

Registered number: 03536370
Charity number: 1069912

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2021**

Trustees	L Bacon K Carne R Christiansen L Dean Sir R Dearlove A Farnsworth A Glinsman S Grady J Iliffe I Mather, Chairman D Rapley A Swarbrick
Company registered number	03536370
Charity registered number	1069912
Registered office	6 St Edward's Passage Cambridge CB2 3PJ
Company Secretary	V Beechey
Chief Executive Officer	D Murphy
Independent auditors	Peters Elworthy & Moore Chartered Accountants Salisbury House Station Road Cambridge CB1 2LA
Bankers	National Westminster Bank plc 21 Petty Cury Cambridge CB2 3NE
Senior Management Team	V Beechey, Head of Finance C Brindle, Programming and Productions Manager K Collins, Head of Marketing and Sales J Cree, Head of Technical N Hupe, Development Director K Keegan, Executive Assistant to the Chief Executive D Rogers, Executive Director

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of The Cambridge Arts Theatre Trust Limited ("the Trust") ("the company and the group") for the year ended 31 March 2021.

The trustees confirm that the annual report and financial statements of the company and the group comply with the current statutory requirements, the requirements of the company's and the group's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Since the company and the group qualify as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

PURPOSES AND ACTIVITIES

a. POLICIES AND OBJECTIVES

The Cambridge Arts Theatre Trust is an independent theatrical charity established to inspire and nurture a lifelong love of the performing arts and to maintain and enhance Cambridge Arts Theatre ("the Theatre") for the benefit of future generations of theatregoers.

The Trust's main long-term objectives for the financial year remained the same as in previous years and were to continue to offer a diverse and varied programme of drama, dance and music that is widely accessible, and to do so in a manner that is financially sustainable, independent of any regular public funding.

However, given the unique nature of the financial year, in which the Theatre was only open for two and a half weeks due to the COVID pandemic, the main objective for the year was to secure the survival of the Trust as an independent institution.

b. STRATEGIES FOR ACHIEVING OBJECTIVES

The strategies that have previously been adopted to achieve the Trust's long-term objectives remained as follows and, as far as applicable in the year, the team has continued to work towards these objectives:

- building and developing long-term relationships with the key, scale-appropriate touring drama, dance and opera companies in the United Kingdom;
- continuing to develop in-house producing capabilities to enable the Theatre to increase the number of in-house productions to be seen at the Theatre, on tour and in the West End;
- developing collaborative relationships with other theatres to increase the number of potential co-productions;
- developing and delivering a varied, lively and affordable education and outreach programme, in close co-operation with visiting production companies, to help build a long-term interest in the Theatre's offering and the wider opportunities offered by the performing arts;
- monitoring ticket sales and audience feedback to ensure that the theatrical programme is in accordance with patrons' tastes and demands;
- monitoring financial performance and expenditure against plan and prior year, to ensure financial targets are met and the Trust continues to be financially sustainable;
- proactively working to ensure patrons with disabilities are able to fully access and enjoy the Theatre's programme of activities;
- encouraging schools and other educational organisations to take up the Theatre's offering with specially discounted ticket prices and where needed, financial assistance towards transport costs; and
- seeking to increase regular giving from individuals, corporates, trusts and foundations to a level which ensures the Trust's continued financial viability in the medium term and in preparation for its next major

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capital project (the refurbishment of its auditorium).

However, in the short term with an open-ended closure which commenced in March 2020, the trustees put in place measures to ensure the survival of the Trust. The short-term objectives were as follows:

- to ensure the Trust had sufficient financial resources to pay its bills when they fell due;
- to retain a core workforce sufficient to allow the Theatre to be maintained and to re-open as soon as the opportunity arose;
- to closely monitor the welfare of the core workforce so as to provide them with the support to navigate whatever difficulties arose due to the pandemic;
- to continue to work with all the Theatre's key producing partners and suppliers to prepare for a re-opening;
- to remain in constant contact with the Theatre's loyal audience and ensure that they felt confident the Trust could find a way to survive;
- to apply for and fully utilise whatever governmental and statutory support was available to help navigate the Trust's way through the pandemic;
- to stay in constant dialogue with the Trust's key donors and supporters to ensure that they knew how plans were progressing for re-opening and as appropriate, how they might be of support; and
- to continue to develop the Trust's plans for its auditorium project and the potential development of a second performance space within the footprint of the current building.

c. MAIN ACTIVITIES UNDERTAKEN TO FURTHER THE CHARITY'S PURPOSES FOR PUBLIC BENEFIT

In shaping the long-term objectives for the year and planning the Trust's activities, the trustees have considered the Charity Commission's guidance on public benefit and fee charging. The Theatre normally relies heavily on the income from ticket sales and associated activities to cover its operating costs. Affordability and access to the programme is important to the Trust and will always be reflected in the pricing policy set out in detail later in this report.

The trustees will always try to encourage all within the community to attend the Theatre and to take part in the activities on offer. The drama, musical theatre, dance and music that the Theatre provides are to be enjoyed by all, from small children and those attending local schools or colleges through to more elderly patrons.

ACHIEVEMENTS AND PERFORMANCE

a. ACHIEVEMENTS AND PERFORMANCE

The year to March 2021 was like no other. Government mandated COVID lockdowns and theatre closures meant that the strength of the Trust's management team was tested to the full. The devastating impact of COVID on the sector could not have been foreseen. Lengthy closures in particular affected venues but the most significant outcome for the Trust has been the redundancy of c.60% of its staff and, for the wider industry, it has meant the loss of skills and experience as staff and freelancers have been forced into alternative employment.

The Theatre remained closed to live performances for all but two and a half weeks during the year, but the trustees and the team fought an ultimately successful fight to keep the Theatre open and to maintain its finances at levels such that it could face the post-pandemic world in a confident and resilient fashion.

The team quickly implemented a cost cutting strategy that included renegotiating supplier contracts and dramatically reducing overheads. The Trust gratefully received a significant gift in kind in the form of a rent waiver from its landlord.

Initially, only front-line operational staff were furloughed but, as the pandemic evolved, use of the furlough scheme was widened to include the vast majority of staff. Due to the ongoing uncertainties, particularly around re-opening dates for venues, the Trust was, sadly, eventually forced to implement a substantial redundancy programme.

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The main sources of income for the year have been generated from Government funding, supporters' income and donations. The Trust successfully applied to the Culture Recovery Fund Round 1 (£985k), which was delivered by Arts Council England on behalf of the Department for Digital, Culture, Media and Sport, and utilised the Coronavirus Job Retention Scheme (£274k). The trustees are very grateful for the support of the DCMS/ACE administered Culture Recovery Fund. Following the first Government announcement regarding the closure of theatres, patrons were contacted about cancelled productions and many opted to donate the value of their tickets to the Trust instead of taking a refund. The Trust has also retained most of its Supporters' Circle members during the year. The Trust is extremely grateful for the commitment and loyalty of its donors and individual supporters.

When the opportunity presented itself to mount a live socially distanced pantomime 'Dame Trott's Panto Palaver' at short notice, the team seized the challenge, creating employment opportunities for 37 creatives and freelancers within the industry. However, after successfully playing for two and a half weeks to 5,500 people, the show's run was sadly cut short due to the tier 4 restrictions which came into force on Boxing Day. Due to careful planning and risk analysis the Theatre effectively managed to break even on the production.

During the run of the pantomime, thanks to the efforts of performers, front of house staff and volunteers, the Theatre raised c.£3k towards its Panto Wheels' scheme which financially assists local children who would not otherwise be able to attend the Theatre. With the safety of patrons paramount, staff at the Theatre worked with teachers and group leaders to plan and ensure COVID-safe visits for 1,200 children and young people. Unfortunately, due to local authority guidance calling for schools to minimise contact during the last week of term, the number of children who were able to attend fell to 426. The team at the Theatre also managed to raise over £4k for Cambridge Joint Playschemes, a local charity with a strong connection to the Theatre.

Despite the closure of the Theatre and the turmoil within the industry, the need for a continued focus on the Trust's longer-term strategy and operating model was critical and the team pressed on with plans to refurbish the Theatre's auditorium and backstage areas. The Trust received restricted grants of £45k from The Backstage Trust to fund vital consultancy advice on the project and, shortly after the year end, a further £2m from The Gatsby Charitable Foundation for design and construction work.

The Theatre's longstanding reputation for attracting the highest-quality work and maximising attendance ensured that, as the team began to re-build the programme of shows following the closure and navigate the challenges faced within the industry, the Theatre was very much at the top of producers' list of venues for their tours. However, the volume of high-quality touring productions has been greatly reduced due to the lack of COVID-related insurance options but strong relationships with producers meant that a solid schedule of shows for the forthcoming year was achievable.

The Trust successfully applied for a grant of £460k from the second round of the Culture Recovery Fund to cover core operating expenditure during the period April - June 2021, which has been received in full. The Trust also made a further successful application to the third Culture Recovery Fund (the Continuity Support grant) and was awarded £446k to cover the period November - January 2022. The first tranche of £312k has been received and the final 30% is expected once the final payment request has been submitted. The team have continued to take all available opportunities to obtain further financial support when they arise and have made further applications to the Arts Council England and other trusts and foundations as appropriate. The Trust's cash and reserves have, and continue to be, managed extremely carefully. These grants strengthen the Trust's confidence in the future and mean that no cashflow problems are currently anticipated.

Overall, the trustees are pleased with this year's remarkable results as free reserves have broadly remained in line with the Trust's financial strategy and designated capital building project funds have remained intact despite the Theatre being closed for the majority of the year. On behalf of the board, the trustees would like to thank Dave Murphy and his staff for their efforts and commitment during what turned out to be a very challenging year.

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b. IMPACT OF COVID-19 ON CAMBRIDGE ARTS THEATRE

The Government mandated that theatres could not re-open until 17 May 2021 and, even then, it was to be on a socially distanced basis until 21 June 2021. When the Theatre re-opened on 8 June 2021, customer demand was initially at about 60% of pre-pandemic levels though it soon began to increase. Audience confidence was bolstered by the vaccine roll-out programme but, as anticipated, some patrons were cautious about returning to the Theatre. However, the re-opening was greeted by an eager demand for shows and big-named stars such as Ralph Fiennes who played to the maximum, socially-distanced capacity.

Producers were initially hesitant to commit to, and tour, productions due to the continuing risks associated with COVID as a result of the absence of meaningful insurance and uncertainty around audience demand which has been shown to vary between theatres and regions. Despite this, and due to its longstanding and strong relationships, Cambridge Arts Theatre was able to secure a far more solid and varied programme of shows since re-opening than had previously been anticipated. This has meant that the Theatre has been able to begin rebuilding capacity and recruit new staff members where appropriate while avoiding the need for further use of the furlough scheme.

When the Omicron wave hit in December 2021, ticket sales immediately slowed to a trickle and the Theatre faced a flood of customers seeking refunds due to COVID. Six weeks of the Spring '22 programme were lost and a further three weeks of shows in the season had to be re-negotiated. However, despite the Omicron blow, the Theatre has once again bounced back and at the time of writing there has been a strong recovery in customer confidence and attendance as the overall levels of pandemic anxiety and restrictions begin to abate.

c. PLANS FOR FUTURE PERIODS

The Theatre continues to rebuild its operating capacity and staffing following the necessary reductions due to the impact of the pandemic. As anticipated, customer demand has not yet reached pre-pandemic levels and there remains inconsistent availability in quality productions. The trustees remain mindful of the challenges that have been faced, and the new ones that emerge, as the industry evolves. The Theatre will continue to review the staffing structure to ensure that operational needs are met and carefully monitor staff welfare, providing consistent and appropriate support.

The trustees have always had a strong commitment to the long-term development of the Trust's staff and, particularly in light of the COVID crisis, they plan to increase efforts in this area. They are in no doubt that the Trust's future success and ability to bounce back from the difficulties of the crisis will require a highly skilled and resilient workforce. They intend to invest heavily in the continual growth of a committed, diverse, industry-leading team of theatrical professionals.

Prior to the pandemic, the recruitment of theatrical professionals in the East of England was already very challenging. The bright lights of the West End and the major subsidised theatres in London provided a consistent stream of opportunities. This situation has been hugely exacerbated by the pandemic with the departure of many skilled and experienced individuals from the theatre and leisure industries, resulting in the additional challenges of filling technical and front of house roles. The trustees are concerned that as a result of these changes, and the churn in the industry, there are likely to be some very tempting opportunities for the Theatre's best staff. With this in mind, the trustees and executive management will be constantly reviewing remuneration and the associated terms and conditions of the Theatre's staff to ensure that they are market leading. They remain of the view that staff retention, particularly given the small size of the team, is a major risk faced by the organisation.

As the Theatre recovers from the crisis, the trustees are concerned that the consistent and ongoing availability of scale-appropriate productions for the Theatre may be problematic. Many producers and producing theatres are very cautious about their plans for the financial year 2022/3. This caution was evident before the crisis as the industry faced national and local funding cuts and it has been greatly exacerbated by the pandemic. This may lead to significant gaps in the Theatre's programme and the trustees consider this to be a significant risk facing the Trust over the coming years. This trend further strengthens the trustees' desire to increase their efforts to

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mount more productions in-house and as co-productions with other theatres. This will give the Trust more control of its own destiny and will crucially allow the Theatre to ensure that it can present an artistically challenging and diverse programme whilst potentially earning additional income to fill the shortfalls that may arise from the availability of touring productions.

Plans are now well underway for the auditorium project which will see the Theatre fully refresh the auditorium and upgrade its backstage facilities and consider the potential development of a new second performance space within the existing footprint of the building. The works will include fundamental changes and improvements to the fabric of the auditorium, including new seating, a redesigned balcony and seating configuration to improve sight lines and audience comfort, the widening of the proscenium arch to expand artistic possibilities and allow a wider range of programming choice, improved acoustics, new technical infrastructure to replace the increasingly outdated and worn out equipment and more environmentally friendly and energy efficient air conditioning and lighting systems.

The Trust has appointed an architect led design team who are progressing the project through to RIBA stage 4 in order to allow construction contract tenders to be received. This design work will be funded partly through internal resources but the majority of the costs will be funded via the significant grant received from The Gatsby Charitable Foundation. Running in parallel with the process, the Trust continues to work with fundraising consultants to determine the overall fundraising strategy for the project. This work has been very kindly funded by The Backstage Trust. In recognition of the Trust's commitment to this project, additional staff will be recruited into the fundraising team.

The trustees wish to formally express their gratitude to The Gatsby Charitable Foundation and The Backstage Trust for their generous donations to the project.

Taken together these plans offer a dynamic, collaborative and community-based vision for the long-term future of the Cambridge Arts Theatre Trust.

d. EDUCATION, COMMUNITY AND ACCESS

As part of the Trust's overall mission to inspire and nurture a lifelong love of the performing arts, the trustees intend to continue to enhance the scope and reach of its community activities. Furthermore, the Trust has continued to invest heavily throughout the pandemic in the necessary fundraising resources to support these activities.

Throughout the Coronavirus pandemic, significant effort was made to maintain strong connections with local schools and community groups. In November, the team spoke with over 70 local educators about their experience of the pandemic and the implications for their students. The Theatre worked with six key school partners to review guidance for the sector and to develop COVID secure working practices and, as a result, was again able to deliver its established Panto Wheels scheme, attracting local young people from disadvantaged backgrounds and with diverse needs to the pantomime. For the first time this year, the Theatre worked with a school partner to invite children and pupils with additional and diverse needs to attend the panto with their families.

Despite huge sector uncertainty, the Theatre's highly regarded work experience programme was miraculously delivered in summer 2021 and an alternative remote option was designed and ready in case of a return to a local or national lockdown. Opportunities were advertised to local schools with targeted promotion to schools and sixth forms whose catchment serves young people from disadvantaged backgrounds and with diverse needs. The Theatre welcomed 35 students, the largest cohort ever, representing 21 local schools and in doing so, provided a practical taster of the working life of a theatre.

The team have begun developing content for a series of schools' resources to support future school and group visits to the Theatre and enhance the experience of young people. The continued strategic shift towards being a hybrid producing/receiving house offers further potential to develop education and outreach work tied to the

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Theatre's own productions.

The Theatre runs a popular volunteering programme which provides a broad range of opportunities for local residents to support and participate in the work of the Theatre. The varied roles include welcoming patrons and checking tickets, acting as a customer service focal point, and providing invaluable support and assistance to the Front of House management team. The trustees would like to thank the 20 (2020 - 65) volunteers who continued to support the Theatre through the pandemic and who normally provide a vital contribution to the ongoing success of the Theatre. Sadly, as the Theatre was only open for two and a half weeks, the focus in the year was to maintain constant contact with the volunteers (many of whom are the Theatre's biggest supporters and attendees) and to make sure they were constantly reassured about the future of the Theatre and informed about plans for re-opening.

The trustees also intend to continue to enhance the support that the Theatre offers to patrons with additional needs, building on improvements that have been made over the last couple of years. The Theatre will also be comprehensively reviewing its, already industry leading, access programme as it continues to plan the auditorium project to ensure it can welcome as many customers with additional needs as possible.

FINANCIAL REVIEW

a. KEY FINANCIAL PERFORMANCE INDICATORS

The trustees are relieved to report that despite the closure of the Trust for the majority of the year due to the impact of the pandemic, the reduction in unrestricted funds was only £46,704 (2020: £292,270 surplus).

The principal sources of funding in the year were the Culture Recovery Fund Grant of £985,000 and the Government grants including the Coronavirus Job Retention Scheme Grant and Local Restriction Support Grants totalling £303,075.

Grant income increased significantly against prior year due to the Culture Recovery Fund Grant received of £985k due to the impact of COVID on the Theatre's operations.

The Theatre's landlord generously provided a gift in kind of £63,295 as a waiver of rent due.

Fundraising and membership income inevitably suffered as a result of the Theatre's closure and furloughing of fundraising staff, but many loyal individual supporters continued their memberships and made donations to the Trust totalling £98,769 (2020: £265,595) which were gratefully received.

The Theatre's income of £140,208 (2020: £4,482,902) from charitable activities was heavily impacted by the COVID pandemic. A window of opportunity during the festive period was seized and a Christmas pantomime was presented for two and a half weeks prior to COVID restrictions ending the run. Performance income (ticket sales and show-related income) for the year was £130,446 (2020: £4,048,459) as a direct result of the pandemic enforced closure.

Unrestricted expenditure decreased by 62% to £1,720,450 (2020: £4,532,070) mainly reflecting the reduction in show related and staff costs.

b. PRICING POLICY

Within the context of its overall strategic and financial objectives, the Theatre implements a variable ticketing pricing structure, charging lower ticket prices and offering concessions on a broad range of shows. This ensures its activities are more accessible to the wider community and in particular to those on lower incomes who might not otherwise be able to afford to come to the Theatre.

Full ticket prices vary between £15 and £42 and there is always a minimum of 25 seats (4% of total capacity)

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available at the lowest price for all performances. In some instances, the number of seats available at the lowest price can be as many as 152 (23% of total capacity).

For all performances, disabled patrons who have registered with the Theatre pay the lowest available ticket price wherever they sit in the auditorium and are entitled to a complimentary ticket for an 'essential companion' if required.

For several performances throughout the year, the Theatre offered:

- students' and schools' tickets at reduced rates between £12 and £20; and
- a 10% discount for pre-booked groups of 10 or more.

For family events, including the annual pantomime, children's ticket prices vary from £12 - £26.

c. RESERVES POLICY AND GOING CONCERN

The trustees aim to ensure that free reserves are maintained at appropriate levels so that the Trust can continue its operations if another unforeseen shortfall in admissions or other income creates a funding issue. Free reserves are defined as unrestricted reserves less unrestricted fixed assets less designated funds and essentially represent the funds available to deal with unforeseen emergencies.

The Trust's total reserves at the end of the reporting period are £2,867,568.

Unrestricted reserves of £1,501,879 consist of:

- £1,034,040 of unrestricted general reserves; and
- £467,839 of designated funds for the auditorium project.

Restricted reserves of £1,365,689 mainly relate to two past capital investment projects:

- a £1,184,628 foyer fund arising from the 2013 refurbishment of the Theatre's foyer facilities;
- a £101,849 lighting equipment fund relating to a ring-fenced donation to replace some specialist lighting equipment in 2017;
- a £45,000 fund in relation to the auditorium project towards consultancy fees;
- a £30,563 panto wheels fund relating to funds raised towards the Theatre's charitable project to help children from disadvantaged areas attend the Christmas pantomime and other shows; and
- a £3,649 archiving project fund relating to the archiving project funded by the National Lottery Heritage Fund.

It is the Trust's current policy to look to hold sufficient free reserves, underpinned by available cash, to finance four months' average operating costs. In light of the pandemic the trustees consider that the ideal level of free reserves would be £750,000. As at 31 March 2021 free reserves were £595,923 (equal to unrestricted funds of £1,501,879 less unrestricted fixed assets of £438,117 less the designated fund of £467,839).

Given the uncertain environment facing the Trust at present, the trustees have, after careful consideration and appropriate professional advice, decided to restate the balances previously held as leasehold properties within fixed assets. This has resulted in the opening balance sheet at 1 April 2019 being restated to reduce the carrying value of leasehold properties within tangible fixed assets by £390,000 and has also eliminated a revaluation reserve previously held in unrestricted funds by the same amount.

Detailed planning for the Theatre's auditorium project commenced in January 2021. Its objective is the full refurbishment of the auditorium and is discussed in more detail in the section "Future plans". The designated fund will be used to match fund donations from trusts and foundations and to pay any short-term project expenditure not covered by grant awards or donations. Fundraising for the auditorium project will be a considerable challenge in the post pandemic world but the Trust is confident in the strength of its case for support and is pleased with the progress and contacts made to date.

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Having considered the financial position of the Trust, including operational forecasts, sources of funding support, the net asset position and the current economic environment, the trustees are satisfied that, based on their enquiries, the going concern basis for preparing the financial statements is appropriate at the present time. The trustees believe that no further disclosures relating to the Trust's ability to continue as a going concern are required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

a. CONSTITUTION

The company is a charitable company limited by guarantee and was set up by a Memorandum of Association on 27 March 1998.

The company is now constituted and governed by the Articles of Association dated 31 January 2013 and is a registered charity (number 1069912).

b. APPOINTMENT OF TRUSTEES

The management of the company and the group is the responsibility of the trustees who are elected and co-opted under the terms of the Articles of Association. The following trustees served during the year:

L Bacon
K Carne
R Christiansen
L Dean
Sir R Dearlove
A Farnsworth
A Glinsman
S Grady
J Illiffe
I Mather, Chairman
D Rapley
A Swarbrick

c. TRUSTEE INDUCTION AND TRAINING

New trustees are briefed on their legal obligations under charity and company law, and the Charity Commission guidance on public benefit, and are informed of the content of the Articles of Association, the committee and decision-making processes, and recent financial performance of the Trust. They also meet key employees and other trustees and are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

d. ORGANISATIONAL STRUCTURE AND DECISION MAKING

The Trust's strategic direction is established by its board of trustees which meets formally five times a year. There are also audit, remuneration and nominations sub-committees of the board of trustees. The audit committee meets up to twice a year; the remuneration committee meets up to twice a year and the nominations committee meets as required. All the committees are chaired by trustees and report to the board of trustees. Implementation of the strategy and day to day management of the organisation is the responsibility of the chief executive. The chief executive is also responsible for the organisation's supporting infrastructure. All remaining staff are involved directly in the delivery of services and fundraising. The trustees, chief executive and senior management team together comprise the key management personnel of the Trust.

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During the pandemic the trustees have used video conferencing to make sure that they can effectively stay on top of the Trust's affairs but they are committed to returning to 'face to face' meetings as soon as possible to increase their visible support for the staff.

e. PAY POLICY FOR SENIOR STAFF

All trustees give their time freely and no trustee received any remuneration in the year for their services as trustees.

The remuneration committee (which is a sub-committee of the board of trustees) meets at least annually to review the pay and remuneration arrangements for the chief executive and senior management team. Decisions on levels of remuneration take account of performance reviews, benchmarking against other relevant industry sector organisations, local salary levels and any changes in the scope of duties required as well as considering the impact of changes in the published cost of living data.

f. RELATED PARTIES

Any trustees receiving remuneration or any other benefit from their work with the Trust are detailed in notes 12 and 27. Any connection between the Trust and a trustee or senior manager of the Trust must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party.

The Trust has four wholly owned subsidiaries :

- Roof Garden Restaurants Limited previously operated the restaurant which was open to both theatre audiences and the general public. In April 2009, due to falling customer numbers and the prevailing economic climate, the restaurant ceased trading and is now dormant.
- Cambridge Arts Theatre Panto Limited was established to provide production services to the Theatre's annual pantomime.
- Cambridge Arts (84 Charing Cross Road) Limited was established to provide production services for internal and touring theatre performances.
- Cambridge Arts Theatre (Pressure) Limited was established to provide production services for internal and touring theatre performances.

g. RISK MANAGEMENT

The trustees have overall responsibility for the systems of internal control for the Trust. However, such a system can provide only reasonable, but not absolute, assurance against errors and fraud.

The Trust operates a comprehensive annual planning and budgeting process which is approved by the board. Performance is monitored in detail through the use of key performance indicators and financial targets. The Trust produces regular management accounts which are the subject of detailed review and comparison to budget.

The trustees confirm that the major risks to which the Trust is exposed, as identified by the board, have been reviewed and systems have been established to mitigate those risks. Particular attention has focused on governance, management and customer satisfaction.

h. FUNDRAISING

During the year, the Trust raised a total of £245,169 (2020: £384,994) from individuals, businesses and trusts including gifts in kind. The Trust is extremely grateful to have such loyal and generous supporters and donors. The Trust is clear and transparent in the way personal data is handled as detailed in its Privacy Policy in line with the GDPR. The board of trustees oversees fundraising and ensures that the Trust upholds the very highest standards of fundraising conduct. The Trust is always respectful in its communications with donors and, when

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people who may be in vulnerable circumstances are identified, appropriate steps are taken to protect them from excessive fundraising requests. Any complaints received are taken very seriously and all fundraising feedback is reported to the Regulator annually.

The Trust did not use the services of any professional fundraisers during the year ended 31 March 2021. There were no failures to comply with fundraising standards and no complaints were received. Internal fundraising standards are monitored through formal and informal networks. The Trust is a member of organisations such as the Fundraising Regulator and the Chartered Institute of Fundraising and use their codes of practice to guide work and keep up to date with relevant guidance and legislation.

TRUSTEES' RESPONSIBILITY STATEMENT

The trustees (who are also directors of The Cambridge Arts Theatre Trust Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the relevant legislation. 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.

DISCLOSURE OF INFORMATION TO AUDITORS

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

- as far as each trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- they have taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

AUDITORS

The auditors, Peters Elworthy & Moore, have indicated their willingness to continue in office. The designated trustees will propose a motion re-appointing the auditors at a meeting of the trustees.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Approved by order of the members of the board of trustees and signed on their behalf by:



I Mather
Chair

Date: 17.03.2022

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

OPINION

We have audited the financial statements of The Cambridge Arts Theatre Trust Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2021 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. Our responsibility is to read the other information and, in doing so, consider whether the other

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CAMBRIDGE ARTS THEATRE TRUST LIMITED (CONTINUED)

information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINION ON OTHER 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 Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, 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 Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the 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 the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITORS' 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

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CAMBRIDGE ARTS THEATRE TRUST LIMITED (CONTINUED)

from material misstatement, whether due to fraud or error, and to issue an Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the charity sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006 and taxation legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.

To address the risk of fraud through management bias and override of controls, we:

- tested journal entries to identify unusual transactions;
- investigated the rationale behind significant or unusual transactions; and
- performed audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CAMBRIDGE ARTS THEATRE TRUST LIMITED (CONTINUED)

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' 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, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Jayne Rowe (Senior Statutory Auditor)

for and on behalf of

Peters Elworthy & Moore

Chartered Accountants

Statutory Auditors

Salisbury House

Station Road

Cambridge

CB1 2LA

Date: 18 March 2022

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	As restated Total funds 2020 £
	Note				
INCOME FROM:					
Donations and grants	3	1,131,400	115,563	1,246,963	114,899
Charitable activities	4	140,208	-	140,208	4,482,902
Other trading activities:	5				
Raising funds and generating membership income		98,769	-	98,769	265,595
Investments	6	294	-	294	1,444
Other income	7	303,075	-	303,075	9,500
TOTAL INCOME		1,673,746	115,563	1,789,309	4,874,340
EXPENDITURE ON:					
Raising funds and generating membership income	8	57,634	-	57,634	113,798
Charitable activities	9,10	1,662,816	77,403	1,740,219	4,502,250
TOTAL EXPENDITURE		1,720,450	77,403	1,797,853	4,616,048
NET MOVEMENT IN FUNDS		(46,704)	38,160	(8,544)	258,292
RECONCILIATION OF FUNDS:					
Total funds brought forward (as restated)		1,548,583	1,327,529	2,876,112	2,617,820
Net movement in funds		(46,704)	38,160	(8,544)	258,292
TOTAL FUNDS CARRIED FORWARD		1,501,879	1,365,689	2,867,568	2,876,112

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 21 to 43 form part of these financial statements.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03536370

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	As restated 2020 £
FIXED ASSETS			
Tangible assets	13	1,724,594	1,779,736
		<u>1,724,594</u>	<u>1,779,736</u>
CURRENT ASSETS			
Stocks		2,049	8,019
Debtors	15	288,184	233,047
Cash at bank and in hand		1,374,288	1,739,585
		<u>1,664,521</u>	<u>1,980,651</u>
Creditors: amounts falling due within one year	16	(521,547)	(884,275)
NET CURRENT ASSETS		<u>1,142,974</u>	<u>1,096,376</u>
TOTAL NET ASSETS		<u><u>2,867,568</u></u>	<u><u>2,876,112</u></u>
CHARITY FUNDS			
Restricted funds	18	1,365,689	1,327,529
Unrestricted funds	18	1,501,879	1,548,583
TOTAL FUNDS		<u><u>2,867,568</u></u>	<u><u>2,876,112</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



I Mather
Chair

Date: 17.03.2022

The notes on pages 21 to 43 form part of these financial statements.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 03536370

COMPANY BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	As restated 2020 £
FIXED ASSETS			
Tangible assets	13	1,724,594	1,779,736
Investments	14	103	103
		<u>1,724,697</u>	<u>1,779,839</u>
CURRENT ASSETS			
Stocks		2,049	8,019
Debtors	15	313,120	278,801
Cash at bank and in hand		1,348,942	1,687,163
		<u>1,664,111</u>	<u>1,973,983</u>
Creditors: amounts falling due within one year	16	(519,452)	(875,976)
NET CURRENT ASSETS		<u>1,144,659</u>	<u>1,098,007</u>
TOTAL NET ASSETS		<u><u>2,869,356</u></u>	<u><u>2,877,846</u></u>
CHARITY FUNDS			
Restricted funds	18	1,365,689	1,327,529
Unrestricted funds	18	1,503,667	1,550,317
TOTAL FUNDS		<u><u>2,869,356</u></u>	<u><u>2,877,846</u></u>

The Company's net movement in funds for the year was £(8,490) (2020 - £260,026).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


I Mather
Chair

Date: 17.03.2022

The notes on pages 21 to 43 form part of these financial statements.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash used in operating activities	22	(326,361)	317,071
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interests and rents from investments		294	1,444
Purchase of tangible fixed assets	13	(39,230)	(96,565)
NET CASH USED IN INVESTING ACTIVITIES		(38,936)	(95,121)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR		(365,297)	221,950
Cash and cash equivalents at the beginning of the year		1,739,585	1,517,635
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	23	1,374,288	1,739,585

The notes on pages 21 to 43 form part of these financial statements

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Cambridge Arts Theatre Trust Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

A prior period adjustment has been processed in these financial statements in relation to the tangible fixed assets and leasehold properties under operating leases. The leasehold properties under operating leases are now being accounted for in line with note 1.15. See note 17 for the details of the adjustment made.

1.2 GOING CONCERN

Having considered the financial position of the charity, including operational forecasts, sources of funding support, the net asset position and the current economic environment, the Trustees are satisfied that based on their enquiries, the going concern basis for preparing the financial statements is appropriate at the date of signing. The Trustees believe that no further disclosures relating to the Charity's ability to continue as a going concern are required.

1.3 COMPANY STATUS

The company is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.4 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

1. ACCOUNTING POLICIES (CONTINUED)

1.4 TANGIBLE FIXED ASSETS AND DEPRECIATION (CONTINUED)

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold improvements	- over 50 years
Theatre equipment	- over 15 years
Fixtures and fittings	- over 3, 4 or 5 years
Computer equipment	- over 3 or 5 years

1.5 INVESTMENTS

Investments in subsidiaries are valued at cost less provision for impairment.

1.6 STOCKS

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

1.7 DEBTORS

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

1.8 CASH AT BANK AND IN HAND

Cash is represented by cash in hand and deposits with financial institutions available without penalty on notice of not more than 24 hours.

1.9 LIABILITIES AND PROVISIONS

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (CONTINUED)

1.10 FUND ACCOUNTING

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

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

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

1.11 INCOME

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donation income is recognised when the charity has entitlement to the donation, and grant income is recognised in line with the grant agreement.

Fees, ticket income and sponsorship in respect of performances are recognised as the event occurs. Ticket income received in advance of the performance is deferred.

Membership income is recognised in full on invoice for corporate membership and on receipt for individual membership being the point at which the charity is entitled to the income.

Theatre tax relief has been recognised against the production to which the relief relates.

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

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

1.12 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The Theatre has one activity. The costs of the activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking the activity. Direct costs attributable to the single activity are allocated directly to that activity.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (CONTINUED)

1.13 GOVERNMENT GRANTS

Revenue grants are credited to the Consolidated Statement of Financial Activities as the related expenditure is incurred.

1.14 PENSIONS

The company operates a mix of defined contribution stakeholder and personal pension schemes for its employees.

1.15 OPERATING LEASES

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

1.16 FINANCIAL INSTRUMENTS

The 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.

2. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. In preparing these financial statements, there are no critical accounting estimates or judgements requiring disclosure in addition to the accounting policies described.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

3. INCOME FROM DONATIONS AND GRANTS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	83,105	70,563	153,668	114,899
Grants	985,000	45,000	1,030,000	-
Gift in kind	63,295	-	63,295	-
	<u>1,131,400</u>	<u>115,563</u>	<u>1,246,963</u>	<u>114,899</u>
TOTAL 2020	<u>64,899</u>	<u>50,000</u>	<u>114,899</u>	

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from performances - admission fees	130,446	130,446	4,048,459
Front of house	9,762	9,762	379,415
Other income	-	-	55,028
	<u>140,208</u>	<u>140,208</u>	<u>4,482,902</u>
TOTAL 2020	<u>4,482,902</u>	<u>4,482,902</u>	

A theatre tax credit of £9,836 (2020 - £30,085) is included within income from performances - admission fees.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

5. RAISING FUNDS AND GENERATING MEMBERSHIP INCOME

Membership and fundraising income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Membership and fundraising income	98,769	98,769	265,595
	<u>98,769</u>	<u>98,769</u>	
TOTAL 2020	265,595	265,595	
	<u>265,595</u>	<u>265,595</u>	

6. INVESTMENT INCOME

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Interest receivable	294	294	1,444
	<u>294</u>	<u>294</u>	
TOTAL 2020	1,444	1,444	
	<u>1,444</u>	<u>1,444</u>	

7. OTHER INCOMING RESOURCES

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Government grants	303,075	303,075	4,500
Insurance proceeds	-	-	5,000
	<u>303,075</u>	<u>303,075</u>	<u>9,500</u>
TOTAL 2021	303,075	303,075	9,500
	<u>303,075</u>	<u>303,075</u>	
TOTAL 2020	9,500	9,500	
	<u>9,500</u>	<u>9,500</u>	

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

7. OTHER INCOMING RESOURCES (CONTINUED)

Government grants represent amounts received under:

- the Coronavirus Job Retention Scheme (CJRS) to cover salaries of furloughed staff of £273,990 (2020 - £4,500)
- the Local Restrictions Support Grant (LRSG) Scheme payable by the local authority of £29,085 (2020 - £nil)

8. EXPENDITURE ON RAISING FUNDS AND GENERATING MEMBERSHIP INCOME

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Fundraising staff costs	57,634	57,634	113,798
	<u>57,634</u>	<u>57,634</u>	<u>113,798</u>
TOTAL 2020	<u>113,798</u>	<u>113,798</u>	

9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Theatre running costs	1,535,715	77,403	1,613,118	4,189,797
Front of house costs	127,101	-	127,101	312,453
	<u>1,662,816</u>	<u>77,403</u>	<u>1,740,219</u>	<u>4,502,250</u>
TOTAL 2020	<u>4,418,272</u>	<u>83,978</u>	<u>4,502,250</u>	

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES (CONTINUED)

Summary by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £	Total funds 2020 £
Theatre running costs	859,343	94,372	659,403	1,613,118	4,189,797
Front of house costs	115,625	-	11,476	127,101	312,453
	<u>974,968</u>	<u>94,372</u>	<u>670,879</u>	<u>1,740,219</u>	<u>4,502,250</u>
TOTAL 2020	<u>1,051,154</u>	<u>94,643</u>	<u>3,356,453</u>	<u>4,502,250</u>	

10. FURTHER ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Theatre running costs	1,300,118	313,000	1,613,118	4,189,797
Front of house costs	127,101	-	127,101	312,453
	<u>1,427,219</u>	<u>313,000</u>	<u>1,740,219</u>	<u>4,502,250</u>
TOTAL 2020	<u>4,180,444</u>	<u>321,806</u>	<u>4,502,250</u>	

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10. FURTHER ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

ANALYSIS OF SUPPORT COSTS

	Theatre running costs 2021 £	Total funds 2021 £	Total funds 2020 £
Depreciation	94,372	94,372	94,643
Insurance	32,666	32,666	25,663
Administrative costs	53,404	53,404	74,002
Irrecoverable VAT	66,504	66,504	85,641
Governance costs	66,054	66,054	41,857
	<u>313,000</u>	<u>313,000</u>	<u>321,806</u>
TOTAL 2020	<u>321,806</u>	<u>321,806</u>	

11. AUDITORS' REMUNERATION

The auditors' remuneration amounts to an auditor fee of £11,640 (2020 - £11,300), and non audit services to the group of £22,235 (2020 - £21,133).

12. STAFF COSTS

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Wages and salaries	906,559	1,020,745	905,009	1,020,745
Social security costs	82,520	99,761	82,520	99,761
Other pension costs	43,523	44,446	43,523	44,446
	<u>1,032,602</u>	<u>1,164,952</u>	<u>1,031,052</u>	<u>1,164,952</u>

During the year £63,128 was paid as termination payments by the Group (2020 - £nil).

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12. STAFF COSTS (CONTINUED)

The average number of persons employed by the Company during the year was as follows:

	Group 2021 No.	Group 2020 No.
Theatre staff (including front of house)	13	17
Management, administration and support	12	17
	<u>25</u>	<u>34</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	Group 2020 No.
In the band £60,001 - £70,000	2	-
In the band £70,001 - £80,000	-	1
In the band £160,001 - £170,000	1	-
In the band £190,001 - £200,000	-	1

The charity trustees were not paid nor received any other benefits from employment with the Trust or its subsidiaries in the year (2020 - £nil).

No trustees received any reimbursement of expenses in the current year (2020 - £nil).

The key management personnel of the group comprise the trustees, who are not paid, and the senior management team (see page 1) of the Cambridge Arts Theatre Trust Limited. The total employee benefits, including pension contributions and employer's national insurance costs, of the senior management team of the Charity were £546,153 (2020 - £592,046).

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13. TANGIBLE FIXED ASSETS

GROUP

	Leasehold improve- ments £	Fixtures, fittings and equipment £	Assets in the course of construction £	Total £
COST OR VALUATION				
At 1 April 2020 (as restated)	1,592,155	883,381	44,644	2,520,180
Additions	-	2,780	36,450	39,230
At 31 March 2021	1,592,155	886,161	81,094	2,559,410
DEPRECIATION				
At 1 April 2020 (as restated)	203,297	537,147	-	740,444
Charge for the year	31,843	62,529	-	94,372
At 31 March 2021	235,140	599,676	-	834,816
NET BOOK VALUE				
At 31 March 2021	1,357,015	286,485	81,094	1,724,594
At 31 March 2020 (as restated)	1,388,858	346,234	44,644	1,779,736

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13. TANGIBLE FIXED ASSETS (CONTINUED)

COMPANY

	Leasehold improvements £	Fixtures, fittings and equipment £	Assets in the course of construction £	Total £
COST OR VALUATION				
At 1 April 2020 (as restated)	1,592,155	873,426	44,644	2,510,225
Additions	-	2,780	36,450	39,230
At 31 March 2021	1,592,155	876,206	81,094	2,549,455
DEPRECIATION				
At 1 April 2020 (as restated)	203,297	527,192	-	730,489
Charge for the year	31,843	62,529	-	94,372
At 31 March 2021	235,140	589,721	-	824,861
NET BOOK VALUE				
At 31 March 2021	1,357,015	286,485	81,094	1,724,594
At 31 March 2020 (as restated)	1,388,858	346,234	44,644	1,779,736

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**NOTES TO THE FINANCIAL STATEMENTS
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14. FIXED ASSET INVESTMENTS

COMPANY	Investments in subsidiary companies £
COST AND NET BOOK VALUE	
At 1 April 2020	103
At 31 March 2021	<u>103</u>

PRINCIPAL SUBSIDIARIES

The following were subsidiary undertakings of the Company:

Names	Company number	Principal activity	Holding	Included in consolidation
Cambridge Arts Theatre Panto Limited	09834084	Production services	100%	Yes
Cambridge Arts (84 Charing Cross Road) Limited	10255496	Production services	100%	Yes
Cambridge Arts Theatre (Pressure) Limited	11331484	Production services	100%	Yes
Roof Garden Restaurants Limited		Dormant	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
Cambridge Arts Theatre Panto Limited	123,657	(123,657)	9,836	100
Cambridge Arts (84 Charing Cross Road) Limited	(1,030)	1,030	-	1
Cambridge Arts Theatre (Pressure) Limited	-	(54)	(54)	(1,787)

Although Cambridge Arts Theatre Panto Limited did not make an operating profit during the year, a theatre tax credit was due of £9,836, resulting in an overall profit of £9,836.

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15. DEBTORS

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
DUE WITHIN ONE YEAR				
Trade debtors	7,166	49,208	7,166	49,208
Amounts owed by group undertakings	-	-	71,901	76,152
Other debtors	113,541	22,313	106,497	22,000
Prepayments and accrued income	127,556	131,441	127,556	131,441
Tax recoverable	39,921	30,085	-	-
	<u>288,184</u>	<u>233,047</u>	<u>313,120</u>	<u>278,801</u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Accruals	102,466	50,593	100,366	42,293
Trade creditors	115,091	130,146	115,095	130,146
Other taxation and social security	18,038	111,222	18,038	111,222
Other creditors	235,539	230,365	235,540	230,366
Deferred income	50,413	361,949	50,413	361,949
	<u>521,547</u>	<u>884,275</u>	<u>519,452</u>	<u>875,976</u>
	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Deferred income at 1 April 2020	361,949	453,915	361,949	453,915
Resources deferred during the year	4,185	361,949	4,185	361,949
Amounts released from previous periods	(315,721)	(453,915)	(315,721)	(453,915)
	<u>50,413</u>	<u>361,949</u>	<u>50,413</u>	<u>361,949</u>

Deferred income relates to ticket sales in advance.

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17. PRIOR YEAR ADJUSTMENTS

The Trustees have reviewed the classification of amounts previously held as leasehold properties within tangible fixed assets. This has resulted in the opening balance sheet at 1 April 2019 being restated to reduce the carrying value of tangible fixed assets by £390,000 and has also eliminated a revaluation reserve previously held in unrestricted funds by the same amount.

18. STATEMENT OF FUNDS

STATEMENT OF FUNDS (GROUP) - CURRENT YEAR

	Balance at 1 April 2020 (as restated) £	Income £	Expenditure £	Balance at 31 March 2021 £
UNRESTRICTED FUNDS				
Reserves	1,080,744	1,673,746	(1,720,450)	1,034,040
Designated - Auditorium Refurbishment project	467,839	-	-	467,839
	<u>1,548,583</u>	<u>1,673,746</u>	<u>(1,720,450)</u>	<u>1,501,879</u>
RESTRICTED FUNDS				
Foyer Fund	1,212,735	-	(28,107)	1,184,628
Lighting Equipment Fund	111,257	-	(9,408)	101,849
Archiving Fund	3,537	40,000	(39,888)	3,649
Auditorium Project	-	45,000	-	45,000
Panto Wheels	-	30,563	-	30,563
	<u>1,327,529</u>	<u>115,563</u>	<u>(77,403)</u>	<u>1,365,689</u>
TOTAL OF FUNDS	<u><u>2,876,112</u></u>	<u><u>1,789,309</u></u>	<u><u>(1,797,853)</u></u>	<u><u>2,867,568</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS
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18. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS (GROUP)- PRIOR YEAR

	Balance at 1 April 2019 (as restated) £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 (as restated) £
UNRESTRICTED FUNDS					
Reserves	1,041,307	4,824,340	(4,532,070)	(252,833)	1,080,744
Designated - Auditorium Refurbishment project	215,006	-	-	252,833	467,839
	<u>1,256,313</u>	<u>4,824,340</u>	<u>(4,532,070)</u>	<u>-</u>	<u>1,548,583</u>
RESTRICTED FUNDS					
Foyer Fund	1,240,842	-	(28,107)	-	1,212,735
Lighting Equipment Fund	120,665	-	(9,408)	-	111,257
Archiving Fund	-	50,000	(46,463)	-	3,537
	<u>1,361,507</u>	<u>50,000</u>	<u>(83,978)</u>	<u>-</u>	<u>1,327,529</u>
TOTAL OF FUNDS	<u>2,617,820</u>	<u>4,874,340</u>	<u>(4,616,048)</u>	<u>-</u>	<u>2,876,112</u>

Restricted funds - the Foyer Fund and Lighting Equipment Fund represent donations received towards the cost of foyer improvements and lighting equipment in previous years. The Trustees have considered the accounting treatment for the foyer and lighting equipment in line with the Charities SORP and concluded these assets are to be held on an on-going basis for specific purpose and cannot be used for anything else. Depreciation is charged against these funds in proportion of the cost covered by the donations. The Archiving project represents funds received from the National Lottery Heritage Fund to support costs of archiving historic theatre records. Panto Wheels represents funds received to bring children from local schools to the Theatre to watch the pantomime. The Auditorium Project Fund relates to funds received to cover fundraising consultancy costs for our Auditorium project.

Designated funds - this represents the funds set aside towards the planned refurbishment of the auditorium. The transfer made during the prior year is of any free reserves available above the target reserves level.

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**NOTES TO THE FINANCIAL STATEMENTS
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19. STATEMENT OF FUNDS (COMPANY ONLY)

STATEMENT OF FUNDS (COMPANY ONLY) - CURRENT YEAR

	Balance at 1 April 2020 (as restated) £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
UNRESTRICTED FUNDS					
Reserves	1,082,478	1,673,746	(1,720,396)	-	1,035,828
Designated - Auditorium Refurbishment project	467,839	-	-	-	467,839
	<u>1,550,317</u>	<u>1,673,746</u>	<u>(1,720,396)</u>	<u>-</u>	<u>1,503,667</u>
RESTRICTED FUNDS					
Foyer Fund	1,212,735	-	(28,107)	-	1,184,628
Lighting Equipment Fund	111,257	-	(9,408)	-	101,849
Archiving Fund	3,537	40,000	(39,888)	-	3,649
Auditorium Project	-	45,000	-	-	45,000
Panto Wheels	-	30,563	-	-	30,563
	<u>1,327,529</u>	<u>115,563</u>	<u>(77,403)</u>	<u>-</u>	<u>1,365,689</u>
TOTAL OF FUNDS	<u>2,877,846</u>	<u>1,789,309</u>	<u>(1,797,799)</u>	<u>-</u>	<u>2,869,356</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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**19. STATEMENT OF FUNDS (COMPANY ONLY)
(CONTINUED)**

STATEMENT OF FUNDS (COMPANY ONLY) - PRIOR YEAR

	Balance at 1 April 2019 (as restated) £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 (as restated) £
UNRESTRICTED FUNDS					
Reserves	1,041,307	4,824,340	(4,530,336)	(252,833)	1,082,478
Designated - Auditorium Refurbishment project	215,006	-	-	252,833	467,839
	<u>1,256,313</u>	<u>4,824,340</u>	<u>(4,530,336)</u>	<u>-</u>	<u>1,550,317</u>
RESTRICTED FUNDS					
Foyer Fund	1,240,842	-	(28,107)	-	1,212,735
Lighting Equipment Fund	120,665	-	(9,408)	-	111,257
Archiving Fund	-	50,000	(46,463)	-	3,537
	<u>1,361,507</u>	<u>50,000</u>	<u>(83,978)</u>	<u>-</u>	<u>1,327,529</u>
TOTAL OF FUNDS	<u>2,617,820</u>	<u>4,874,340</u>	<u>(4,614,314)</u>	<u>-</u>	<u>2,877,846</u>

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP) - CURRENT YEAR

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	438,117	1,286,477	1,724,594
Current assets	1,585,309	79,212	1,664,521
Creditors due within one year	(521,547)	-	(521,547)
TOTAL	<u>1,501,879</u>	<u>1,365,689</u>	<u>2,867,568</u>

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20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP) (CONTINUED)

ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP) - PRIOR YEAR

	Unrestricted funds 2020 (as restated) £	Restricted funds 2020 (as restated) £	Total funds 2020 (as restated) £
Tangible fixed assets	455,744	1,323,992	1,779,736
Current assets	1,977,114	3,537	1,980,651
Creditors due within one year	(884,275)	-	(884,275)
TOTAL	1,548,583	1,327,529	2,876,112

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS
(COMPANY ONLY)**

ANALYSIS OF NET ASSETS BETWEEN FUNDS (COMPANY ONLY) - CURRENT YEAR

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	438,117	1,286,477	1,724,594
Investments	103	-	103
Current assets	1,584,899	79,212	1,664,111
Creditors due within one year	(519,452)	-	(519,452)
TOTAL	1,503,667	1,365,689	2,869,356

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**NOTES TO THE FINANCIAL STATEMENTS
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**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS
(COMPANY ONLY)**

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR (COMPANY ONLY)

	Unrestricted funds	Restricted funds	Total funds
	2020 (as restated)	2020 (as restated)	2020 (as restated)
	£	£	£
Tangible fixed assets	455,744	1,323,992	1,779,736
Investments	103	-	103
Current assets	1,970,446	3,537	1,973,983
Creditors due within one year	(875,976)	-	(875,976)
TOTAL	1,550,317	1,327,529	2,877,846

**22. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING
ACTIVITIES**

		Group 2021 £	Group 2020 £
Net (expenditure)/income for the year (as per Statement of Financial Activities)		(8,544)	258,292
ADJUSTMENTS FOR:			
Depreciation charges	13	94,372	94,643
Dividends, interests and rents from investments	6	(294)	(1,444)
Decrease/(increase) in stocks		5,970	(1,711)
(Increase)/decrease in debtors		(55,137)	44,102
Decrease in creditors		(362,728)	(76,811)
NET CASH (USED IN)/PROVIDED BY OPERATING ACTIVITIES		(326,361)	317,071

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23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group 2021 £	Group 2020 £
Cash in hand	1,374,288	1,739,585
TOTAL CASH AND CASH EQUIVALENTS	1,374,288	1,739,585

24. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	1,739,585	(365,297)	1,374,288
	1,739,585	(365,297)	1,374,288

25. PENSION COMMITMENTS

The company operates a mix of defined contribution stakeholder and personal pension schemes for its employees. The assets of the schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company and amounted to £43,523 (2020 - £44,446). Contributions totalling £2,233 (2020 - £6,151) were payable at the balance sheet date and are included in creditors.

26. OPERATING LEASE COMMITMENTS

At 31 March 2021 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Not later than 1 year	7,211	7,575	7,211	7,575
Later than 1 year and not later than 5 years	7,915	15,126	7,915	15,126
	15,126	22,701	15,126	22,701

In addition to the above, at 31 March 2021 the group had an annual commitment under a non-cancellable operating lease of £86,502 (2020 - £83,983) which expires on 8 May 2106.

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27. RELATED PARTY TRANSACTIONS

The Board is satisfied that procedures are in place to ensure that all transactions with related parties are on an arm's length basis and subject to market testing.

There were no received shows in the year to March 2021. Due to COVID the Theatre was closed for received productions (2020 -1). L Dean (trustee) is a director of Rep on Tour Limited. In the prior year, Rep on Tour brought the production 'The Lovely Bones' to the Theatre. The income recognised in the charity relating to the production was £62,352 and expenditure of £49,965 was charged by Rep on Tour Limited. At the end of 2020, no balance was due to Rep on Tour Limited.

K Carne is a trustee of the charity and First Bursar of King's College, Cambridge. During the year, rent of £23,408 (2020 - £68,689) and insurance of £18,918 (2020 - £26,340.16) were paid to King's College Cambridge and rent of £63,295 was waived by King's College. No additional sums were paid (2020: £3,209) in relation to external maintenance. At the year end, a balance of £43,083 (2020 - £nil) was due to King's College Cambridge.

The following people are Directors of the trading subsidiaries and received no remuneration from their directorships of these companies;

Cambridge Arts Theatre (Panto) Ltd

- V Beechey
- I Mather
- D Murphy

Cambridge Arts Theatre (84 Charing Cross Road) Ltd

- V Beechey
- L Dean
- I Mather
- D Murphy

Cambridge Arts Theatre (Pressure) Ltd

- V Beechey
- D Murphy

Roof Garden Restaurants Ltd

- I Mather
- D Murphy

During the year £123,657 (2020 - £491,459) was recharged to Cambridge Arts Theatre Panto Limited in respect of production costs. Cambridge Arts Theatre Panto Limited made a gift aid donation of £9,836 (2020 - £30,085) to the charity during the year.

During the year £1,030 (2020 - £4,007) was recharged from (2020 - recharged to) Cambridge Arts (84 Charing Cross Road) Limited in respect of production costs.

During the year, the trustees made unconditional donations to the Trust of £10,602 (2020 - £12,288).

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28. POST BALANCE SHEET EVENTS

Subsequent to the year end, the Theatre continued to seek out additional opportunities for funding to support its ongoing activities. Successful applications were made to the Cultural Recovery Fund rounds two and three (£460k and £446k) and other grants of £29k have been received from the local authority.

A restricted capital grant of £2m was received in May 2021 from The Gatsby Charitable Foundation to help the Theatre with its Auditorium refurbishment project. The Trustees wish to record their thanks to the Trustees of The Gatsby Charitable Foundation for this very generous donation.