## REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2000

Registered number: 730466 Charity Number: 211659

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

Auditors:

**KPMG** 

8 Salisbury Square

London EC4Y 8BB

Bankers:

Coutts & Co Media Division 440 Strand London

WC2R 0QS

Solicitors:

Bates, Wells & Braithwaite

61 Charterhouse Street

London EC1M 6HA

Registered Address:

Royal Opera House

Covent Garden

London WC2E 9DD

Registered Company No:

730466

Registered Charity No:

211659

#### **CHAIRMAN'S REPORT**

Vivien Duffield - Chairman Sir Peter Davies - Deputy Chairman Bernadette Gilbert - Company Secretary

Registered Charity no. 211659

During the year to 31st March 2000 the Royal Opera House Trust (ROHT) raised £5.27 million, and after administrative expenses the net surplus was £5.03 million. £4.58 million was donated to the Royal Opera House (ROH) to help cover the cost of productions, touring, education and community activities. In the same period the Development Appeal raised and donated £11.2 million to Royal Opera House Covent Garden Limited to help fund the redevelopment. The total reserves carried forward were £1.44 million.

Three Trustees retired this year (December 1999). My thanks to The Hon. Jeremy Soames and Rodney McLauchlan and particular thanks to P. James Butler who has worked enormously hard in his role as Deputy Chairman and Company Secretary.

It was an exciting year for fundraising at the House. Finally our dream was realised, the Development was completed and the House reopened. In the lead up to the reopening we were successful in regaining many of the members we had lost during the closure period and recruiting many new ones. We ended the year with more Trust members than at the highest point before closure. My thanks to all our loyal and new Trust members - I am certain that the redeveloped House will fulfil all your expectations.

We were delighted to have the generous support of Citigroup for our Opening Gala on 1 December in the presence of Her Majesty The Queen, Her Majesty Queen Elizabeth, The Queen Mother and other members of the Royal Family. This event was a great celebration and the culmination of years of hard work on all aspects of the Development. Many of our donors were able to attend either the Opening Gala on 1 December or the opening public performance on 4 December.

We are grateful to Prudential plc for their sponsorship of *Falstaff*, the first new opera production in the new House and an outstanding success, and The Peter Moores Foundation for their support of *Otello*.

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

#### **CHAIRMAN'S REPORT**

Mr and Mrs Thomas Lynch continued their generous support through sponsorship of "A Celebration of International Choreography", Evening sponsorships of *Manon* and general support for The Royal Ballet.

We were also successful in gaining Evening sponsorships from UBS Warburg (*The Nutcracker*, *La bohème*,); UBS Private Banking (*La bohème*); ABN Ambro (*Der fliegende Hollander*); Morgan Stanley Dean Witter (*La bohème*) and Misys plc (*La bohème*).

The Royal Opera House education programme continues to thrive and we were delighted to be able to support a range of education projects this year through the generous gifts of a number of donors. These included SmithKline Beecham (Write an Opera); Clifton Charitable Trust and Jean Sainsbury Royal Opera House Trust (Chance to Dance); D'Oyly Carte Charitable Trust and Sir Peter Michael (Blueprint 2000). In addition The British Petroleum Company plc continued their sponsorship of the Schools Matinees.

We are also delighted that The Daily Telegraph Charitable Trust have given support for Overture, the new Junior Membership scheme of the Friends of Covent Garden and that Cable and Wireless have continued their support of the Royal Opera House Website.

We are also grateful to the following for their support for our revenue fundraising during the year:

Mr Robert W Wilson for support of The Royal Opera.

Mr and Mrs Michael Bienes for support of The Royal Ballet.

The Britten Estate Ltd for Britten's War Requiem.

Mr and Mrs Benjamin Wrey for support of the ROH Archives.

Lord Jacobs for his generous support.

I would also like to thank all the staff of the Trust for their hard work in this extremely busy and productive year.

Our dream is now reality and the new House is complete. We are proud to support the Royal Opera House in its work to provide world class Ballet and Opera to an ever growing and widening audience.

We look forward to continuing and developing the work of the Trust in support of the House.

Dame Vivien Duffield Chairman November 2000

The Trustees submit their report and financial statements for the year to 31st March 2000. The Trustees and Trustees' report constitute Directors and Directors' report for Companies Act purposes.

#### 1. Results for the year to 31st March 2000

The financial statements show that there was a deficit of £646,123 (1999: a surplus of £1,295,738).

#### 2. Governing Document

The Trust is governed by the Memorandum and Articles of Association as amended by special resolution of the company passed on 3rd May 1976 and 13th September 1995.

#### 3. Principal Activity

The principal activity of the Trust is to encourage, promote and educate the public in the arts of the opera and ballet.

#### 4. Trustees

The Trustees, who are also the Directors of the company, that served during the year or were appointed after the year end are:

Dame Vivien Duffield (Chairman)

Sir Peter Davis (Deputy Chairman)

Sir Winifried F W Bischoff

P James Butler (resigned December 1999)

The Countess of Chichester

Sir David Davies

Miss Carol Galley

Harvey Goldsmith

Nicholas C Land

J Kevin Lomax

Thomas G Lynch

George Magan

Rodney McLauchlan (resigned December 1999)

Mrs Gerald Ronson

The Hon. Jeremy Soames(resigned December 1999)

Ronald A Sandler

Nigel Stapleton

Peter Waine

#### **Ex-Officio Trustees**

Mrs Carolyn Newbigging Michael M Kaiser Sir Colin Southgate

No Trustee received any remuneration for his or her services, nor was the Trust involved with any contracts or transactions in which any Trustee had a material interest.

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

#### TRUSTEES' REPORT (continued)

#### 5. Auditors

In accordance with s.385 of the Companies Act 1985, a resolution for the reappointment of KPMG as auditors of the Trust is to be proposed at the forthcoming AGM.

#### 6. Year 2000

The Charity uses computer systems that have been assessed and upgraded to compliant versions of the relevant software and hardware as endorsed by the suppliers. The third party assurances are, however, to be complimented by a testing program that will ensure that the risk the systems are not Year 2000 compliant is minimised.

All costs incurred will be charged to Profit and Loss account in accordance with UITF 20. The costs incurred to March 2000 were minimal and future costs are not expected to be material.

#### 7. Employees

The Company seeks the views of its employees by means of regular staff meetings open to all employees.

#### 8. Payment Policy

It is the company's policy to pay suppliers in accordance with agreed credit terms.

#### 9. Statement of Trustees' Responsibilities

Company law requires the Trustees to prepare financial statements for each financial year which gives a true and fair view of the state of affairs of the Trust and of the surplus or deficit of the Trust for that period. In preparing those financial statements, the Trustees are required to

select suitable accounting policies and then apply them consistently;

make judgements and estimates that are reasonable and prudent;

state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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 company and enable them to ensure that the financial statements comply with the Companies Act 1985. They have general responsibility for taking such steps as are open to them to safeguard the assets of the company and to prevent fraud and other irregularities.

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ON BEHALF OF THE TRUSTEES

DAME VIVIEN DUFFIELD

Chairman

Royal Opera House Covent Garden London WC2E 9DD



PO Box 695 8 Salisbury Square London EC4Y 8BB United Kingdom

### Report of the auditors to the trustees of Royal Opera House Trust

We have audited the financial statements on pages 7 to 18.

#### Respective responsibilities of trustees and auditors

You are responsible as trustees' report and, as described on page 5, the financial statements in accordance with applicable United Kingdom law and accounting standards. Our responsibilities, as independent auditors, are established in the United Kingdom by statute, the Auditing Practices Board and by our profession's ethical guidance.

We have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 of that Act. We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the trustees' report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charity is not disclosed.

#### Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

#### **Opinion**

In our opinion the financial statements give a true and fair view of the state of the charity's affairs as at 31 March 2000 and of its net incoming resources for the period then ended and have been properly prepared in accordance with the Charities Act 1993.

**KPMG** 

Chartered Accountants Registered Auditors 19 December 2000

### STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2000

	NOTE	Unrestricted Funds £	Restricted Funds	Total Funds 2000 £	Total Funds 1999 £
Incoming Resources		r	r	L	*
General Membership	2	3,176,282	-	3,176,282	951,024
Sponsorship & Special Events		119,187	1,391,399	1,510,586	593,755
Donations & Legacies		383,585		383,585	59,877
Appeal Donations & Legacies			11,218,207	11,218,207	6,999,064
Income from short term deposits		98,381	74,746	173,127	181,805
Other Income		24,289		24,289	2,500
Total Incoming Resources		3,801,724	12,684,352	16,486,076	8,788,025
Resources Expended					
Direct Charitable Expenditure:					
Grants	3	3,188,383	12,591,399	15,779,782	6,820,906
Other Expenditure:					
Fundraising and Publicity	4	309,928	806,706	1,116,634	508,874
Management and Administration					
of the Charity	5	91,126	144,657	235,783	162,507
Total Resources Expended	6	3,589,437	13,542,762	17,132,199	7,492,287
Net Incoming/(Outgoing) Resources before transfer		212,287	(858,410)	(646,123)	1,295,738
Net Incoming/(Outgoing) Resources after transfer		212,287	(858,410)	(646,123)	1,295,738
		_12,20,	(000,110)	(* , )	-,,-,
Fund balances brought forward at 1st April 1999		616,356	1,471,064	2,087,420	791,682
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Fund balances carried forward		929 (42	(12.654	1 441 202	2.007.420
at 31st March 2000	:	828,643	612,654	1,441,297	2,087,420

There are no recognised gains or losses for either period other than those included in the income and expenditure account. All gains and losses relate to continuing operations and are stated on an historical cost basis.

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

## **BALANCE SHEET AT 31 MARCH 2000**

<del></del>					
	NOTE	<b>2000</b> £	<b>2000</b> £	<b>1999</b> £	1999 £
FIXED ASSETS		L	£	T.	£
Tangible Assets	7		1,838		6,548
CURRENT ASSETS					
Debtors	8	1,275,053		1,425,305	
Cash on Deposit and at Bank	14	1,867,727		1,699,542	
		3,142,780		3,124,847	
CREDITORS DUE WITHIN ONE YEAR	9	(1,703,321)		(1,043,975)	
NET CURRENT ASSETS			1,439,459		2,080,872
TOTAL ASSETS LESS CURRENT LIABILITIES		-	1,441,297	•	2,087,420
NET ASSETS		- -	1,441,297		2,087,420
INCOME FUNDS					
Unrestricted Funds			828,643		616,356
Restricted Funds			612,654		1,471,064
	11	-	1,441,297	-	2,087,420

The Financial Statements were approved by the Trustees on 3/12/100 and signed on their behalf by:

DAME VIVIEN DUFFIELD

Chairman

SIR PETER DAVIS Deputy Chairman

The notes on pages 10 to 18 form part of these accounts

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2000

	NOTE	2000		NOTE 2000		1999	
		£	£	£	£		
Net cash (outflow)/inflow from	m						
operating activities	13	(4,	201)		687,569		
Returns on investments							
and servicing of finance		173	,127		181,805		
Capital expenditure and							
financial investments		(	741)		0		
Cash (outflow)/inflow before	financing	168	,185		869,374		
Increase/(decrease) in cash							
in the period	14	168	,185		869,374		

## RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN CASH AND DEBT

	NOTE	<b>2000</b> £	1999 £
Increase (decrease) in cash	in period	168,185	869,374
Change in cash and debt re	sulting		
from cash flows	14	168,185	869,374
Cash at 1 April 1999	14	1,699,542	830,168
Cash at 31 March 2000	14	1,867,727	1,699,542

#### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

#### 1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material to the Trust's financial statement.

#### (a) Accounting Convention

The financial statements have been prepared under the historical cost accounting rules and in accordance with the Statement of Recommended Practice "Accounting for Charities" and applicable accounting standards.

#### (b) Income

Priority booking and First Night Club membership donations are recognised as income in full in the year in which the renewal falls due.

Premium Benefactors membership income, less the cost of related tickets, is recognised as income when the related performances take place. Income received from members in advance is shown as deferred income. Income paid over to the Royal Opera House in advance is included in debtors.

#### (c) Expenditure

Grants are recorded as expenditure on the basis of amounts approved by the Trustees. Amounts approved but unpaid are included in creditors.

Depreciation is provided on fixed assets at a rate calculated to write off the cost over four years.

#### (d) Taxation

The Royal Opera House Trust is a registered charity and is therefore not subject to corporation tax.

#### (e) Fund accounting

The Charity has various types of funds for which it is responsible, and which require separate disclosure. These are as follows:

#### Restricted income funds

Donations or legacies which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the organisation. From these funds, the donation and income deriving therefrom may be utilised in accordance with specific purposes.

#### Unrestricted funds

Funds which are expendable at the discretion of the Trustees in furtherance of the objects of the charity. Expenses are analysed as far as practicable, and identified as relating to either restricted or unrestricted funds. Where specific allocation cannot be determined, costs are attributed based upon management's best estimate.

### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

#### 2. Total Incoming Resources

	Unrestricted Funds £	Restricted Funds £	Total Funds 2000 £	Total Funds 1999 £
General Membership income consisted of				
the following:				
Memberships:				
Priority Booking	1,596,569	-	1,596,569	452,593
First Night Club	158,674	-	158,674	43,011
Premium Benefactors	1,421,039	-	1,421,039	455,420
	3,176,282	-	3,176,282	951,024

Sponsorship, Donations and Legacies include amounts from:

Peter Moores Foundation (Otello)

Citigroup (Opening Gala)

Prudential plc (Falstaff)

The Britten Estate Ltd (War Requiem)

Mr & Mrs Thomas G Lynch (Celebration of International Choreography: 2 Manon Evenings,

general support for The Royal Ballet)

Mr Robert W Wilson (General Opera Support)

UBS Warburg Dillon Read (Nutcracker Evening, La Boheme Evening, Der Fliegende Hollander Evening)

Mr & Mrs David Garrard (Royal Box)

UBS Private Banking (La Boheme Evening)

ABN Ambro (Der Fliegende Hollander Evening)

Morgan Stanley Dean Witter (La Boheme Evening)

MISYS plc (La Boheme Evening)

Cable and Wireless plc (Royal Opera House Website)

The British Petroleum Company plc (Schools Matinees)

SmithKline Beecham (Write an Opera)

Clifton Charitable Trust (Chance to Dance)

The Jean Sainsbury Royal Opera House Fund (Chance to Dance)

D'Oyly Carte Charitable Trust (Blueprint 2000)

Lord Jacobs (General Support)

Mr Benjamin Wrey (Archives)

Mr & Mrs Michael Bienes (General support for The Royal Ballet Support)

The Daily Telegraph Charitable Trust (Overture)

Sir Peter Michael (Blueprint 2000)

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

3.	Direct Charitable Expenditure	Unrestricted Funds £	Restricted Funds £	Total Funds 2000 £	Total Funds 1999 £
	To the Royal Opera House Covent Garden Limited in respect of the following:				
	Sponsorship of productions:	-	714,777	714,777	0
	Sponsored performances:	-	151,725	151,725	17,000
	UK Touring Overseas Touring Hamlyn Week Performances Schools Matinees Education Projects Access Project Other Activities	3,757 - - - - 3,184,626	185,000 120,000 145,397 74,500	3,757 185,000 120,000 145,397 74,500 3,184,626	28,100 244,776 - 110,000 88,464 53,000 579,566
	To the Royal Opera House Covent Garden Limited in respect of the following: Development Appeal	3,188,383	1,391,399 11,200,000	4,579,782	5,700,000
	=	3,188,383	12,591,399	15,779,782	6,820,906

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

		Unrestricted Funds	Restricted Funds	Total Funds 2000	Total Funds 1999
		£	£	£	£
4.	Fundraising and Publicity				
	Salaries & wages	146,364	68,379	214,743	219,425
	Social Security costs	15,746	5,045	20,791	21,628
	Casuals & Consultancy	45,936	124,601	170,537	141,998
	Postage, stationery & telephones	24,343	39,381	63,724	17,692
	Advertising & promotion	43,851	95,452	139,303	55,311
	Depreciation	585	4,866	5,451	7,218
	Irrecoverable Value Added Tax	910	22,032	22,942	27,794
	Sundry items	32,193	446,950	479,143	17,808
		309,928	806,706	1,116,634	508,874

## 5. Management and Administration of the Charity

Salaries & wages	28,920	14,504	43,424	36,224
Social Security costs	3,112	1,147	4,259	3,559
Casuals & Consultancy	45,936	124,601	170,537	83,350
Audit fees	3,308	2,205	5,513	2,859
Legal and professional fees	9,850	2,200	12,050	36,515
	91,126	144,657	235,783	162,507

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

## 6. Total Resources Expended

	Staff Costs	Depreciation	Other Costs	Total 2000
	£	£	£	£
Grants			15,779,782	15,779,782
Fundraising and publicity	235,534	5,451	875,649	1,116,634
Management and administration	230,331	3,131	075,017	1,110,00
of the Charity	47,683	-	188,100	235,783
	283,217	5,451	16,843,531	17,132,199
	203,217	3,431	10,043,331	17,132,199
	2000		1999	
	£		£	
Staff costs:				
Salaries & wages	258,167		255,649	
Social Security costs	25,050		25,187	
Pension costs				
	283,217		280,836	
Other costs:				
Grants	15,779,783		6,820,906	
Casuals & recruitment	341,074		225,348	
Postage, stationery & telephones	63,724		17,692	
Advertising & promotion	139,303		55,311	
Irrecoverable Value Added Tax	22,942		27,794	
Miscellaneous	501,572		57,183	
	16,848,398	=	7,204,234	

The average number of employees, analysed by function, was

	2000	1999
Appeal and publicity	6	3
Fundraising and publicity	14	7
Management and administration of the Charity	3	3
	23	13

The Directors (including the Chairman) received no emoluments for the year (1999: £Nil).

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

## 7. Tangible Fixed Assets

	Fixtures and Fittings £	Computers and other Equipment £	Total £
Cost			
at 1st April 1999	1,834	32,453	34,287
Additions	0	741	741
At 31st March 2000.	1,834	33,194	35,028
<b>Depreciation</b> at 1st April 1999 Charge for the year	1,178 412	26,561 5,039	27,739 5,451
At 31st March 2000.	1,590	31,600	33,190
Net Book Value At 31st March 2000	244	1.504	1 929
At 315t ividicii 2000		1,594	1,838
At 31st March 1999	656	5,892	6,548

The Net Book Value at 31 March 2000 represents Fixed Assets used for:

Appeal and Publicity	-	1,594	1,594
Fundraising and Publicity	244	-	244
	244	1,594	1,838

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

		2000	1999
		£	£
8.	Debtors		
	Premium income given in advance to ROH	966,445	966,445
	Sponsorship receivable	122,096	194,539
	Value Added Tax	104,080	153,789
	Interest receivable	53,122	-
	Sundry debtors & prepayments	29,310	110,532
		1,275,053	1,425,305
	All debtors are due within one year.		
9.	Creditors: Amounts falling due within one year		
	Premium membership income deferred	1,208,313	661,977
	Sponsorship received in advance	209,935	-
	Royal Opera House Covent Garden Limited	144,862	123,767
	Donations received in advance	20,503	-
	Value Added Tax assessment	-	178,396
	Other creditors	103,808	79,835
	Sundry accruals	15,900	-
		1,703,321	1,043,975
		1,.00,021	-,010,770

### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

### 11. Analysis of Net Assets Between Funds

	Tangible Fixed Assets £	Net Current Assets £	Total £
Unrestricted Funds	244	828,399	828,643
Restricted Funds	1,594	611,060	612,654
	1,838	1,439,459	1,441,297

Restricted Funds relate to sponsorship and special events together with the Development Appeal. The balance carried forward at 31 March 2000 relates solely to the Development Appeal.

### 12. Share Capital

The Trust is a company limited by guarantee and has no share capital. The liability of the members in the event of a winding up is limited to the sum of £5 per member.

## 13. Reconciliation of Net Incoming Resources to Net Cash Inflow/(Outflow) from Operating Activities

	2000	1999
	£	£
Net incoming/(outgoing) resources	(646,123)	1,295,738
Interest receivable	(173,127)	(181,805)
Daniel Condina	5 451	7.017
Depreciation charge	5,451	7,217
(Increase)/decrease in debtors	150,252	(516,301)
Increase/(decrease) in creditors	659,346	82,720
Net cash inflow/(outflow) from operating activities	(4,201)	687,569

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

#### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2000

## 14. Analysis of cash

	1 April 1999 £	Cash Flow	31 March 2000 £
Cash at bank and in hand	1,699,542	168,185	1,867,727

#### 15. Connected Charities

Royal Opera House Covent Garden Limited is a connected charity and its principal contact address is Covent Garden, London WC2E 9DD. Details of the transactions between the Trust and Royal Opera House Covent Garden Limited are disclosed in Note 3. Amounts owed to/from the Royal Opera House Covent Garden are disclosed in Notes 8 & 9. The Royal Opera House Covent Garden Limited also provides payroll services to the Trust.