

The Bury St. Edmunds Theatre Management Limited

(A company limited by guarantee and not having share capital)

Report and Financial Statements

Year ended 31 March 2019

Company number: 842455

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Annual report and financial statements for the year ended 31 March 2019

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Directors

R Quince (Chairman)
M Redmond
E Michie
A Wayne
K Turner

M Codrington Fernandez
S Whybrew
G Kirk
B Littlefair

Chief Executive and Artistic Director

K Simpson

Company Secretary and registered office

P Turner
Westgate Street, Bury St Edmunds, Suffolk, IP33 1QR

Company number

842455

Registered charity number

242977

Auditors

RSM UK Audit LLP, Abbotsgate House, Hollow Road, Bury St Edmunds, Suffolk, IP32 7FA

Bankers

Lloyds Bank Plc, 28 Risbygate Street, Bury St Edmunds, Suffolk, IP33 3AH

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
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Chairman's Report

As Chair of The Bury St Edmunds Theatre Royal Management Limited (which has overall responsibility for Theatre Royal) I would like to extend sincere thanks to Chief Executive & Artistic Director, Karen Simpson, and her team. 2018/19 was an excellent year and the good work of Karen and the team continues into the current year. We continue to make progress in extending our artistic offer and engaging with a wider range of groups within the community that we serve. As a consequence, audience numbers have yet again increased, and combined with very prudent financial management we have achieved a small surplus on the unrestricted fund and added to our reserves. We absolutely are not seeking to be a profit maximising organisation but building our reserve, which is a stated policy of the board, will give us some limited resilience against unforeseen events in the future and help safeguard the valued contribution that Theatre Royal makes to our area.

We could not have achieved this progress without the support we receive from a wide range of individuals and organisations.

In 2019 several of our trustees have either stood down having served their maximum of two terms or will do so later in the year. Prior to my assuming the Chair role they helped oversee the turnaround of Theatre Royal and I am very grateful for their efforts. So, goodbye to Penny Croft, Alan Brown, Sara Whybrew, Keith Turner and Liz Michie, who we wish well for the future. We are well on the way to appointing some new trustees who I am sure will carry on the good work.

We have some significant corporate and individual donors, who support us predominantly because they are keen to see a vibrant theatre in our area, adding to its many other attractions. Our two councils, Suffolk County and West Suffolk, are similarly supportive and have continued to make significant funding contributions despite their own financial pressures. By way of an aside we wrote in support of the new West Suffolk Council and look forward to working with the new council now it is established, and further extending our activities into the former Forest Heath area. Theatre Royal Supporters Group continue to be hugely helpful in raising funds to enable us to invest in new equipment and improvements that we would otherwise struggle to afford. Finally, our relationship with the National Trust, from which we lease the theatre, and the building's ultimate owner, Greene King, has been hugely beneficial. The Trust have been very generous in the funds they have committed to maintaining the building, most recently funding the repainting of the external façade of the theatre and improving the foyer and other common areas; while Greene King, as well as other support, provided us with the space for this year's panto rehearsals, a perennial problem for Karen and the team. Thanks to all these organisations and our loyal individual donors.

The financial contributions from our two councils and our corporate and individual donors bring two significant benefits. Most obviously, these contributions, together with the profit on our box office receipts, make up the great majority of our core funding. Less obviously these contributions can also be used to attract match funding from arts charities for specific projects. This double benefit would clearly translate to a double financial hit were they to reduce for any reason. Theatre Royal is very much more than a venue. A lot of effort goes into our own productions, for example the annual Panto and The Wisdom Club which ran in January. These own productions enable us to engage with disadvantaged groups and children & young people in the area we serve and are a vital element of the Theatre.

I cannot finish without also extending all our thanks to the Theatre's volunteers who do sterling work virtually every day of the year, and who have done an excellent job in the wide range of events that have marked our 200th anniversary.

We look forward with confidence to the next 200 years.



Roger Quince,
Chairman

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Report of the directors for the year ended 31 March 2019

The directors present their annual report together with the audited financial statements for the year ended 31 March 2019.

Structure, governance and management

Governing document

The Charitable Company was formed on 24 March 1965 to manage the Theatre Royal, Bury St Edmunds, which is sub leased from The National Trust. The Charitable Company is a registered charity, has no share capital and is limited by guarantee. Each member of the Charitable Company is liable for an amount not exceeding £1 and total members may not exceed 50.

Organisation

The directors of the Theatre determine the general policy of the Charitable Company. The day to day management of the Theatre is delegated to the Chief Executive and Artistic Director and the Executive Team.

Further details have been given in accordance with Charities SORP FRS102 and can be found on page 2.

Appointment of directors

The directors of the Charitable Company are its trustees for the purposes of charity law and throughout this report are collectively referred to as the directors. They serve terms of office in accordance with the Charitable Company's constitution and are appointed by the directors themselves. Directors are recruited through open advertising and interview. Prior to advertising the directors carry out an audit to identify gaps in expertise or representation among their number and advertise for suitable candidates accordingly.

The directors of the Charitable Company who have served since 1 April 2018 were:

R Quince	G Kirk (Appointed 16/05/19)
A Wayne	E Michie
P Croft (Resigned 16/05/19)	A Brown (Resigned 16/05/19)
B Littlefair (Appointed 16/05/19)	S Whybrew
K Turner	M Redmond
M Codrington Fernandez (Appointed 24/05/18)	

The Directors meet bi-monthly, and there are sub-committees for Resources (Finance & Administration), Marketing, Property and Programming. A Development (Fundraising) Group also meets to advise on strategy and tactical delivery, but this sits outside the governance structure.

Director induction and training

New directors undergo an induction which provides them with information about the organisation, its work and aspirations; their legal obligations under charity and company law; the content of the Memorandum and Articles of Association; the committee and decision-making processes; the business plan and recent financial performance of the Charitable Company. They are also invited to meet key employees and discuss aspects of the Charitable Company's work relevant to their expertise. Guidance and induction is given by fellow Board members and the executive team.

Connected parties and supporters

The Theatre Royal Supporters Group is also an independent fundraising group whose sole aim is to raise funds for Theatre Royal.

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Report of the directors for the year ended 31 March 2019 (continued)

The Charitable Company works closely with Greene King plc, the ultimate owners of the Theatre Royal building, and the National Trust, who lease the building from Greene King and to the Charitable Company. The building is a National Trust registered property.

The Charitable Company was in receipt of annual funding from Suffolk County Council and St Edmundsbury Borough Council during the year, both of whom appoint observers to the Board. The National Trust also appoints an observer.

Principal risks and uncertainties

The directors review and approve a budget and update the Business Plan of the Charitable Company annually. The Business Plan looks at a period of up to five years ahead, and its associated process is undertaken every three to five years and is a comprehensive and strategic plan setting out the major opportunities available to the Theatre and the risks to which it is exposed. The directors assess the major risks to which the Charitable Company is exposed to satisfy themselves that systems are in place to mitigate, as far as is practical, exposure to identified major risks. The Charitable Company has a Risk Register which is periodically reviewed by the Resources (Finance & Administration) Committee with any areas thought to be a major unmitigated risk brought to the attention of the full Board of Directors. Included in the Risk Register are issues that the Resources Committee consider to have the highest risk profiles. These are listed below together with actions to mitigate the relevant risk; the resulting mitigated risk level is also shown.

Risk	Level	Mitigating action	Mitigated risk
Reduction of revenue grants	High	Continue to work with and build relationships with funders.	Medium
Additional loss of public subsidy in-year destabilising the operational plan	High	Hold regular reviews with funders to assess likelihood of reductions in funding. Implement an annual reserves policy/procedure with a view to gradually growing company reserves to balance public subsidy over 5 years.	Medium
Salaries & fees falling below industry norms	Medium	Knowledge of norm rates. Build team approach with staff and maintain overall working environment.	Low
Child and vulnerable adult protection	High	Theatre Safeguarding Policy. Staff training, DBS Checks. External licensing where required.	Low
The organisation is unable to meet operational objectives due to the loss of key staff	Medium	Skills and knowledge sharing sessions held bi-monthly between teams to avoid silo working and single ownership of knowledge	Low
Breaches of health & safety	High	Regular monitoring of health and safety practices. Training for staff and volunteers continues. Improve record keeping and related systems. Sign up to UK Theatre's Safer theatres campaign and direct support for the industry.	Low

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Report of the directors for the year ended 31 March 2019 (continued)

Public benefit

The directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing aims and objectives and in planning future activities. In particular, the directors consider how planned activities will contribute to the aims and objectives they have set. Directors consider that public benefit is achieved through the following strategies: -

- Offering a wide range of artistic programming, aiming to appeal to all sections of the community;
- Support to education, the community and amateur sector, offering space and resources for their productions and activities;
- Programming captioned, signed and audio described performances, and relaxed performances where possible, enabling deaf, hard of hearing, visually impaired people and people with dementia and other disabilities to enjoy live theatre;
- Providing access for wheelchair users and those with mobility difficulties;
- Offering a wide range of heritage tours and talks in and around the theatre;
- Delivering creative workshops with community partners working with minority, vulnerable and disenfranchised groups and providing engagement with the work on stage and wider opportunities offered by the Charitable Company;
- Working with schools on curriculum and cultural engagement projects at the theatre and in schools;
- Providing drama and theatre activities for people of all ages and ability at the theatre and in community venues enabling a wide range of people throughout the region to benefit;
- Offering subsidised and free places available to those in need;
- Offering a broad range of ticket prices, and further concessions for targeted groups, to enable all sections of the community to access performances at the theatre.

Objects and Activities

The mission of the Charitable Company is:

Entertaining, exciting, enriching and creatively engaging audiences.

The Bury St Edmunds Theatre Management Limited's charitable objectives are to:

'promote, maintain, improve and advance education particularly by the production of educational plays and the encouragement of the Arts including the arts of drama, ballet, music, singing, literature, sculpture and painting and to formulate, prepare and establish schemes therefore provided that all the objects of the company shall be of a charitable nature.'

The Charitable Company is committed to delivering great 'Theatre for All' through the presentation of a year-round, high quality, entertaining programme of theatre and other performances at Theatre Royal Bury St Edmunds and across the region. It is committed to bringing the best theatre and entertainment to audiences and contributes to the national arts ecology.

The Charitable Company works in collaboration with artists and partners to ensure work of the highest quality is accessible for people in the region. It offers employment, learning and creative development for artists and the wider community through its participatory, artistic and education programmes.

The Charitable Company manages the Theatre Royal, Bury St Edmunds, a unique, intimate, 350 seat Grade 1 listed building and National Trust Property situated in a historic town in Suffolk and the only theatre building remaining from the Regency period. It therefore has an artistic and historic role to play within the cultural and educational landscape.

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Report of the directors for the year ended 31 March 2019 (*continued*)

The aims and the activities provided are designed to:

- Develop the quality, diversity and reach of artistic, community and education work.
- Increase and reach more audiences and develop their engagement with the Charitable Company's work.
- Provide excellent customer care across all areas of operations.
- Increase the income generated and provide sustained investment for operations.
- Provide cultural leadership within the region.
- Further the skills and abilities of staff and volunteers.

Achievements and Performance

Karen Simpson, the Chief Executive and Artistic Director, and her team have continued to achieve real progress in delivering on ambitions for the Charitable Company by programming and presenting high quality work with the emphasis on drama for adults, families and children, and by engaging and encouraging more people to experience theatre.

They have continued to make improvements to the facilities at the theatre and build important relationships across the region. They have made significant improvements throughout the organisation creating an excitement in what is now on offer.

The Charitable Company has continued and consolidated the significant improvements in financial performance achieved in the three previous years. The Unrestricted Fund surplus for the year was £70,225.

During 2018/19 The Bury St Edmunds Theatre Management Limited:

- Presented work to 83,000 people in Suffolk at the Theatre Royal and through Once Upon a Festival.
- Presented 138 performances targeted at family audiences which included 76 performances of its annual pantomime and a range of productions by visiting companies and Theatre Royal.
- Gave employment to 56 permanent staff.
- Gave direct employment to 92 professional actors and creative artists on projects and productions.
- Gave indirect employment to over 320 actors and creatives through its visiting company programme.
- Worked with 91 schools.
- Developed its Associate Artists programme targeted at vulnerable people in partnership with Women's Aid Refuge, Bury Drop in for the Homeless and The Befriending Project for adults with disabilities.
- Continued its partnership with Conservatoire East at West Suffolk College.
- Worked on a new project with Ipswich Council for Racial Equality and Highpoint prison and young offenders to commission a new play 'Pup' with Joseph Barnes Phillips.
- Extended its Youth Theatre activities to six after school Primary schools.

Report of the directors for the year ended 31 March 2019 (*continued*)

Own Artistic Productions and Co-Productions

- The pantomime '*Sleeping Beauty*', a new script commissioned from Chris Hannon and directed by Karen Simpson, had excellent critical feedback from audiences and reviewers playing to 21,986 people.

Full of fun, frolics, laughter and song plus fast-paced dance routines and a bit of a soaking for the audience – all the ingredients for a successful pantomime. East Anglian Daily Times

- Theatre Royal produced '*Goodnight Mister Tom*' adapted by David Wood combining our Summer training school for young people with a professional production at Theatre Royal. Roy Hudd played Mister Tom and the production played to 3,000 people.

It's a heart-warming and at times heart-rending performance by this wonderful cast admirably led by the indomitable Roy Hudd. East Anglian Daily Times.

- *The Wisdom Club* was commissioned from playwright Danusia Iwaszko following her work with older people at Age UK. The play was successfully taken to full production in January playing to 2,000 people.

*Hilarious, uplifting and thoroughly human, **The Wisdom Club** shines a much-needed spotlight on the plight of Britain's ageing population. This charming production follows a group of characters who find solace at a struggling coffee **club** as they navigate the pitfalls of their autumn years.* Bury Free Press

- The fourth Children's Arts Festival 'Once Upon a Festival' brought to a conclusion a two-year project with funding from the National Lottery and others. It reached 13,147 audience members, engaged with 56 different schools, provided 139 high quality performances in schools and community venues across Suffolk and Norfolk, and provided 84 enrichment workshops.

- The Theatre produced *Treasure Island* directed by David Whitney (Associate Artist Youth projects with its Young Company) which produced some amazing performances by young actors.

Visiting Companies

The programme continues to attract high quality tours to the theatre. Its unique intimacy enables it to present some innovative small-scale productions. However, its seating capacity and stage dimensions also enable it to accommodate smaller middle scale productions.

The following productions were key highlights of the year: *Hard Times* from Northern Broadsides, *The case of the frightened lady* from Bill Kenwright, the new play *The Life I lead*, Out of Joint's productions of *Rita Sue and Bob Too* and *The Remains of the Day*, Blackeyed Theatre's *Sherlock Holmes*, and The Tobacco Factory's production of *Henry V*.

The Theatre also continued to work with leading Drama school LAMDA which enabled 30 students to live and work there and present *Hayfever*. Ballet Central also performed a programme of Ballet with their new graduate company.

In addition to those productions involved with Once Upon a Festival, other presentations aimed at the children and family audience included *Private Peaceful*, *Tiddler*, *The Gruffalo's Child*, *The Owl and the Pussy Cat*, *Tabby McTat*, *Stickman*, and *The Gingerbread Man*

The Theatre continues to programme a range of other genres to ensure they serve the widest audience. It has had some excellent work which includes a variety of musical work including *Showstoppers improvised musical*, *Whiskey Galore* with actor musicians, *Carmen the Gypsy* using authentic Romany music, *Blake* and *Bella Voci* popular opera concerts.

It continues to work with Ballet UK and Ballet Cymru and really build the audience for this genre with *The Nutcracker*, *The Light Princess*, and *A Midsummer Night's Dream* all proving very popular. We also introduced contemporary tap and flamenco.

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Report of the directors for the year ended 31 March 2019 (continued)

The programme also included performances by a number of leading comedians *Richard Herring, Dr Phil Hammond, Dylan Moran*, and *Ardal O'Hanlon*, and we had talks and performances from a range of people as part of our vital fundraising work.

Learning and community

Projects with young people expanded both in and out of school during this year thanks to the skills of the Education Projects Officer Hayley Murrow and Connie Dent, the Youth Projects Associate Artist. The projects included:

- Shakespeare takeover - a highly successful project with 3 primary schools around *Henry V* and a Dickensian Takeover project around *Hard Times*.
- Industry Day - a day long experience for secondary schools illuminating the careers in theatre.
- 2 weeks of work experience opportunities.
- Youth Theatre workshops – 6 groups ranging from 8 – 22 years old held out of school and a further 6 groups developed with local primary schools.
- Numerous workshops and performances in schools throughout Once Upon a Festival 2018.
- Performance opportunities at Theatre Royal for the Youth Theatre and from schools participating in our projects.
- An Industry Summer school for young people

Projects in the community included arts work with and performances of work by Women's Aid Refuge and Bury Homeless Project. Two accessible projects were piloted for adults – *The Community Company* and *Act Your Age* for adults over 60 years.

This work is gaining momentum and becoming a very powerful strand of Theatre Royal's annual programme. Its success is attracting more project funding and increasing our ability to extend this life changing work. The work was presented at an International conference in Manchester as an example of good practice.

"I have loved this experience. It's therapeutic, healing. I get a distance, a perspective on my story. We have also had fun. The whole thing has been very powerful and empowering." Anna

"I would make seeing this work mandatory for all trainee Domestic Violence officers", Detective Inspector- Suffolk Police

Hires

During the year the Theatre also had productions from local amateur companies maintaining their relationship with the local groups; Irving Stage, Bury St Edmunds Amateur Operatic and Dramatic Society, Suffolk Young People's Theatre and Bury Theatre Workshop. These amateur companies are and will remain a significant element of the Theatre's heritage and future.

The subsidiary company Bury St Edmunds Theatre Productions Limited continued successfully to deliver its contracted services to the Charitable Company.

Financial Review

The Group's Statement of Financial Activities shows that the Unrestricted Fund has seen a net inflow for the year of £70,225 increasing the Unrestricted General Fund surplus balance at 31 March 2019 to £327,653, of this £43,200 was designated for specific purposes.

At 31 March 2019 group net current assets stood at £175,311, a decrease of £2,652 from £177,963 at 31 March 2018. The Directors have reviewed the issue of going concern once again, with the steps taken by the Board to assure themselves of this noted at Note 1a.

The Theatre continues to be supported by agreed revenue funding from Suffolk County Council and St Edmundsbury Borough Council. The Bury St Edmunds Theatre Management Limited would like to thank its

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Report of the directors for the year ended 31 March 2019 (continued)

stakeholder partners for their continued support and will work closely with local authority funders to ensure that it provides excellent investment, at a time when the public purse is under increased pressure.

Overall fundraising income for core expenditure, which includes specific Trusts & Foundations, donations, sponsorship and fundraising events, totalled £174,336 (2018 - £166,934). This is an excellent result and, as highlighted above, reflects the hard work of Julia Read, the Head of Development.

The Designated Unrestricted Fund at 31 March 2019 totals £178,724, an increase of £43,200 during the year. Further details of this fund, which allows the Trustees to designate resources to future projects and actions, are shown in Note 16 (b).

At 31 March 2019 the Restricted Capital Development Project Fund stands at £4,050,405, reflecting the investment in the building, which is being amortised over the life of the lease from National Trust. Heritage Lottery Fund retains a legal charge over the building, reflecting their grant investment from 2005; this charge expires in 2030.

Other significant restricted funds received or taken as accrued income in the year were from St Edmundsbury Trust, the Community Chest Fund, Bury Abbey Rotary, Bury Town Council, Arts Council England Grants for the Arts, Suffolk County & St Edmundsbury Borough Councillors Locality Budgets and The Theatre Royal Supporters Group. The balance of non-building restricted funds at 31 March 2019 stood at £145,543. Further details are shown in Note 16 (d). We would record our thanks to all those organisations who provided restricted funds in the year which greatly assists us in achieving our charitable objectives.

Total restricted funds at 31 March 2019 stood at £4,195,948.

Investment powers

Under the Memorandum and Articles of Association, the Charitable Company has the power to make any investment which the directors see fit.

Reserves Policy

The Theatre's Reserves Policy, set by the Trustees, is to work to achieve a general fund balance, excluding designated funds that reflects three months overhead expenditure. This would equate to approximately £200,000 which will allow the Charitable Company to manage unforeseen events. Over the last four years the theatre has made significant progress towards achieving this target with general funds at 31 March 2019 of £148,238. Until the level of general funds, set by the Trustees is reached all future annual surpluses achieved on the operational element of unrestricted general funds should stay as general funds less any amount specifically designated by the Board as being necessary to meet the organisation's charitable objectives. The reserves policy adopted is reviewed annually by the directors.

Senior Management Pay Policy

Senior Management remuneration is reviewed and set by the Resources (Finance & Administration) Committee utilising current market levels of pay reward for similar posts in similar organisations as a benchmark.

Fundraising

Bury St Edmunds Theatre Management Limited operates with a fundraising team consisting of: one Development Manager whose responsibilities lie primarily in organising fundraising events and Trusts and Foundations, and one Head of Development who pursues individual giving and sponsorship. All fundraising activities are undertaken in line with the fundraisers code of conduct as set out by the Charities Commission. The Charitable Company does not use any external professional fundraiser or involve any commercial participants. There have been no complaints about fundraising activities this year.

Plans for Future Periods

The Theatre continues to make significant progress in achieving its aim of an artistically led financially sustainable organisation. Significant challenges will always lie ahead but the Theatre must and will continue its efforts to build on the successful progress they have made to date.

The Theatre plans for 2019/20 anticipate a surplus of £14,128 for the year on the operational element of Unrestricted General Funds. The designated element of Unrestricted General Funds will reduce by £73,128 as projects and actions utilising funds previously designated by the directors are completed. Overall, the

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Report of the directors for the year ended 31 March 2019 (*continued*)

Unrestricted General Fund is planned at 31 March 2020 to stand at a positive balance of £162,366.

Made in Bury St Edmunds

The pantomime for 2019/20, *Peter Pan* will continue to be written by Chris Hannon and directed by Karen Simpson. The success of this production is a vital element to our year-round success and sustainability.

High on the list of ambitions, for the theatre is to continue to produce and present its own productions which will build and enhance a positive 'made in Bury' reputation creating jobs and the potential to develop skills in the region.

The Summer school will continue to give young people the unique experience of performing as part of a professional production alongside professional adult actors. *Pride and Prejudice* will be produced as part of Theatre Royal's 200th Anniversary programme. The production will feature 6 professional actors alongside 20 local teenagers and young adults and be a major training opportunity.

Wind in the Willows will also be produced with Theatre Royal's Young Company.

We will continue to explore ways of producing *The Wisdom Club* as a National Tour for 2020/21 in discussion with partners.

In June 2020 we will produce *The Doorstep Festival* building on the Strengths of Once Upon a Festival but focusing activity in the West Suffolk region.

The theatre will rebrand its Associate Artist programme – *Beyond Walls* and celebrate the work with a two day Festival of the project outcomes. *Beyond Walls* will aim to:

- Continue the over 60's project *Act Your Age*.
- Continue the Community Company who will also stage their first performance *The More Things Change*
- Continue to deliver pilot projects with community partners
- Focus on a Rural Youth project.

200th Anniversary

2019 is a major year for Theatre Royal with it being its 200th anniversary. The Heritage Lottery Fund of The National Lottery has provided funding to redevelop the heritage offer and the range of projects managed by Dr Clare Barry. In 2019/20 we expect this to include:

- The development of a range of new tours
- The creation of new exhibitions
- Developing live interpretations *Close Encounters*
- Research into the theatre's history
- A school's project with Rojo Arts to create a large-scale mosaic inspired by Theatre Royal's History

Visiting Companies work

The visiting programme of work in 2019/20 will continue to build quality visiting drama productions. Productions include *Much Ado about Nothing*, *She Stoops to Conquer*, *Romeo and Juliet*, *Me and the Girls*, *The Lady Vanishes*, *Skylight*, *Gym and Tonic*, *Macbeth* and *Murder Margaret and Me*.

Theatre Royal Building and Resources

In 2019/20 the Theatre will programme throughout the year allowing for maintenance in July and January.

Maintaining the upkeep of the building and its facilities remains a challenge for the organisation with its limited core funding. However, it has been working with National Trust to create a plan for redecoration and repairs and this is proving very helpful. Recent improvements have been the decoration of the dressing rooms, replacement light fittings, reupholstering of the seating and the refurbishment and remodelling of The Premiere Bar into the new Peter Hall Room as an exhibition, meeting and hospitality space. We have also replaced much of our IT to ensure we are compliant with GDPR.

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Report of the directors for the year ended 31 March 2019 (continued)

Further reupholstery and replacement of seating will continue. We will also redecorate the Greene Room Bar with the help of the National Trust Designers ready for the Autumn season opening. We still need to identify new rehearsal and activity spaces for our work. Along with the Theatre Royal Supporters Group, we aim to build funds to replace our lighting equipment in 2019/2020.

We continue to invest in the training of our staff and volunteers to build skills and make Theatre Royal an exciting and rewarding place to work.

Directors' responsibilities

The Directors (who are also Trustees of The Bury St Edmunds Theatre Management for the purposes of charity law) are responsible for preparing the Trustees' Annual Report 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 the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Directors are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to the disclosure of information to auditors

The directors who were in office on the date of approval of the financial statements have confirmed that as far as they are aware, there is no relevant audit information of which the auditors are unaware. Each of the directors has confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditors.

Auditors

A resolution to reappoint RSM UK Audit LLP, Chartered Accountants, as auditors will be put to the members at the annual general meeting.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption

On behalf of the Board on *5 September 2019*


.....
Roger Quince, Director

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED

Opinion

We have audited the financial statements of The Bury St Edmunds Theatre Management Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2019 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and 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 parent charitable company's affairs as at 31 March 2019 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 have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Directors', which includes the Directors' 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 Report of the Directors' has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent 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 Report of the Directors'.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable 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; or
- the Directors 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 Directors' Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities, 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 and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

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

RSM UK Audit LLP

CLAIRE SUTHERLAND (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Abbotsgate House
Hollow Road
Bury St Edmunds
Suffolk
IP32 7FA
Date *31 October 2019*

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Consolidated Statement of Financial Activities (including income and expenditure account) for the year ended 31 March 2019

	Note	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Unrestricted Funds £	Restricted Funds £	Total 2018 £
Income from							
Grants, donations and legacies	1	290,803	76,196	366,999	304,133	146,314	450,447
Other trading activities							
<i>Fundraising</i>		69,635	-	69,635	60,659	-	60,659
<i>Front of House activities</i>		225,688	-	225,688	193,771	-	193,771
<i>Other Income</i>		52,979	-	52,979	60,698	-	60,698
Investments		4,243	-	4,243	1,673	-	1,673
		<u>643,348</u>	<u>76,196</u>	<u>719,544</u>	<u>620,934</u>	<u>146,314</u>	<u>767,248</u>
Charitable activities							
<i>Operation of theatre and artistic programmes</i>	2	1,289,499	-	1,289,499	1,168,916	-	1,168,916
Total		<u>1,932,847</u>	<u>76,196</u>	<u>2,009,043</u>	<u>1,789,850</u>	<u>146,314</u>	<u>1,936,164</u>
Expenditure on							
Raising funds							
<i>Fundraising costs of grants and donations</i>	5	90,156	-	90,156	85,088	-	85,088
<i>Front of House activities</i>	5	124,283	-	124,283	116,350	-	116,350
Charitable activities							
<i>Operation of theatre and artistic programmes</i>	4	1,648,183	207,050	1,855,233	1,512,376	175,316	1,687,692
Total		<u>1,862,622</u>	<u>207,050</u>	<u>2,069,672</u>	<u>1,713,814</u>	<u>175,316</u>	<u>1,889,130</u>
Net movement of funds in year	6	70,225	(130,854)	(60,629)	76,036	(29,002)	47,034
Reconciliation of funds							
Total funds brought forward		257,428	4,326,802	4,584,230	181,392	4,355,804	4,537,196
Total funds carried forward		<u>327,653</u>	<u>4,195,948</u>	<u>4,523,601</u>	<u>257,428</u>	<u>4,326,802</u>	<u>4,584,230</u>

The notes on pages 19 to 33 form part of these financial statements.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Consolidated Balance Sheet at 31 March 2019

	Note	2019	2018
		£	£
Fixed assets			
Tangible assets	10	4,348,290	4,406,267
Current assets			
Stocks	12	6,465	7,239
Debtors	13	166,789	213,670
Cash at bank and in hand		870,209	686,660
		<u>1,043,463</u>	<u>907,569</u>
Creditors: amounts falling due within one year	14	<u>868,152</u>	<u>729,606</u>
Net current assets		175,311	177,963
Net assets		<u>4,523,601</u>	<u>4,584,230</u>
Represented by			
Funds			
Unrestricted: -	16		
- General fund		148,929	121,904
- Designated fund		178,724	135,524
		<u>327,653</u>	<u>257,428</u>
Restricted funds	16	4,195,948	4,326,802
Total funds		<u>4,523,601</u>	<u>4,584,230</u>

The financial statements on pages 15 to 33 were approved by the board of directors and authorised for issue on *5 September* 2019 and are signed on its behalf by:


.....
Roger Quince, Director

The notes on pages 19 to 33 form part of these financial statements

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Charity Balance Sheet at 31 March 2019

Company no: 842455

	Note	2019		2018
		£	£	£
Fixed assets				
Tangible assets	10	4,348,290		4,406,267
Investments	11	100		100
		<u>4,348,390</u>		<u>4,406,367</u>
Current assets				
Stocks	12	6,465	7,239	
Debtors	13	166,689	213,570	
Cash at bank and in hand		870,209	686,660	
		<u>1,043,363</u>	<u>907,469</u>	
Creditors: amounts falling due within one year	14	<u>868,152</u>	<u>729,606</u>	
Net current assets			175,211	177,863
Net assets		<u>4,523,601</u>		<u>4,584,230</u>
Represented by				
Funds				
Unrestricted: -	16			
- General fund		148,929		121,904
- Designated fund		178,724		135,524
		<u>327,653</u>		<u>257,428</u>
Restricted fund	16	4,195,948		4,326,802
Total funds		<u>4,523,601</u>		<u>4,584,230</u>

As permitted by S408 Companies Act 2006 the Charity has not prescribed its own Statement of Financial Activities and related notes as it prepares group accounts. The Charity's deficit for the year was £60,629 (2018 surplus: £47,034)

The financial statements on pages 15 to 33 were approved by the board of directors and authorised for issue on *5 September* 2019 and are signed on its behalf by:


.....
Roger Quince, Director

The notes on pages 19 to 33 form part of these financial statements

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Consolidated Statement of Cashflows at 31 March 2019

	Note	2019	2018
		£	£
<i>Cashflows generated by operating activities</i>	24	179,306	394,189
Cashflows from investing activities			
Interest income		4,243	1,673
Net cash provided by investing activities		4,243	1,673
<i>Change in cash and cash equivalents in the year</i>		183,549	395,862
<i>Cash and cash equivalents at the beginning of the year</i>		686,660	290,798
<i>Total cash and cash equivalents at the end of the year</i>		870,209	686,660

Cash and cash equivalents relate wholly to balances held in current and deposit accounts.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019

1a Accounting policies

Basis of preparation of financial statements

The financial statements have been prepared on the going concern basis as there are considered to be no material uncertainties in demonstrating the entity's ability to continue for at least 12 months from the date of signing these financial statements. A surplus of £27,025 has been recorded on the operational element of the unrestricted funds for the year ended 31 March 2019 after contributing £43,200 to the designated funds. Overall unrestricted funds were increased by £70,225 during the year leaving an unrestricted fund balance of £327,653 at 31 March 2019. Of this total, £148,929 relates to the operational element of the Unrestricted Fund and £178,724 to the designated element.

The subsidiary company, Bury St Edmunds Theatre Productions Limited allows the Theatre to take advantage of the new theatre tax relief regime recently introduced by HMRC which in the year ended 31 March 2019 results in a net benefit of £44,373 after costs which is included in the results of the Charitable Company.

Financial projections have been prepared for the year to 31 March 2020 and for the year to 31 March 2021 which the Directors have considered in their assessment of the going concern position

The Trustees have ensured that, as at the date of the signing-off of the accounts, there are no material uncertainties for at least 12 months which need to be reflected in these accounts and are satisfied that the accounts should be prepared on a going concern basis.

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2018) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The Bury St Edmunds Theatre Management Limited is an incorporated charity domiciled and registered in England, which constitutes a Public Benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Debtors

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

Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors or provisions

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

Financial instruments

The Charitable Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Basis of consolidation

The consolidated financial statements incorporate the accounts of the Charitable Company and those of its trading subsidiary, Bury St Edmunds Theatre Productions Limited for the year ended 31 March 2019 on a line by line basis. A separate Statement of Financial Activity (SOFA) is not presented because the charity

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 (continued)

1a Accounting policies (Continued)

has taken advantage of the exemptions afforded by Section 408 of the Companies Act 2006. Under section 479A of the Companies Act 2006, Bury St Edmunds Theatre Productions Limited is exempt from the requirement for its financial statements to be audited.

Reduced disclosures

The Charitable Company has taken advantage of the exemption from disclosing the following information, as permitted by the reduced disclosure regime within FRS 102:

- Section 7 'Statement of Cash Flows' - Presentation of a Statement of Cash Flow and related notes and disclosures.
- Section 11 'Basic Financial Instruments' & Section 12 'Other Financial Instrument Issues' – Carrying amounts for financial instruments measured at amortised cost or cost less impairment, interest income/expense and net gains/losses for financial instruments measured at amortised cost, loan defaults or breaches, and descriptions of hedging relationships.

Tangible fixed assets and depreciation

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

Equipment	- 3 - 5 years
Motor vehicles	- 3 - 4 years
Property improvements	- over the period of the lease

Property improvements in excess of £10,000 and equipment additions in excess of £500 are capitalised at the discretion of the directors.

Investments

In the Charitable Company balance sheet, investments include the investment in the subsidiary which is recorded at cost.

Income

Income is recognised when the Charitable Group has entitlement to the funds, any performance conditions attached to the item(s) of income has been met, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charitable Group has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income from front of house activities is recognised on exchange of goods.

Income received in advance of a theatrical performance or provision of other specified service is deferred until the criteria for income recognition are met, this is normally on the performance date.

Interest receivable

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

Expenditure

Theatre expenditure is recognised on an accruals basis. Contractual arrangements and performance related grants are recognised as goods or services are supplied.

- Costs of raising funds are those costs incurred in attracting grants and donations, and those incurred in trading activities that raise funds.
- Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.
- Expenditure on charitable activities includes the costs of performances, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 (*continued*)

1a Accounting policies (*Continued*)

Pensions

The group operates a Peoples Pension Plan for the benefit of its employees. The assets and liabilities of the scheme are held separately to those of the group. The annual contributions payable are included in the Statement of Financial Activities.

Leasing commitments

Rentals paid under operating leases are charged against income on a straight-line basis over the lease term.

Payments to volunteers

The theatre's operation relies heavily on volunteers, with advantage taken of exemptions awarded to charitable organisations in respect of the Minimum Wage regulations. Volunteers are engaged in all aspects of the operation, but most extensively in front of house operations. The Theatre engages voluntary workers to work for short periods (3-6 months) in career development opportunities in administrative, marketing and production capacities. The Charitable Company's directors are also engaged in a voluntary capacity. The Charitable Company offers out-of-pocket expenses to all volunteers, with many claiming modest travel expenses. No other payments are offered in respect of their work as volunteers.

Stocks

Stocks are valued at the lower of cost and net realisable value.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The holiday year for the Charitable Company ends at the reporting date, however in certain circumstances employees are entitled to carry forward unused holiday. The cost of any unused entitlement is recognised in the period in which the employee's services are received.

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the Charitable Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on the General Fund and a Designated Fund. They are available for use at the discretion of the directors in furtherance of the Charitable Company's charitable objectives. Restricted funds are created when grants or donations are made available for a particular purpose, the use of which is restricted to that purpose.

Critical accounting estimates and areas of judgement

The Charitable Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, not always equal the related actual results. There are not considered to be any estimates or judgements that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 (*Continued*)

1 Income from grants, donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Grants				
Suffolk County Council	100,000		100,000	100,000
St Edmundsbury Borough Council	61,250		61,250	61,250
Trusts & Foundations				
Suffolk Foundation	-	-	-	6,200
Community Chest Foundation	-	5,000	5,000	5,000
Arts Council England	-	24,831	24,831	-
National Trust	-	1,700	1,700	3,000
St Edmunds Trust	-	6,000	6,000	6,474
Alfred Williams Charitable Trust	500	-	500	3,000
Royal Theatrical Supporters Trust	-	-	-	4,930
Heritage Lottery Fund	-	-	-	83,300
Donations				
Friends of Theatre Royal	15,527	-	15,527	15,092
Others	69,443	35,665	105,108	114,143
Sponsorship	44,083	3,000	47,083	48,058
	<u>290,803</u>	<u>76,196</u>	<u>366,999</u>	<u>450,447</u>

2 Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Professional events	706,012	-	706,012	585,573
Touring productions	-	-	-	52,819
Pantomime	425,027	-	425,027	384,547
Education programme	57,077	-	57,077	60,362
Amateur events	49,580	-	49,500	50,042
Agency events	5,289	-	5,289	4,862
Heritage Tours	5,924	-	5,924	4,525
Other	40,590	-	40,590	26,186
	<u>1,289,499</u>	<u>-</u>	<u>1,289,499</u>	<u>1,168,916</u>

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 *(Continued)*

3 Allocation of support costs

The Charitable Company allocates its support costs as shown in the table below and then further apports those costs between the charitable activities undertaken. Support costs are allocated on a basis consistent with the use of resources.

	Theatre operation £	Fundraising costs of grants and donations £	2019 Total £	2018 Total £
Support costs				
Administration staff	78,052	8,672	86,724	79,675
Administration costs	338,643	6,372	345,015	293,006
Premises costs	141,054	-	141,054	118,172
	<u>557,749</u>	<u>15,044</u>	<u>572,793</u>	<u>490,853</u>

4 Analysis of charitable expenditure

The Charitable Company undertakes direct charitable activities only and does not make grant payments.

	Productions and performances £	Education programme £	2019 Total £	2018 Total £
Professional events	555,529	-	555,529	485,473
Touring productions	-	-	-	43,503
Pantomime	185,347	-	185,347	172,276
Education & Community programme	-	164,059	164,059	126,340
Artistic staff	78,052	8,672	86,724	79,676
Box office	43,929	6,361	50,290	49,732
Marketing	134,940	19,538	154,478	150,822
Technical	72,706	10,527	83,233	86,288
Wardrobe	15,570	2,254	17,824	14,942
Support costs (note 3)	487,206	70,543	557,749	478,640
	<u>1,573,279</u>	<u>281,954</u>	<u>1,855,233</u>	<u>1,687,692</u>

5 Analysis of cost of raising funds

	Staff costs £	Other costs £	Support costs £	2019 Total £	2018 Total £
Fundraising costs of grants and donations	46,822	28,290	15,044	90,156	85,088
Front of house activities	34,054	90,229	-	124,283	116,350
	<u>80,876</u>	<u>118,519</u>	<u>15,044</u>	<u>214,439</u>	<u>201,438</u>

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 (Continued)

6 Movement in total funds for the year

This has been arrived at after charging:

		2019	2018
		£	£
Depreciation	- Owned	57,977	67,393
Operating leases	- Land & buildings	16,750	16,750
	- Plant and machinery	2,016	2,016
Auditor's remuneration	- Statutory audit of charity & consolidated accounts	11,745	11,400
	- Tax advisory	-	3,665
	- Other services	4,280	7,375
Stock	- Amount expensed to cost of sales	67,471	67,466

7 Employees

The average monthly number of employees of the group during the year, excluding directors, was as follows:

	2019	2018
	Number	Number
Full time	16	17
Part time	40	32
	56	49

Staff costs consist of:	£	£
Wages and salaries	673,021	655,062
Social security costs	40,633	37,256
Pension costs	10,772	5,203
	724,426	697,521

No employee earned more than £60,000 in the year. (2018: no employee earned more than £60,000)

Termination payments totalling £nil were made in the year. (2018: £nil)

Key Management Personnel of the Charitable Company and Group comprise of the Directors, the Chief Executive and Artistic Director, the Finance Director and the Finance and Administration Manager. The total employee remuneration of Key Management Personnel was £125,200 during the year. (2018 -£116,899)

8 Directors

No directors received emoluments for their duties as directors during the year (2018 – none). No expenses were reimbursed to the directors during either year.

Donations received from Trustees during the year was £3,239.

9 Taxation

The Bury St Edmunds Theatre Management Limited is a registered charity and as such its income and gains are exempt from corporation tax to the extent that they are applied to its charitable objectives.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 (*Continued*)

10 Tangible assets (Charity and Group)

	Long Leasehold property improvements £	Motor Vehicles £	Equipment £	Total £
<i>Cost</i>				
At 1 April 2018	5,041,255	14,846	261,061	5,317,162
At 31 March 2019	5,041,255	14,846	261,061	5,317,162
<i>Depreciation</i>				
At 1 April 2018	634,988	14,846	261,061	910,895
Charge for year	57,977	-	-	57,977
At 31 March 2019	692,965	14,846	261,061	968,872
<i>Net book value - owned assets</i>				
At 31 March 2019	4,348,290	-	-	4,348,290
At 31 March 2018	4,406,267	-	-	4,406,267

11 Investments (Charity only)

	Total £
<i>Cost</i>	
1 April 2018 and 31 March 2019	100

Subsidiary	Country	Holding	Principal activity
Bury St Edmunds Theatre Productions Limited	England	100%	Theatre Productions

The Charitable Company owns the whole share capital of The Bury St Edmunds Theatre Productions Limited (company number 09240786). The principal activities of the Company are theatre productions. The address of its registered office is the same as the Charitable Company as noted on Page 2. At 31 March, the Company had turnover of £396,345, a profit after tax of £nil and net assets of £100.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 (Continued)

12 Stocks (Charity and Group)

	2019	2018
	£	£
Goods for resale	6,465	7,239

There is no material difference between the replacement cost of stocks and the amounts stated above.

13 Debtors

	2019	2019	2018	2018
	Group	Charity	Group	Charity
	£	£	£	£
Trade debtors	22,080	22,080	6,188	6,188
Other debtors	73,689	29,316	89,966	20,890
Prepayments and accrued income	71,020	71,020	117,516	117,516
Amounts owed by group undertakings	-	44,273	-	68,976
	166,789	166,689	213,670	213,570

All amounts within debtors fall due for payment within one year.

14 Creditors: amounts falling due within one year

	2019	2019	2018	2018
	Group	Charity	Group	Charity
	£	£	£	£
Trade creditors	138,398	138,398	92,986	92,986
Taxation and social security	21,640	21,640	11,123	11,123
Other creditors	20,159	20,159	1,337	1,337
Accruals	156,618	156,618	115,944	115,944
Deferred income (see note 19)	531,337	531,337	508,216	508,216
	868,152	868,152	729,606	729,606

15 Pensions

The charity contributes to a defined contribution scheme for its employees.

The charge for the year is £10,772 (2018: £5,203) and at the balance sheet date there were £2,338 of outstanding contributions (2018: £1,337) which were included within creditors.

16 Funds

(a) Charity and Group Unrestricted Funds

Unrestricted funds consist of the general funds and designated funds.

	At 1 April			At 31 March
	2018	Income	Expenditure	2019
	£	£	£	£
General funds	121,904	1,932,847	(1,862,622)	148,929
Designated funds	135,524	-	-	178,724
	257,428	1,932,847	(1,862,622)	327,653

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
(A company limited by guarantee and not having share capital)

Notes forming part of the financial statements for the year ended 31 March 2019 (*Continued*)

16 Funds (continued)

(a) Charity and Group Unrestricted Funds (continued)

	At 1 April 2017 £	Income £	Expenditure £	Transfers £	At 31 March 2018 £
General funds	81,768	1,789,850	(1,713,814)	(35,900)	121,904
Designated funds	99,624	-	-	35,900	135,524
	<u>181,392</u>	<u>1,789,850</u>	<u>(1,713,814)</u>	<u>-</u>	<u>257,428</u>

(b) Charity and Group Designated Funds

	At 1 April 2018 £	Income 2019 £	Expenditure 2019 £	Transfers £	At 31 March 2019 £
Artistic fund	56,500	-	-	18,500	75,000
Operational fund	79,024	-	-	24,700	103,724
	<u>135,524</u>	<u>-</u>	<u>-</u>	<u>43,200</u>	<u>178,724</u>

	At 1 April 2017 £	Income 2018 £	Expenditure 2018 £	Transfers £	At 31 March 2018 £
Artistic fund	41,250	-	-	15,250	56,500
Operational fund	58,374	-	-	20,650	79,024
	<u>99,624</u>	<u>-</u>	<u>-</u>	<u>35,900</u>	<u>135,524</u>

Artistic Fund: The directors have agreed to designate funds of £75,000, this will provide funds towards the 200th Anniversary activities alongside providing a degree of ongoing protection for some of the more challenging elements of the visiting company programme, and to provide assistance with future Theatre Royal productions.

2017/18: The Artistic funds were increased to £56,500 to provide a degree of ongoing protection of the visiting company programme, 200th Activities, and future Theatre Royal productions.

Operational Fund: The directors have agreed to increase the level of designated funds to £103,724, which will assist with operational requirements in equipment and building improvement and maintenance, organisation development. This will include the ongoing rehearsal space project.

2017/18: The operational funds were increased to a level of £79,024, to assist with operational requirements in equipment and building improvement and maintenance, organisation and staff development. This specifically included the ongoing projects to improve the Premier Bar and IT replacement.

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
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Notes forming part of the financial statements for the year ended 31 March 2019 *(Continued)*

16 Funds (continued)

(c) Charity and Group Restricted Funds

	At 1 April 2018	Income	Expenditure	At 31 March 2019
	£	£	£	£
Capital Development Project Fund	4,108,382	-	(57,977)	4,050,405
Access Project Fund	13,204	6,000	(1,624)	17,580
Beyond Walls Fund	10,720	25,860	(30,594)	5,986
Seating Fund	15,256	-	-	15,256
Small Equipment Fund	1,100	1,705	(1,642)	1,163
Once Upon A Festival Fund	73,738	9,381	(83,119)	-
Transition Fund	253	-	(253)	-
Wisdom Club Project Fund	1,768	14,800	(16,568)	-
Black Theatre Live Project Fund	9,411	-	(29)	9,382
Premier Bar Project Fund	5,000	1,000	-	6,000
Youth Bursaries Fund	4,500	1,500	(1,500)	4,500
Murder At... Project Funds	170	-	(170)	-
200 Anniversary Project Fund	83,300	3,000	(12,686)	73,614
Doorstep Project Fund	-	12,150	(88)	12,062
Look Sideways East Project Fund	-	800	(800)	-
	4,326,802	76,196	(207,050)	4,195,948

	At 1 April 2017	Income	Expenditure	At 31 March 2018
	£	£	£	£
Capital Development Project Fund	4,166,359	-	(57,977)	4,108,382
Access Project Fund	12,510	6,474	(5,780)	13,204
Associate Artist Programme Fund	13,735	16,400	(19,415)	10,720
'Our Day Out' Fund	1,000	-	(1,000)	-
Seating Fund	17,122	-	(1,866)	15,256
Small Equipment Fund	1,300	9,885	(10,085)	1,100
Garden Improvements Fund	2,050	-	(2,050)	-
Once Upon A Festival Fund	109,312	16,825	(52,399)	73,738
Sign of the Times Fund	1,500	-	(1,500)	-
Transition Fund	1,899	-	(1,646)	253
Wisdom Club Project Fund	5,405	-	(3,637)	1,768
Black Theatre Live Project Fund	9,998	-	(587)	9,411
LAMDA Project Fund	-	4,930	(4,930)	-
Premier Bar Project Fund	5,000	-	-	5,000
Sound Equipment Fund	8,614	-	(8,614)	-
Lighting Project Fund	-	1,900	(1,900)	-
Youth Bursaries Fund	-	4,500	-	4,500
Anglian Voices	-	1,500	(1,500)	-
Murder At... Project Fund	-	600	(430)	170
200 Anniversary Project Fund	-	83,300	-	83,300
	4,355,804	146,314	(175,316)	4,326,802

16 Funds (continued)

(c) Charity and Group Restricted Funds (continued)

Capital Development Project Fund: In 2002 the Charitable Company launched its Restoration Appeal to raise £5.1 million to restore and develop the Regency Theatre Royal Bury St Edmunds. The project commenced in October 2005, this fund contains all the monies raised for the project and all the expenses relating to it. This fund is annually depreciating on a straight-line basis over the remaining term of the lease.

Access Project Fund: Funding towards providing audio described and captioned performances and for equipment for the visual and hearing impaired. Funding provided by: St Edmunds Trust. – 2017/18: Funding provided by St Edmunds Trust

Beyond Walls Fund formerly the Associate Artist Programme Fund: Associate Artists working with Women's Refuge, YMCA, the drop-in centre, Age UK, young adults with disabilities and homeless people on an ongoing series of projects. Funding provided by: St Edmunds Trust, Bury Town Council, Suffolk Community Foundation, Community Chest Foundation, Women's Aid, Lottery Funding, local Councillors locality funds and the Theatre Royal Supporters Group. – 2017/18: St Edmunds Trust, Bury Town Council, Suffolk Community Foundation, Community Chest Foundation, Women's Aid and the Theatre Royal Supporters Group.

Seating Fund: Funding towards the refurbishment of the Theatres seating. Funding provided by: The National Trust. – 2017/18: Funding provided by: The National Trust.

Small Equipment: Funds towards replacement of small equipment. Funds were provided by Theatre Royal Supporters Group and the National Trust. – 2017/18: Funding provided by: Theatre Royal Supporters Group and the National Trust.

Once Upon a Festival Fund: An annual Children's Arts Festival in Bury St Edmunds, taking children's productions to local schools and venues across the region. Funding provided by: The Arts Council England and the Theatre Royal Supporters Group. Funds were fully expended in the year. – 2017/18: Funding provided by: The Arts Council England, Bury Town Council, National Trust, local Councillors locality funds and the Theatre Royal Supporter Group.

Transition Fund: Provided by the Arts Council England to assist in the office relocation and the transition to non NPO status. Funds were fully expended in the year – 2017/18: Funding provided: The Arts Council England.

Wisdom Club Project Fund: A project culminating in a series of rehearsed readings of a new stage play derived from the Associate Artists work with Age UK. Funding provided by: Arts Council England. Funds were fully expended in the year – 2017/18: Funding provided by: The Arts Council England.

Black Theatre Live Project Fund: A three-year project to promote and celebrate diversity. Funding provided by: Tara Arts. – 2017/18: Funding provided by: Tara Arts.

Premier Bar Project Fund: Funds towards the refurbishment of the Premier Bar. Funding provided by Theatre Royal Supporters Group and National Trust – 2017/18: Funding provided by: Theatre Royal Supporters Group.

Youth Bursaries Funding: Funding which enables the provision of Bursaries places for Youth Theatre and the Summer School Production. Funding provided by: Alfred Williams Trust, Bury Abbey Rotary and The Theatre Royal Supporters Group. – 2017/18: Funding provided by: Alfred Williams Trust and The Theatre Royal Supporters Group.

Murder At...: Funds towards a small-scale village tour of the older Youth Theatre groups work, Murder At... - Funds were fully expended in the year.

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Notes forming part of the financial statements for the year ended 31 March 2019 *(Continued)*

16 Funds (continued)

(d) Charity and Group Restricted Funds (continued)

200 Anniversary Project Fund: Funds towards the celebratory projects planned for 2019, the Theatres 200th year. Funding provided by: Heritage Lottery Fund and Theatre Royal Supporters Group. - 2017/18: Funding provided by: Heritage Lottery Fund.

Door Step Project Fund: Funding towards delivering a Children's Arts Festival to 20 schools across East Anglia. Funding provided by: Arts Council England. – New Project 2018/19

Look Sideways East Project Fund: Funding towards provision of Marketing services as part of a Marketing Consortium across East Anglia. Funding provided by: the Suffolk County Council. – Funds were fully expended in the year. – New Project 2018/19

17 Analysis of group net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total 2019 £
Tangible fixed assets	297,885	-	4,050,405	4,348,290
Net current liabilities	(148,956)	178,724	145,543	175,311
	148,929	178,724	4,195,948	4,523,601
	General Funds £	Designated Funds £	Restricted Funds £	Total 2018 £
Tangible fixed assets	297,885	-	4,108,382	4,406,267
Net current assets	(175,981)	135,524	218,420	177,963
	121,904	135,524	4,326,802	4,584,230

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
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Notes forming part of the financial statements for the year ended 31 March 2019 *(Continued)*

18 Analysis of charity net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total 2019 £
Tangible fixed assets	297,885	-	4,050,405	4,348,290
Investments	100	-	-	100
Net current assets	(149,056)	178,724	145,543	175,211
	148,929	178,724	4,195,948	4,523,601
	General Funds £	Designated Funds £	Restricted Funds £	Total 2018 £
Tangible fixed assets	297,885	-	4,108,382	4,406,267
Investments	100	-	-	100
Net current assets	(176,081)	135,524	218,420	177,863
	121,904	135,524	4,326,802	4,584,230

19 Deferred income (Charity and Group)

	2019 £	2018 £
Balance at 1 April	508,216	199,560
Amount released to Income	(408,216)	(199,560)
Amount deferred in year	431,337	508,216
	531,337	508,216

Deferred income is made up of £431,337 box office receipts and deposits received in advance and £100,000 of grants received in advance. 2017/18: £308,216 box office receipts and deposits received in advance and £200,000 of grants received in advance.

20 Commitments of Charity & Group under operating leases

The total future minimum lease payments under non-cancellable operating leases for Plant and Machinery are as follows:

	2019 £	2018 £
Amounts due:		
within one year	2,016	2,016
between one and five years	-	2,016
	2,016	4,032

The total future minimum lease payments under non-cancellable operating leases for Land and Buildings are as follows:

	2019 £	2018 £
Amounts due:		
within one year	18,500	16,750
between one and five years	56,000	50,000
After five years	887,500	900,000
	962,000	966,750

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
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Notes forming part of the financial statements for the year ended 31 March 2019 *(Continued)*

21 Contingent liability

The Trustees of the National Heritage Memorial Fund (NHMF) hold a legal charge over the property occupied by The Bury St Edmunds Theatre Management Limited for the amount of £1,950,000. This sum becomes payable under the following conditions:

- A change of ownership of the whole or part of the property
- A material change in the status of The Bury St Edmunds Theatre Management Limited.
- A deviation from the Approved Purposes or Approved Usage of the HLF grant or
- The Bury St Edmunds Theatre Management Ltd ceases to operate due to its merger with or the transfer of its functions to another body.

In any of these circumstances The Bury St Edmunds Theatre Management Limited, the new body or new owner must, within 90 days of the relevant breach, submit a revised application to NHMF for consideration. This charge automatically expires on 2 March 2030. The directors consider that these conditions are unlikely to arise and as such there is no probable outflow of funds to be provided for within these financial statements.

Under group registration, the Charitable Company is jointly and severally liable to Value Added Tax with the subsidiary company, The Bury St Edmunds Theatre Productions Limited. At 31 March 2019, there was no potential liability.

22 Related party transactions

During the year the following transactions took place with The Bury St Edmunds Theatre Productions Limited, who are considered to be a related party of The Bury St Edmunds Theatre Management Limited as a wholly owned subsidiary.

	2019 £	2018 £
Costs recharged	440,718	505,829
Management charges paid	396,345	460,196
Owed by BSE Theatre Productions Limited	44,373	68,976
	<hr/>	<hr/>
Donations from Trustees during the year	3,239	5,025
	<hr/>	<hr/>

23 Financial instruments

The carrying amount of financial instruments at 31 March 2019 were:

	2019 Group £	2018 Group £
Financial Assets:		
Debt instruments (measured at amortised cost)	108,476	199,813
	<hr/>	<hr/>
Financial Liabilities (measured at amortised cost)	295,016	208,930
	<hr/>	<hr/>

THE BURY ST EDMUNDS THEATRE MANAGEMENT LIMITED
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Notes forming part of the financial statements for the year ended 31 March 2019 *(Continued)*

24 Reconciliation of net movement in funds to net inflow from operating activity

	2019	2018
	£	£
Net movement in funds	(60,629)	47,034
Interest received	(4,243)	(1,673)
Depreciation	57,977	67,393
Decrease in stock	774	(2,205)
(Increase) in debtors	46,881	(48,900)
Increase in creditors	138,546	332,540
Net cash flow from operating activities	<u>179,306</u>	<u>394,189</u>

25 Agency arrangements

The Charitable Company acts as an agent providing box office services in the year for other entities, the following transactions have taken place in the year.

	2019	2018
	£	£
Collected	56,790	61,382
Fees charged	4,244	4,862
Amount included in Other Creditors at 31 March	<u>7,678</u>	<u>8,012</u>