board and Team members – the cancellation of a major event (on the night) because of the non-appearance of those booked to present it. That the Team was able to deal smoothly with this event, with minimal impact on the reputation and the finances of the Festival, is testament both to the skill of the Team, but also the high regard in which the Festival is held. Artistic highlights in 2015 included the concert by Texas which was a sell-out and a boost to the Festival's confidence in promoting rock music. Classical concerts attracting particularly positive response from audiences included the Escher Quartet (USA) and pianist Nicholas McCarthy and Kent Sinfonia.

A box office hit selling out both screenings was the Canterbury on Film project – a partnership with the British Film Institute. This comprised a screening in Canterbury Cathedral of *Murder in the Cathedral* with a specially constructed screen and individual headsets for the audience ensuring 21st century technical support for an historic occasion. In the Spiegel tent the varied programme of cabaret and music proved popular. The Festival is now seeking an alternative site for the tent, after three years at the County Cricket Ground. With its match-funding scheme completed, it is felt that a location closer to the city centre will attract the required additional sponsorship to support this exciting project.

Naturally the Festival is indebted to its funders - Arts Council England, Canterbury City Council, Kent County Council, the Dean and Chapter of Canterbury and the King's School – who have continued to support the Festival in the context of increasingly challenging financial times. I should like to thank the Festival's sponsors, Vice Presidents and Friends whose contributions are vital to the achievement of our aspirations. The Trustees are also appreciative for the enthusiastic commitment of those who buy the thousands of tickets the Festival sells each year. This makes the considerable effort involved in staging the Festival so worthwhile and we are grateful for their essential financial support.

On behalf of the Trustees, I should like to place on record our appreciation for the energetic and creative leadership of Rosie Turner, the Festival Director and her loyal and hard-working staff team who continue to deliver artistic and financial success, developing the Festival's reputation for excellence and accessibility year on year.

I should like to extend my thanks to the large number of volunteers that help each year. They do so with good cheer and their commitment is appreciated.

The Board of Trustees give their time freely to ensure that the Festival remains in good health. Membership of the Board is evolving, and I thank the Trustees, long-standing and more recently appointed, for the lively support that they give to the Festival.

CANTERBURY THEATRE AND FESTIVAL TRUST
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CHAIRMAN'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2015

Looking to the future, the Festival looks forward to developing exciting new programmes of artistic excellence while achieving audience numbers to sustain the Festival's financial future. While this is a constant challenge, the Festival continues to make tangible artistic progress, raising its national profile, while also contributing significantly to support Kent-based artists and reflecting the very best of the city of Canterbury within which it operates. It is a challenge that the Festival therefore embraces with enthusiasm.

Professor Keith Mander
Chairman

CANTERBURY THEATRE AND FESTIVAL TRUST
(A company limited by guarantee)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2015

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2015. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities (the FRSSE) (effective 1 January 2015).

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01480595 (England and Wales)

Registered Charity number

279714

Registered office

Canterbury Theatre and Festival Trust
8 Orange Street
CANTERBURY
Kent
CT1 2JA

Trustees

Prof. Keith Mander	- Chairman
Dr Kate Neales	- Company Secretary
Hugh Summerfield	- Treasurer
Geraldine Allinson	
Simon Backhouse	- Vice Chairman
Dr D Barton	- Resigned 13.5.15
Hugo Barton	
Peter Harris	
Darren Henley	- Resigned 31.5.15
Peter Hermitage	
Andrew Ironside	
The Hon C W H James	
Dr Keith Mclay	
Brig. John Meardon	- Resigned 13.5.15
Camilla Swire	
Roderick Loder-Symonds	
Dr Daniel Lloyd	- Appointed 1.12.15
Rev Canon Christopher Paul Irvine	- Appointed 13.5.15

Company Secretary

Dr Kate Neales

Auditors

McCabe Ford Williams
Statutory Auditors
Chartered Accountants
Bank Chambers
1 Central Avenue
Sittingbourne
Kent
ME10 4AE

CANTERBURY THEATRE AND FESTIVAL TRUST
(A company limited by guarantee)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2015

REFERENCE AND ADMINISTRATIVE DETAILS - continued

Bankers

National Westminster Bank	CAF Bank	The Royal Bank of Scotland
City Centre Branch	Kings Hill	Leicester Retail Customer Service Centre
11 The Parade	West Malling	Bede House
Canterbury	Kent	11 Western Boulevard
Kent	ME19 4TA	Leicester
CT1 2SQ		LE2 7EJ

Solicitors

Gardner & Croft
2 Castle Street
Canterbury
Kent
CT1 2QH

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

As set out in the Articles of Association, the Trustees retire by rotation one third each year but shall be eligible for re-election. The Articles allow for the Board to appoint Trustees during the year, such Trustees shall retain their office only until the next AGM, but shall then be eligible for re-election. When considering co-opting a Trustee (new appointment), the Board has regard to the requirements of any specialist skills needed and in order to provide necessary academic, professional and commercial knowledge required with respect to a charitable arts company.

Induction and training of new trustees

New Trustees are offered training to brief them on their legal obligations under charity and company law, the contents of the Memorandum and Articles of Association, the committee and decision making process, the business plan and current financial performance of the charity. From time to time trustees are encouraged to attend appropriate external training events, where these will facilitate the understanding of their role.

Organisational structure

The charity is governed by the Board of Directors, which meets at least five times a year and is responsible for making strategic and governance decisions regarding the Trust. There are sub-committees covering sponsorship and finance and secondly strategy and planning. These sub-committees are assisted by the charity's staff members. A Festival Director is appointed by the Trustees to manage the day-to-day operations of the charity, supported by a fundraising, marketing and finance team. The Festival Director has delegated authority, within terms approved by the Trustees, for operational matters including finance, employment and artistic performance related activity. At each board meeting, detailed written reports are submitted by the officers and sub-committees for open discussion.

Related parties

The Canterbury Festival Foundation was incorporated in 2002 as a charitable company limited by guarantee, in order to promote and support the charitable objects of the Canterbury Theatre and Festival Trust (the charity). The aim of the organisation is to raise endowment funds which can be invested and income used for the benefit of Canterbury Theatre and Festival Trust. The Canterbury Theatre and Festival Trust has the power to appoint Trustees to the Canterbury Festival Foundation. In 2015, the Foundation donated £15,000 (2014: £nil) to the charity.

CANTERBURY THEATRE AND FESTIVAL TRUST

(A company limited by guarantee)

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 DECEMBER 2015**

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

The Friends of Canterbury Festival is an organisation incorporated as from June 2004 within the Canterbury Festival Foundation which raises funds for Canterbury Theatre and Festival Trust. In 2015, the Friends donated a total of £16,850 (2014: £21,000) to the charity.

Each year the Canterbury Festival Foundation offers a Bursary to a young musician which is presented at a concert held during the Canterbury Festival. The costs with respect to individual grant making are borne by the charity, on behalf of the Foundation. The work is carried out on an in-kind basis by employees of the charity as part of their normal duties and the cost of staging the concert is met by the charity as part of its general expenditure on production.

Risk management

The charity's risk management strategy includes:-

1. A bi-annual review of the risks the charity may face.
2. The establishment of systems and procedures to mitigate those risks identified in the delivery of the Festival's Strategic Plan 2011-2015 created in 2011 for the period to 2015.
3. The implementation of procedures designed to minimise any potential impact on the charity, should these risks materialise.

The charity maintains a Risk Register which identifies the principal risks as non-financial issues arising from artistic excellence, competition and public perception together with management of the specific risks concerning the loss of core income or failure to reach fundraising targets. The trustees are satisfied that adequate steps are taken to mitigate these risks and others identified within the Risk Register.

A further key element in the management of financial risk is the setting of a reserve policy and its regular review by Trustees.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The principal objects of the charity as stated in the Memorandum of Association is to promote, maintain, improve and advance the education of the public in the arts, including the arts of drama, mime, dance, singing, opera and music, ballet, cinema, concert, stage performances and the visual arts generally. The charity promotes the arts in East Kent and in particular organises and runs the Canterbury Festival.

Strategies employed to achieve the charity's objectives are:-

1. To engage national and international performing artists covering the range of activities noted and specified in the Articles of Association.
2. Supporting Kent-based artists and performers by promoting their activities.
3. Fostering a greater sense of ownership of the Festival in the region through partnerships.
4. To engage, promote and further develop an educational and outreach programme.
5. Additional creative projects to further develop arts in East Kent.
6. To play a strategically important year-round role supporting and developing the arts in the region.
7. To seek future funding and good financial controls to ensure the sustainability of the Festival.

CANTERBURY THEATRE AND FESTIVAL TRUST
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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2015

ACHIEVEMENT AND PERFORMANCE

Charitable activities

The Trustees believe the 2015 Festival met the charity's objectives in full. The international programme drew performers from the United States, Senegal, Germany, France, Lithuania, Poland and Australia with content that spanned from the time of Magna Carta to the Space Age. In total over 58,000 people engaged with the Festival, with over 28,000 tickets sold.

In addition to a wide variety of professional performances appealing to a range of audiences there were several school's concerts, and a new musical competition for young popular musicians – Track Record. There were 14 exhibitions and a major city-centre installation of a number of pianos free to the public to play. Play Me I'm Yours was brought to the Canterbury Festival in partnership with the Lilford Gallery.

Highlight events included a partnership with the British Film Institute to enable a screening of Murder in the Cathedral in the Nave of Canterbury Cathedral. One of the largest rock concerts staged by the Festival was that by Texas in the Marlowe Theatre which was a sell-out. The Cabaret commissioned by the Festival for the Spiegeltent – Les Enfants Perdus – was a critical success but audience numbers were smaller than hoped. However, the programme of events for children and families was very well received at the Spiegeltent during half-term.

Public Benefit

The Trustees confirm that they have complied with the duties set out in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. In particular, the Trustees consider how planned activities will contribute to the aims and objectives of the Charity.

Who used and benefited from our services

Particular attention is given to ensuring that ticket prices remain affordable in an attempt to make the arts as accessible as is feasibly possible. By way of an example, during the festival discounted tickets were made available to students and concessions were offered to schools, colleges and universities to encourage attendance. There was a spread of ticket prices including tickets at £12 for the charity's prestige concerts and approximately 40 'free' events were offered.

There were 708 artists/performers engaged by the 2014 Festival. Approximately 175 local artists and local arts groups (amateur) were supported by advice, free marketing and PR support from the Festival. Local artists and performers from all disciplines and age groups were actively sought to participate in the Umbrella, Exhibition and Open House schemes, with the aim to inspire emerging talent on the national stage.

The Festival held a community stage this year during the opening day. Based in two locations within the city centre, the intention of this important community project is to showcase local, young artists to people who would not normally interact with the Festival. Audience figures are estimated at 5,000.

Once again the Festival held its annual Schools' poetry competition. Working in partnership with Stagecoach bus company, the School of English at the University of Kent, and local poets, the Festival invited 30 schools to enter their pupils into the competition. Free workshops were provided to pupils to develop their writing skills and presentation abilities. The winning pupils were invited to perform at a special prize giving evening. Selected poems were also displayed on Stagecoach Buses.

Youth participation was also encouraged at the Spiegeltent where there were five lunchtime concerts by secondary schools, a 'Primary World Music Showcase' performed by pupils from five primary schools and ten lunchtime concerts performed by students for Canterbury Christ Church University. Audience admittance was free and the events provided an excellent showcasing opportunity for you and emerging talent to perform in an international arts festival.

CANTERBURY THEATRE AND FESTIVAL TRUST
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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2015

Who used and benefited from our services - continued

Opportunities were provided to students studying locally to gain experience of working in an arts organisation. At the Spiegeltent students from Canterbury Christ Church University Performing Arts and Music Technology worked across the entire two weeks of activities. Students for Canterbury College provided volunteer to act as curators for the display of 'Glass Microbiology' in the Cathedral Chapter House. Overall the charity was fortunate to enjoy voluntary assistance from approximately sixty individuals from the local community. These individuals helped to steward events and, for some, this led to the development of new skills and proficiencies.

Fundraising activities

A total of £626,293 (2014: £546,098) excluding box office and programme receipts was raised from grants, Vice Presidents' donations and subscriptions, Gift Aid, general donation, corporate membership, special fundraising and sponsorship.

FINANCIAL REVIEW

The statement of financial activity reflects the Festival's aspirations to become a year-round arts promoting organisation and develop its position as the major promoter of international work within East Kent. Projects in addition to the annual October Programme included:

- Capital Grant, funded by The Arts Council to facilitate the freehold purchase and future proofing Festival House
- Kent Festivals Development grant, managed on behalf of the Arts Council and KCC, is to fund training projects for Festivals in East Kent.
- Arts Award, funded by Artsworld, is a pilot project enabling four young people to produce and arts portfolio for their Bronze Arts Award qualification.

The financial results for the year were satisfactory. The unrestricted Funds before accounting for transfers shows a surplus of £41,337 (2014: £44,920). The surplus can be attributed to general financial prudence throughout the year.

Restricted Funds show a surplus, before accounting transfers of £40,411 (2014: £88,531 deficit) in the year. This activity includes projects such as Capital Bid and 2010 Becket Play costs where the Statement of Recommended Practice, Accounting and Reporting by Charities requires the project income to be recognised when it is received even though expenditure has been incurred some years later.

Gross income was £934,369 (2014: £850,943). This increase is due to the end of the Capital Bid funding.

Total resources expended were £852,621 in 2015, compared with £894,554 in 2014 and this decrease is mainly due to the expenditure on the Capital Bid.

There were unrealised gains of £795.

The total reserves, comprising Restricted and Unrestricted Funds, carried forward at the end of year were £642,076 compared with £559,533 in 2014. The Restricted Funds held of £44,575 (2014: £19,306) relate to advance receipts for the Capital Fund work.

The Board of Trustees continues to be mindful of the economic position and overheads are being controlled wherever possible.

CANTERBURY THEATRE AND FESTIVAL TRUST
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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2015

Reserve policy

The Trustees have established the level of reserve, freely available funds, at a level which:-

1. Notes the requirements to cover the charity's working capital on a day-to-day basis.
2. Meet forward liabilities in advance of income.
3. Fund non-profit making performances for the benefit of the community.
4. Generally, comply with sound financial management.

The Reserves Policy is to retain approximately one year's overhead costs of £300,000, with £200,000 to cover unforeseen programming difficulties. The Trustees acknowledge there is little guarantee in the forward funding budgets, whether from central or local government and other regulated bodies. Consequently, the reserve policy should provide a cushion to meet any adverse downturns.

As noted above, sub-committees are established in the area of finance and sponsorship and strategy and planning. It is recognised by the Trustees that these sub-groups are important to the long-term sustainability of the charity.

Investment policy and objectives

Under the Memorandum and Articles of Association the charity has the power to invest in any way the Trustees feel appropriate.

The Trustees have decided to invest £300,000 of the Unrestricted reserves with Rathbone's Investments for a period of two years. The Trustees have set an ethical approach to the Festivals' investment portfolio. It does not wish to:-

- Invest directly in companies the major part of whose business is pornography, gambling, tobacco, pay day loans or armaments.
- Invest in pooled investment funds where there is a significant exposure to companies the major part of whose business is pornography, gambling, tobacco, pay day loans or armaments.

FUTURE DEVELOPMENTS

The success of the Spiegeltent in 2014 was repeated in 2015 and the Festival in 2016 will again have a dedicated venue which will allow further growth of audiences, attract a more diverse demographic and enable the Festival to programme new, artistically inventive pieces.

The project is in support of the Festival's strategic priority to develop the artistic excellence and breadth of the programme, thereby ensuring great art for all. In particular, it is intended the Spiegeltent will enable the Festival to:

- Develop resilience in the changing face of the region's cultural landscape by offering a unique venue in the City at Festival time – distinguishing the Festival from the year-round cultural offer and raising its profile both within the region and nationally.
- Increase the artistic offering by programming edgier and artistically different events to engage younger audiences with the arts.
- Help to diversify the Festival's donor profile by creating an attractive offering that appeals to affluent, young professionals.
- Further learning and participation activity and enhance the artistic offering for families.
- Provide young performers with an opportunity to play in a wonderful setting, which for many will be their first public performance.
- Develop a sustainable package of fundraising initiatives to enable the continuation of this new strand of programming.

CANTERBURY THEATRE AND FESTIVAL TRUST
(A company limited by guarantee)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2015

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Canterbury Theatre and Festival Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 those financial statements, the trustees are required to:-

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charity Statement of Recommended Practice (SORP).
- Make judgements 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 business.

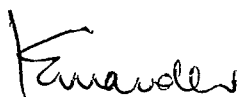
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:-

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

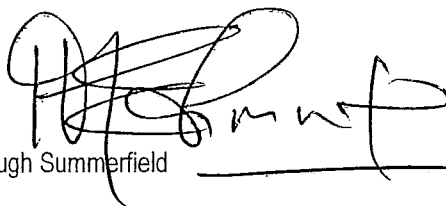
This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:



Prof. Keith Mander

Chairman



Hugh Summerfield

Trustee

Date:

6 July 2016

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
CANTERBURY THEATRE AND FESTIVAL TRUST
(A company limited by guarantee)

We have audited the financial statements of Canterbury Theatre and Festival Trust for the year ended 31 December 2015 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective January 2015) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities set out on page nine, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
CANTERBURY THEATRE AND FESTIVAL TRUST
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Matters on which we are required to report by exception

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

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



Clair Rayner FCA DChA (Senior Statutory Auditor)
for and on behalf of McCabe Ford Williams
Statutory Auditors and Chartered Accountants
Bank Chambers
1 Central Avenue
Sittingbourne
Kent
ME10 4AE

Date: 6 July 2016 .

CANTERBURY THEATRE AND FESTIVAL TRUST
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2015

		Unrestricted funds	Restricted funds	31.12.15 Total funds	31.12.14 Total funds
	Notes	£	£	£	£
INCOMING AND ENDOWMENTS FROM					
Donations and legacies	2	329,193	-	329,193	333,716
Charitable activities					
Promotion of the Arts	5	308,076	169,070	477,146	391,550
Other trading activities	3	124,566	-	124,566	115,617
Investment income	4	3,464	-	3,464	10,060
Total incoming resources		765,299	169,070	934,369	850,943
EXPENDITURE ON					
Raising funds	2	117,003	-	117,003	139,606
Charitable activities					
Promotion of the Arts	5	549,091	128,659	677,750	681,795
Other trading activities	3	56,638	-	56,638	70,100
Management of investment income	4	1,230	-	1,230	3,053
Total resources expended		723,962	128,659	852,621	894,554
NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS					
		41,337	40,411	81,748	(43,611)
TRANSFERS	17	<u>15,142</u>	<u>(15,142)</u>	-	<u>(43,611)</u>
Net incoming/(outgoing) resources for the year before other recognised gains and losses		56,479	25,269	81,748	(43,611)
Unrealised gains on fixed asset investments		795	-	795	856
Net expenditure		57,274	25,269	82,543	(42,755)
RECONCILIATION OF FUNDS					
Total funds brought forward		540,227	19,306	559,533	602,288
TOTAL FUNDS CARRIED FORWARD		<u>597,501</u>	<u>44,575</u>	<u>642,076</u>	<u>559,533</u>

The notes form part of these financial statements

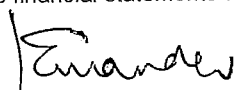
CANTERBURY THEATRE AND FESTIVAL TRUST (REGISTERED NUMBER: 01480595)
(A company limited by guarantee)

BALANCE SHEET
AT 31 DECEMBER 2015

	Notes	31.12.15 Total funds £	31.12.14 Total funds £
FIXED ASSETS			
Tangible assets	11	12,210	10,853
Investments	12	<u>300,000</u>	<u>57,431</u>
		312,210	68,284
CURRENT ASSETS			
Debtors: amounts falling due within one year	13	19,998	68,355
Cash at bank and in hand		<u>330,416</u>	<u>458,252</u>
		350,414	526,607
CREDITORS			
Amounts falling due within one year	14	(20,548)	(35,358)
		<u>329,866</u>	<u>491,249</u>
NET CURRENT ASSETS			
		642,076	559,533
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>642,076</u>	<u>559,533</u>
NET ASSETS			
FUNDS			
Unrestricted funds	16	597,501	540,227
Restricted funds	17	<u>44,575</u>	<u>19,306</u>
TOTAL FUNDS		<u>642,076</u>	<u>559,533</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

The financial statements were approved by the Board of Trustees on 6 July 2016 and were signed on its behalf by:



Prof. Keith Mander
Chairman


 Hugh Summerfield
Trustee

The notes form part of these financial statements

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

1. ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2015), the Companies Act 2006 and the requirements of the Accounting and Reporting by Charities: Statement of Recommended Practice.

Exemption from preparing a cash flow statement

Exemption has been taken from preparing a cash flow statement on the grounds that the charitable company qualifies as a small charitable company.

Incoming resources

Income comprises amounts derived from box office income and amounts received by way of grants, sponsorship and all other fundraising activities.

Resources expended

These are recognised in the period in which they are incurred and include attributable VAT which cannot be recovered. Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable.

Allocation and apportionment of costs

Support costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Where support costs can not be attributed directly they are apportioned using income as the basis.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Marketing & Promotional Equipment	- 33.33% and 20% on cost
Office Equipment & Computers	- 25% on cost
Office Furniture & Fixtures	- 25% on cost
Leasehold improvements	- Over the remaining term of the lease

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Designated funds - these are funds set aside by the Trustees out of unrestricted general funds for specific future purposes or projects.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

CANTERBURY THEATRE AND FESTIVAL TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Company status

In the event of the winding up of the charity each member of the charity undertakes to contribute such sum as may be required, not exceeding £1 each.

Fixed asset investments

Fixed Asset Investments are included in the Balance Sheet at market value. Unrealised gains or losses during the year are included in the Statement of Financial Activities.

2. DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	31.12.15 £	31.12.14 £
Receipts:				
Arts Council Funding	204,045	-	204,045	204,161
Grants	60,254	-	60,254	54,469
Trust Income	-	-	-	7,000
Other Donations/Gift aid	23,884	-	23,884	18,597
Festival Foundation Donations	15,000	-	15,000	21,000
VPs subs/donations	24,148	-	24,148	27,157
Other Income	1,862	-	1,862	1,332
	<u>329,193</u>	<u>-</u>	<u>329,193</u>	<u>333,716</u>
Support costs – see note 6	117,003	-	117,003	139,606
	<u>117,003</u>	<u>-</u>	<u>117,003</u>	<u>139,606</u>
Net incoming resources	<u>212,190</u>	<u>-</u>	<u>212,190</u>	<u>194,110</u>

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

3. OTHER TRADING ACTIVITIES

	Unrestricted £	Restricted £	31.12.15 £	31.12.14 £
Receipts:				
Corporate subscriptions	3,550	-	3,550	4,500
Sponsorship	87,500	-	87,500	91,000
Advertising	6,960	-	6,960	9,910
Rental income	9,014	-	9,014	5,375
Other income	2,070	-	2,070	845
Fundraising events	<u>15,472</u>	<u>-</u>	<u>15,472</u>	<u>3,987</u>
	124,566	-	124,566	115,617
Support costs – see note 6	44,273	-	44,273	62,917
Fundraising costs	<u>12,365</u>	<u>-</u>	<u>12,365</u>	<u>7,183</u>
	56,638	-	56,638	70,100
Net incoming resources	<u>67,928</u>	<u>-</u>	<u>67,928</u>	<u>45,517</u>

4. INVESTMENT INCOME

	Unrestricted £	Restricted £	31.12.15 £	31.12.14 £
Receipts:				
Income from listed investments	1,629	-	1,629	1,801
Bank interest receivable	<u>1,835</u>	<u>-</u>	<u>1,835</u>	<u>8,259</u>
	3,464	-	3,464	10,060
Support costs – see note 6	1,230	-	1,230	3,053
	<u>1,230</u>	<u>-</u>	<u>1,230</u>	<u>3,053</u>
Net incoming resources	<u>2,234</u>	<u>-</u>	<u>2,234</u>	<u>7,007</u>

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

5. CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	31.12.15 £	31.12.14 £
Receipts:				
Box office/Other events	304,578	-	304,578	291,113
Nightly programme sales	3,498	-	3,498	3,672
Grants	-	-	-	96,765
Arts Council capital grant	-	161,570	161,570	-
Kent Festivals grant	-	7,500	7,500	-
	<u>308,076</u>	<u>169,070</u>	<u>477,146</u>	<u>391,550</u>
Support costs – see note 6	150,073	19,520	169,593	115,555
Artist, venue, technical & box office costs	386,346	8,300	394,646	407,608
Nightly programme costs	2,482	-	2,482	4,618
Project costs	-	1,186	1,186	26,590
Donation to Canterbury Festival Foundation	-	-	-	125,000
Education projects	-	-	-	424
Bad debt	100	-	100	-
Auditors remuneration	2,000	-	2,000	2,000
Professional fees	1,796	-	1,796	-
Insurance	4,642	-	4,642	-
Property repairs	1,652	99,653	101,305	-
	<u>549,091</u>	<u>128,659</u>	<u>677,750</u>	<u>681,795</u>
Net outgoing resources	<u>(241,015)</u>	<u>40,411</u>	<u>(200,604)</u>	<u>(288,245)</u>

6. SUPPORT COSTS

	Voluntary Income £	Activities for generating income £	Investment income £	Charitable activities £	31.12.15 £	31.12.14 £
Unrestricted funds:						
Salaries	77,965	29,502	820	113,007	221,294	221,906
Marketing	19,921	7,538	209	28,875	56,543	55,532
Administration	1,016	384	11	1,472	2,883	913
Educational projects	361	137	4	523	1,025	-
Website	1,221	462	13	1,771	3,467	1,446
Office costs	5,896	2,231	62	8,546	16,735	16,102
Premises costs	2,990	1,131	31	4,334	8,486	6,624
Sundry costs	<u>7,633</u>	<u>2,888</u>	<u>80</u>	<u>11,065</u>	<u>21,666</u>	<u>18,608</u>
	<u>117,003</u>	<u>44,273</u>	<u>1,230</u>	<u>169,593</u>	<u>332,099</u>	<u>321,131</u>

CANTERBURY THEATRE AND FESTIVAL TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

7. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging / (crediting):

	31.12.15	31.12.14
	£	£
Auditors' remuneration	2,000	2,000
Professional fees	1,796	-
Depreciation - owned assets	<u>6,598</u>	<u>11,909</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2015 nor for the year ended 31 December 2014.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2015 nor for the year ended 31 December 2014.

9. INDEMNITY INSURANCE

During the year the charitable company paid £4,663 (2014: £4,554) for a combined insurance policy which includes indemnity cover for the organisation and its trustees from loss arising from the neglect of defaults of its trustees and officers.

10. STAFF COSTS

	31.12.15	31.12.14
	£	£
Wages and salaries	200,157	199,043
Social security costs	17,210	17,569
Other pension costs	<u>3,927</u>	<u>5,294</u>
	<u>221,294</u>	<u>221,906</u>

There were no employees earning more than £60,000 in the year under review (2014: Nil).

The average monthly number of employees during the year was as follows:

	31.12.15	31.12.14
Administration	6	6
Marketing	<u>1</u>	<u>1</u>
	<u>7</u>	<u>7</u>

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

11. TANGIBLE FIXED ASSETS

	Leasehold Improvements £	Marketing Equipment £	Office Furniture £	Office Computers £	Totals £
COST					
At 1 January 2015	42,471	-	2,445	16,338	61,254
Additions	-	6,500	-	1,455	7,955
Disposals	-	-	-	-	-
At 31 December 2015	<u>42,471</u>	<u>6,500</u>	<u>2,445</u>	<u>17,793</u>	<u>69,209</u>
DEPRECIATION					
At 1 January 2015	36,262	-	2,445	11,694	50,401
Charge for year	4,465	181	-	1,952	6,598
Eliminated on disposal	-	-	-	-	-
At 31 December 2015	<u>40,727</u>	<u>181</u>	<u>2,445</u>	<u>13,646</u>	<u>56,999</u>
NET BOOK VALUE					
At 31 December 2015	<u>1,744</u>	<u>6,319</u>	<u>-</u>	<u>4,147</u>	<u>12,210</u>
At 31 December 2014	<u>6,209</u>	<u>-</u>	<u>-</u>	<u>4,644</u>	<u>10,853</u>

12. FIXED ASSET INVESTMENTS

	Listed Investments £
MARKET VALUE	
At 1 January 2015	57,431
Additions	300,000
Disposals	(57,431)
At 31 December 2015	<u>300,000</u>
NET BOOK VALUE	
At 31 December 2015	<u>300,000</u>
At 31 December 2014	<u>57,431</u>

The historical cost of the investments as at 31 December 2015 is £300,000 (2014: £25,526).

During the year, the Barings investment was disposed of, and a new investment was acquired with Rathbones.

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.15	31.12.14
	£	£
Trade debtors	15,558	5,206
Other debtors	-	1,375
Prepayments and accrued income	<u>4,440</u>	<u>61,774</u>
	<u>19,998</u>	<u>68,355</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.15	31.12.14
	£	£
Bank loans and overdrafts	-	-
Trade creditors	17,079	20,690
Social security and other taxes	942	10,068
Other creditors	<u>2,527</u>	<u>4,600</u>
	<u>20,548</u>	<u>35,358</u>

15. OPERATING LEASE COMMITMENTS

The following operating lease payments are committed to be paid:

	31.12.15	31.12.14
	£	£
Expiring:		
Within one year	-	1,011
Between one and five years	<u>-</u>	<u>-</u>
	<u>-</u>	<u>1,011</u>

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

16. UNRESTRICTED FUNDS

	At 1.1.15	Incoming Resources	Outgoing Resources	Transfers	Investment Gains	At 31.12.15
	£	£	£	£	£	£
General Fund	540,227	766,094	(723,962)	15,142	-	597,501
	<u>540,227</u>	<u>766,094</u>	<u>(723,962)</u>	<u>15,142</u>	<u>-</u>	<u>597,501</u>

Unrestricted Funds Include:

Arts Council Funding – National Portfolio Funding

This is core funding from Arts Council England, payable over three years to 2015.

Arts Council Funding – Catalyst

This is a project, funded by Arts Council England, to enhance the artistic programme and develop fundraising capabilities. The grant is payable over four years and funding is conditional on match funding from philanthropic sources.

17. RESTRICTED FUNDS

	At 1.1.15	Incoming Resources	Outgoing Resources	Transfers	Investment Gains	At 31.12.15
	£	£	£	£	£	£
Arts Council Capital Project	2,178	161,570	(119,173)	-	-	44,575
2010 Becket Play	14,993	-	-	(14,993)	-	-
Arts Award	1,271	-	(1,186)	(85)	-	-
Kent Festivals	864	7,500	(8,300)	(64)	-	-
	<u>19,306</u>	<u>169,070</u>	<u>(128,659)</u>	<u>(15,142)</u>	<u>-</u>	<u>44,575</u>

2010 Becket Play

Funds were brought forward in respect of the anticipated 2010 play. The play did not proceed as expected and the Festival obtained approval from the Dean and Chapter of Canterbury to transfer the funds for use in the Canterbury Festival 2015.

Arts Council Capital Project

This is funding received from the Arts Council England for the sole purpose of purchasing 8 Orange Street, and completing the necessary renovations as set out in the initial funding application.

Arts Award

This is funding received from Artswork towards the development of a sustainable Arts Award programme. Approval was obtained to transfer the residual balance on the fund to unrestricted funds.

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2015

17. RESTRICTED FUNDS (continued)

Kent Festivals

This is funding from the Arts Council England towards the development of Kent Festivals. Approval was obtained to transfer the residual balance on the fund to unrestricted funds.

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Fund £	Designated Fund £	Restricted Fund £	Total £
Fixed Assets	310,466	-	1,744	312,210
Current Assets	307,583	-	42,831	350,414
Current Liabilities	(20,548)	-	-	(20,548)
Balance carried forward	597,501	-	44,575	642,076

19. RELATED PARTY DISCLOSURES

As noted in the Report of the Trustees, Canterbury Theatre and Festival Trust has a close relationship with Canterbury Festival Foundation. The Canterbury Festival Foundation was incorporated in 2002 as a charitable company limited by guarantee, in order to promote and support the charitable objects of the Canterbury Theatre and Festival Trust. From the excess of income over expenditure, the Foundation made a donation totalling £15,000 (2014: £21,000) to the Canterbury Theatre and Festival Trust in order to support its charitable activities for the year to December 2015.

Each year the Canterbury Festival Foundation offers a Bursary to a young musician which is presented at a concert held during the Canterbury Festival. The costs with respect to individual grant making are borne by the charity, on behalf of the Foundation. The work is carried out on an in-kind basis by employees of the charity as part of their normal duties and the cost of staging the concert is met by the charity as part of its general expenditure on production.

20. COMPANY STATUS

Canterbury Theatre and Festival Trust is a company limited by guarantee and was incorporated on 20 February 1980. It is registered as a charity with the Charity Commission. According to the Articles of Association, every member undertakes to contribute the sum not exceeding £1 to the assets of the charity in the event of it ceasing to operate, while he or she is a member, or within one year after he or she ceases to be a member.

CANTERBURY THEATRE AND FESTIVAL TRUST
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NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2014

21. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	333,716	-	333,716
Charitable activities			
Promotion of the Arts	294,785	96,765	391,550
Other trading activities	115,617	-	115,617
Investment income	10,060	-	10,060
	<hr/>	<hr/>	<hr/>
Total incoming resources	754,178	96,765	850,943
EXPENDITURE ON			
Raising funds	139,606	-	139,606
Charitable activities			
Promotion of the Arts	496,499	185,296	681,795
Other trading activities	70,100	-	70,100
Management of investment income	3,053	-	3,053
	<hr/>	<hr/>	<hr/>
Total resources expended	709,258	185,296	894,554
	<hr/>	<hr/>	<hr/>
NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS	44,920	(88,531)	(43,611)
Transfers between funds	(46,413)	46,413	-
	<hr/>	<hr/>	<hr/>
Other recognised gains/(losses)			
Unrealised gains on fixed asset investments	856	-	856
Net movement in funds	(637)	(42,118)	(42,755)
RECONCILIATION OF FUNDS			
Total funds brought forward	540,864	61,424	602,288
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS CARRIED FORWARD	<u>540,227</u>	<u>19,306</u>	<u>559,533</u>

