
THE CAMBRIDGE ARTS THEATRE TRUST LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015

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THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

(A company limited by guarantee)

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THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2015**

Trustees

Baroness Cohen of Pimlico (Chairman)

I Mather (Deputy Chairman)

L Bacon

K Carne

P Cusack

A Glinsman

J Hutt

J Iliffe

M Magnay

D Martin

A Swarbrick

R Tackley

Company registered number

03536370

Charity registered number

1069912

Registered office

6 St Edward's Passage, Cambridge, CB2 3PJ

Company secretary

D Barrass

Chief executive officer

D J Murphy

Independent auditors

Peters Elworthy & Moore, Salisbury House, Station Road, Cambridge, CB1 2LA

Bankers

National Westminster Bank plc, 23 Market Street, Cambridge, CB2 3PA

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2015

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements of The Cambridge Arts Theatre Trust Limited (the company and the group) for the year ended 31 March 2015. The trustees confirm that the annual report and financial statements of the company and the group comply with current statutory requirements, the requirements of the company and the group's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005.

STRUCTURE, GOVERNANCE AND MANAGEMENT

a. Constitution

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

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

The trustees who served during the year were:

Baroness Cohen of Pimlico, Chairman

L Bacon

K Carne

P Cusack

A Glinsman

J Hutt

J Iliffe

M Magnay

D Martin

I Mather

A Swarbrick

R Tackley

Baroness Cohen of Pimlico retired as chairman of the trustees in June 2015 and Ian Mather, who was the deputy chairman, become the chairman of trustees from that date. The trustees would like to record their thanks to Baroness Cohen for her enormous efforts on behalf of the theatre and the financial generosity of her and her husband Jim Cohen towards the theatre.

b. Appointment and induction of trustees

New trustees are currently appointed by a combination of open public advertisements or through direct approaches by or to the Theatre. The process is managed by a nominations committee of the trustees and all new trustees undergo a formal induction process.

c. Organisational structure and decision making

The charity'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

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TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2015

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.

d. Risk management

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

The charity 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 trustees confirm that the major risks to which the charity 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 and management and operational risks including health and safety, information systems, and customer satisfaction.

e. Going concern

The trustees have considered the financial position of the charity, including operational forecasts, sources of funding support and the net asset position, having regard to the current economic environment. They 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 charity's ability to continue as a going concern are required.

OBJECTIVES AND ACTIVITIES

a. Purpose and activities

The overall mission of The Cambridge Arts Theatre Trust Limited is to promote and develop a wide range of high quality performing arts for the local and wider regional community, which are enriching, enjoyable and as accessible as possible.

b. Main objectives for the period

The main objectives for the year were to continue to broaden, develop and improve the theatrical programme, to increase audience numbers and awareness, and to build on the solid financial base of recent years including the restoration of income levels following the completion of the foyer project. In order to deliver these objectives the trustees continue to investigate ways of improving the supply of theatrical productions through "in-house" producing efforts and have committed to the further expansion and resourcing of the Theatre's fundraising efforts.

The trustees also sought to continue to deliver a coherent and practical educational, community and access programme, and to contribute to the quality of life of the people of Cambridge and the wider regional community by providing affordable access to a varied programme of theatre, opera, dance, jazz, and comedy.

c. Public benefit disclosure

In shaping the objectives for the year and planning the Theatre's activities, the trustees have considered the Charity Commission's guidance on public benefit and fee charging. The Theatre relies very heavily on the income from fees (ticket income) and associated charges to cover its operating costs. Within the context of its overall strategic and financial objectives the Theatre's charitable status enables it to charge lower ticket prices and offer more generous concessions than it would otherwise be able to do. As such the Theatre and its activities are more accessible to the community and in particular those on lower incomes who might not otherwise be able to afford to come to the Theatre.

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(A company limited by guarantee)

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2015

d. Strategies for achieving stated objectives

The strategies employed to achieve the charity's aims and objectives are as follows :

- i) The Theatre continues to build and develop long-term relationships with the most important scale appropriate touring drama, dance and opera companies in the United Kingdom.
- ii) The Theatre closely monitors tickets sales and customer feedback to ensure that the theatrical programme is in accordance with the tastes and demands of its patrons.
- iii) Against a background of increasing costs and the reduction in the Theatre's ongoing statutory funding, financial performance and expenditure continues to be very carefully planned and monitored as the Theatre continues to look to achieve financial sustainability in the medium term.
- iv) The Theatre's education, access and community programme is designed in co-operation with visiting companies and within the physical constraints of the building, to maximise enjoyment of and access to the theatrical programme.
- v) The trustees constantly review the scope and timing of the Theatre's fundraising efforts and the need to balance the regular funding required to sustain its operational position and the need to ensure that the strategic capital requirements of the Theatre are fully met. In particular the trustees are aware of, and have appropriately prioritised, the need to sustain the Theatre's operational position and the need to ensure that its strategic capital requirements are met as well as the ongoing expansion and improvement of the foyer spaces.

The programme of activities described above focuses on bringing theatre and performing arts to all people in the local and wider regional community. As the strategy makes clear, through delivery of a varied and affordable programme, the trustees 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 is to be enjoyed by all, from small children and those attending local schools or colleges through to more elderly patrons. Affordability and access to the programme are also extremely important and are reflected in the Theatre's concessionary pricing structures and extensive access provisions.

ACHIEVEMENTS AND PERFORMANCE

The trustees can report that they have continued to bring to the Theatre a diverse, affordable and high quality artistic programme and have been able to build on the solid achievements of the past few years. They are also pleased to report that throughout the year to 31st March 2015 the Theatre's finances remained healthy and stable and that, in a challenging year with the loss of funding from Cambridge City Council, the Theatre has been able to increase its general reserve and generate a small surplus against unrestricted funds of £8,469 for the year.

a. Financial review

Total incoming resources for 2014/15 reduced by 12%. This was due to the significant reduction in grant income which in 2013/14 mainly related to funding of £1.2 million from the Arts Council and King's College, Cambridge. During the year the Theatre generated income from 47 weeks of theatre, compared to the 40 weeks in 2013/14 when the Theatre was closed for ten weeks over the summer of 2013 in order to carry out building works. This resulted in a 22% increase in performance income of £673,086. Given the closure and the disruption caused by the building works in the previous financial year, the trustees are very pleased that ticket sales and income have recovered and exceeded levels achieved prior to the building project.

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TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2015

With the additional weeks of theatre, compared to 2013/2014, there has been a commensurate 21% increase in the cost of charitable activities, caused directly by the increased cost of productions and due to an increase in the number of shows incurring production costs, from £3,553,102 to £4,293,888. Fundraising costs reduced from £143,146 in 2013/14 to £70,597 in 2014/15 partly due to reduction in the fundraising resource required after the completion of the Foyer project and partly due to unfilled staff vacancies in the fundraising department during the latter part of the year. The recruitment and retention of high calibre fundraising staff continues to be a challenge and priority for the Theatre.

As a result of these activities there has been an increase in general reserves during the year of £8,469 and total reserves at the end of the period are £1,946,831.

b. Reserves policy

The trustees need to ensure that free reserves are maintained so that the charity can continue its operations in the event that an unforeseen shortfall in admission or other income creates a funding issue. It is the charity's current policy to look to hold sufficient reserves, underpinned by available cash, to finance four months average operating costs. The charity's continuing aim is to achieve this within 5 years.

c. Review of activities

The trustees have continued to build on the success of the artistic programme of recent years and are proud that the Theatre has upheld and strengthened its reputation as one of the leading UK drama houses through its varied and high quality theatrical offering. Despite a challenging start to the financial year and a quiet summer, sales were consistently strong through autumn and spring and much lost ground was recovered with a particularly strong end to the year.

The Theatre has continued to host some of the country's leading touring companies, including Shakespeare's Globe, English Touring Theatre, Chichester Festival Theatre and Theatre Royal Bath Productions, representing both the commercial and subsidised sectors of the industry. New companies for 2014/15 included London's Royal Court Theatre which bought Samuel Beckett's stunning trilogy 'Not I/Footfalls/Rockaby' and Regent's Park Open Air Theatre, whose production of 'To Kill A Mockingbird' sold out all 9 performances (including an additional matinee performance due to unprecedented demand) and was undoubtedly one of the highlights of the year.

Many shows in the year saw unprecedented levels of ticket sales, with numerous productions playing to near or complete sell-out capacity: Kneehigh Theatre's adaptation of 'Rebecca', 'The Full Monty', Felicity Kendal in 'Hay Fever', the hilarious 'The Play That Goes Wrong' and 'The King's Speech' all attracted considerable audiences, allowing ample opportunity to rigorously road-test the Theatre's newly-refurbished bar and foyer facilities.

The year was one of the most artistically diverse the Theatre has ever presented, with capacity commercial productions sitting comfortably alongside more challenging productions that more than made up for smaller audiences with their artistic quality. Cheek by Jowl brought a stunning French language version of 'Ubu Roi' alongside a remount of their 2012 runaway success, 'Tis Pity She's A Whore'; Headlong Theatre's '1984', fresh from a West End run, was very popular with both our core drama audiences and further education groups; Talawa Theatre returned with a deeply moving, all-black production of Arthur Miller's 'All My Sons' and the Theatre welcomed the first major revival of 'Oh What A Lovely War', presented by Theatre Royal Stratford East where the legendary musical first originated in the 1960's.

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TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2015

The Theatre continued to welcome some of the country's finest acting talent across three seasons, including Tony Robinson and Imogen Stubbs who delighted audiences in 'The Hypochondriac'; Maureen Lipman in the West End smash hit, 'Daytona'; Ian McDiarmid in the RSC production of 'A Life of Galileo' and Alison Steadman in a thrilling adaptation of 'Therese Raquin'. Proving that student and amateur drama can hold its own against these powerhouse productions, the Cambridge University Marlowe Society's 'Henry V' and the Cambridgeshire Amateur Operatic Society's production of 'Oklahoma!' enabled the Theatre to continue to attract a diverse audience, as did musicals such as 'Blood Brothers' and 'Dreamboats and Miniskirts'.

Younger audiences were well catered for as ever, with productions such as 'We're All Going on a Bear Hunt', 'Hetty Feather' and 'Tom's Midnight Garden' delighting children in their thousands and showcasing the Theatre's commitment to nurturing a lifelong love of theatre from an early age. The Theatre also offered a diverse range of non drama productions such as opera (English Touring Opera), dance (Ballet Black) and one night spoken word and music events (including sell-out appearances from John Cleese, Lucy Worsley and Michael Portillo) to cater to a wider audience.

The Theatre's annual in-house produced pantomime 'Aladdin' was a resounding commercial and artistic success and played to audiences totalling over 31,000, comprising children, families, schools and groups over a six week period. In addition to record levels of ticket receipts, the Theatre raised £18,284 through its 'Panto Wheels' appeal which allowed the Theatre to financially and practically assist 2,420 local schoolchildren who would not otherwise have been able to afford to a trip to 'Aladdin', and to support the 'relaxed' performances discussed below and to mount two specially tailored special needs performances. Funds were raised from a range of individual and corporate donors including a generous level of support from Astra Zeneca. The Theatre was also able to raise, through the efforts of its staff and performers during the run, £11,390 for charities with a strong connection to the Theatre including Cambridge Joint Playschemes, Addenbrookes Children's Oncology and Haematology ward, Beating Bowel Cancer, Kidney Research UK and the British Kidney Patients Association.

There are still considerable ongoing uncertainties surrounding the public funding of the arts and the effect of the tighter economic climate on more risk-averse producers and the subsidised sector; however, the trustees are pleased to report that during the 2014/15 financial year there was minimal reduction in the availability of top quality productions and they remain hopeful that this position will not materially change in the near future.

d. Education, community and access programme

The Theatre's education, community and access programme continues to be well received. The Theatre continued its efforts with schools and saw a healthy increase in the level of schools' bookings for 'Aladdin', and was able to offer a varied programme of workshops and discussions to support the productions in conjunction with the visiting companies throughout the year.

Despite production companies' increasing reluctance to fund British Sign Language, Stagetext captioned and audio described performances, the Theatre has maintained the level of accessible performances from its own resources and they continue to be a welcome addition for visually impaired and hard of hearing customers.

Following the programming and review of the Theatre's first relaxed performance in 2013, 'Aladdin' saw the presentation of another successful relaxed performance, catering for people with an autism spectrum condition, learning disability or a sensory or communication disorder. Alongside specially tailored performances of the panto for special needs audiences the relaxed performance will now become a permanent part of the panto schedule and work is being carried out with a number of touring producers to see if this idea can be extended to the remainder of the children's theatre programme during 2015/16.

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TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2015

The Theatre runs a formal volunteering programme which provides a broad range of opportunities for local residents to support and participate in the work of the theatre. The trustees would like to thank the 52 volunteers who provide a vital contribution to the ongoing success of the Theatre and work tirelessly to enhance the theatre experience for customers.

PLANS FOR THE FUTURE

Following on from the success of the capital works during the summer of 2013 the Theatre is now planning to embark on a major refurbishment and upgrade of its auditorium and backstage facilities. This will involve a complete refresh of the interior of the auditorium which has been in constant use for nearly twenty years now and the urgent replacement of key items of backstage technical equipment which are nearing the end of their useable life. Given the requirement to raise the necessary funds before the work can commence and the need to co-ordinate the theatrical programme with the building works, these works may need to be prioritized and phased to ensure that the most operationally critical elements are carried out as soon as is practically possible.

The trustees are planning, subject to funding being available, to convert the currently vacant shop units which are part of the Theatre into a coffee shop and bistro. This development will considerably enhance the main frontage of the Theatre and provide a critical source of additional earned income. Again, these works will need to be carefully co-ordinated with our artistic programme and the needs of our neighbouring residents.

The trustees will continue to invest in the Theatre's fundraising capacity to deliver the remainder of its overall Act Two vision and to provide ongoing revenue support to ensure the long term sustainability of the Theatre. The Theatre was greatly assisted in this endeavour during 2014/15 by the award of a catalyst grant by Arts Council England but this grant has now ended meaning that the scope and productivity of the Theatre's fundraising efforts will become even more crucial. The trustees are of the view that in an era of limited and declining state and civic subsidies the development of this fundraising capacity is an essential element of the strategy to ensure that the Theatre remains vibrant and viable for future generations of theatregoers.

The trustees intend to continue to explore opportunities over the coming year to mount more productions in-house and to co-produce them with other theatres. The current model whereby the Theatre largely sources its productions from external producers (both commercial and subsidised), whilst both artistically and financially successful, leaves it on occasions overly reliant on a relatively small number of commercial and subsidised producers. The trustees feel that the best way to ensure the long-term artistic health of the Theatre is to diversify and strengthen the sources of its productions and to work in partnership with other arts organisations to achieve this aim.

The trustees remain committed to the long-term development of all the Theatre's staff and they intend to increase investment in the training and education of staff. They are in no doubt that the Theatre's ongoing success is in no small part due to the talents and extraordinary efforts of the outstanding staff. Their view is that a committed, diverse and highly skilled workforce will be critical to the Theatre's future success and they will continue to invest in the growth of an industry leading team of theatre professionals.

The trustees would like, as far as the artistic programme permits, to further enhance the scope and reach of community education and engagement activities and will be further investing in fundraising to support these activities. It is also their intention to continue to provide a strong access programme and to build on the opportunities offered by the new foyer spaces to further extend the support offered to patrons with special needs.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2015

TRUSTEES' RESPONSIBILITIES 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;
- state whether applicable UK 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 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 Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITOR

So far as each of the trustees are aware at the time the report is approved:

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

AUDITOR

A resolution proposing that Peters Elworthy & Moore be re-appointed as auditors of the company will be put to the Annual General Meeting.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the trustees on 25 Sep 2015 and signed on their behalf by:

Janet Cohen

Baroness Cohen of Pimlico, Chairman

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

(A company limited by guarantee)

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

We have audited the financial statements of The Cambridge Arts Theatre Trust Limited for the year ended 31 March 2015 set out on pages 11 to 23. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 opinion we have formed.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITORS

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.

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

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

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

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2015 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 applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 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 to take advantage of the small companies' exemption from the requirement to prepare a group strategic report or in preparing the trustees' report.

Roger Webster (senior statutory auditor)

for and on behalf of

Peters Elworthy & Moore

Chartered Accountants
Statutory Auditors

Salisbury House
Station Road
Cambridge, CB1 2LA

Date: 6 October 2015

Peters Elworthy & Moore are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2015
(incorporating an income and expenditure account)**

	Note	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
INCOMING RESOURCES					
Incoming resources from generated funds:					
Grants	2	80,000	-	80,000	1,446,191
Other voluntary income and donations	2	34,000	-	34,000	24,861
Investment income	3	1,136	-	1,136	1,574
Incoming resources from charitable activities	4	4,234,216	-	4,234,216	3,464,868
TOTAL INCOMING RESOURCES		4,349,352	-	4,349,352	4,937,494
RESOURCES EXPENDED					
Costs of generating funds:					
Costs of generating voluntary income and membership	5	70,597	-	70,597	143,136
Charitable activities	6	4,259,786	34,102	4,293,888	3,553,102
Governance costs	7	10,500	-	10,500	10,250
TOTAL RESOURCES EXPENDED	8	4,340,883	34,102	4,374,985	3,706,488
MOVEMENT IN TOTAL FUNDS FOR THE YEAR - NET INCOME/(EXPENDITURE) FOR THE YEAR		8,469	(34,102)	(25,633)	1,231,006
Total funds at 1 April 2014		585,065	1,387,399	1,972,464	741,458
TOTAL FUNDS AT 31 MARCH 2015		593,534	1,353,297	1,946,831	1,972,464

The notes on pages 14 to 23 form part of these financial statements.

All amounts relate to continuing activities.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 03536370

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2015**

	Note	£	2015 £	£	2014 £
FIXED ASSETS					
Tangible assets	11		1,994,372		2,067,940
CURRENT ASSETS					
Stocks		6,165		5,894	
Debtors	13	201,052		265,054	
Cash at bank and in hand		<u>603,858</u>		<u>512,235</u>	
		811,075		783,183	
CREDITORS: amounts falling due within one year					
Trade creditors and accruals	14	(384,388)		(461,889)	
Advance ticket sales		<u>(474,228)</u>		<u>(416,770)</u>	
		(858,616)		(878,659)	
NET CURRENT LIABILITIES			<u>(47,541)</u>		<u>(95,476)</u>
NET ASSETS			<u>1,946,831</u>		<u>1,972,464</u>
CHARITY FUNDS					
Restricted funds	15		1,353,297		1,387,399
Unrestricted funds: General	15		<u>593,534</u>		<u>585,065</u>
TOTAL FUNDS			<u>1,946,831</u>		<u>1,972,464</u>

The financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved and authorised for issue by the trustees on 25 Sept 2015 and signed on their behalf, by:

Janet Cohen

Baroness Cohen of Pimlico, Chairman

The notes on pages 14 to 23 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 2015**

	Note	£	2015 £	£	2014 £
FIXED ASSETS					
Tangible assets	11		1,994,372		2,067,940
Investments	12		<u>1</u>		<u>1</u>
			1,994,373		2,067,941
CURRENT ASSETS					
Stocks		6,165		5,894	
Debtors	13	201,052		265,054	
Cash at bank and in hand		<u>603,858</u>		<u>512,235</u>	
		811,075		783,183	
CREDITORS: amounts falling due within one year					
Trade creditors and accruals	14	(384,389)		(461,890)	
Advance ticket sales		<u>(474,228)</u>		<u>(416,770)</u>	
		(858,617)		(878,660)	
NET CURRENT LIABILITIES			<u>(47,542)</u>		<u>(95,477)</u>
NET ASSETS			<u>1,946,831</u>		<u>1,972,464</u>
CHARITY FUNDS					
Restricted funds	15		1,353,297		1,387,399
Unrestricted funds: General	15		<u>593,534</u>		<u>585,065</u>
TOTAL FUNDS			<u>1,946,831</u>		<u>1,972,464</u>

The financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved and authorised for issue by the trustees on **25 Sept** and signed on their behalf, by:

Janet Cohen

2015

Baroness Cohen of Pimlico, Chairman

The notes on pages 14 to 23 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 2015

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, with the exception of leasehold property which is included at market value, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in March 2005, applicable accounting standards and the Companies Act 2006.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

1.2 Basis of consolidation

The financial statements consolidate the accounts of The Cambridge Arts Theatre Trust Limited and its subsidiary undertaking ('subsidiary').

The net movement in funds for the year for the charity was a decrease of £25,633 (2013 - increase of £1,231,006).

1.3 Tangible fixed assets and depreciation

Financial Reporting Standard 15 "Tangible Fixed Assets" has been adopted. Leasehold property is included at valuation. It is not depreciated but reviewed annually for impairment. Leasehold property was valued by an independent valuer, Savills UK Limited, Chartered Surveyors, as at 31 March 2013 at £390,000.

Tangible fixed assets are stated at cost less depreciation. 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
Fixtures and fittings	-	over 4 years or over 5 years
Computer equipment	-	over 3 years

1.4 Investments

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

1.5 Operating leases

Rentals under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2015

1. ACCOUNTING POLICIES (continued)

1.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.7 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.

1.8 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 company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company 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.

1.9 Pensions

The company operates a stakeholder pension scheme for its employees.

1.10 Incoming resources

All incoming resources are included in the statement of financial activities when the company has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability. For any legacies, entitlement is the earlier of the company being notified of an impending distribution or the legacy being received.

Grants and sponsorship income are recognised over the period stipulated by the grantor or sponsor as the charity becomes entitled to the funds.

Donations are recognised upon receipt or where there is certainty of the amount due.

Income from performances is recognised on the date of performance.

Advance ticket sales and booking fees are deferred and included within creditors.

Front of house, membership and other income is recognised as the charity becomes entitled to the income.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015

1. ACCOUNTING POLICIES (continued)

1.11 Resources expended

Expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.12 Irrecoverable VAT

Irrecoverable VAT is charged to the statement of financial activities as incurred or capitalised, depending on the nature of the costs.

2. VOLUNTARY INCOME

	Unrestricted funds 2015 £	Unrestricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Cambridge City Council	-	-	-	125,000
Arts Council England	80,000	-	80,000	435,166
Kings College, Cambridge	-	-	-	830,000
Trinity College, Cambridge	-	-	-	25,000
Other Grants	-	-	-	31,025
	<hr/>	<hr/>	<hr/>	
Grants	80,000	-	80,000	1,446,191
Donations	34,000	-	34,000	24,861
	<hr/>	<hr/>	<hr/>	
Voluntary income	<u>114,000</u>	<u>-</u>	<u>114,000</u>	<u>1,471,052</u>

3. INVESTMENT INCOME

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Interest receivable	<u>1,136</u>	<u>-</u>	<u>1,136</u>	<u>1,574</u>

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Income from performances - admission fees	3,743,827	-	3,743,827	3,070,741
Front of House	356,810	-	356,810	283,096
Membership income	89,410	-	89,410	67,165
Outside events income	678	-	678	1,475
Commission and facilities income	7,891	-	7,891	10,175
Other income	35,600	-	35,600	32,216
	<u>4,234,216</u>	<u>-</u>	<u>4,234,216</u>	<u>3,464,868</u>

5. COSTS OF GENERATING VOLUNTARY INCOME

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Fundraising costs	-	-	-	52,640
Fundraising staff costs	70,597	-	70,597	90,496
	<u>70,597</u>	<u>-</u>	<u>70,597</u>	<u>143,136</u>

6. EXPENDITURE BY CHARITABLE ACTIVITY

SUMMARY BY FUND TYPE

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Theatre running costs	3,842,810	5,173	3,847,983	3,174,537
Front of house costs	101,679	467	102,146	81,782
Administrative expenses	292,752	28,462	321,214	280,845
Other costs	22,545	-	22,545	15,938
	<u>4,259,786</u>	<u>34,102</u>	<u>4,293,888</u>	<u>3,553,102</u>

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

6. EXPENDITURE BY CHARITABLE ACTIVITY (continued)

SUMMARY BY EXPENDITURE TYPE

	Staff costs 2015 £	Depreciation 2015 £	Other costs 2015 £	Total 2015 £	Total 2014 £
Theatre running costs	894,899	-	2,953,084	3,847,983	3,174,537
Front of house costs	-	-	102,146	102,146	81,782
Administrative expenses	-	108,354	212,860	321,214	280,845
Other costs	-	-	22,545	22,545	15,938
	<u>894,899</u>	<u>108,354</u>	<u>3,290,635</u>	<u>4,293,888</u>	<u>3,553,102</u>

7. GOVERNANCE COSTS

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Auditors' remuneration	<u>10,500</u>	<u>-</u>	<u>10,500</u>	<u>10,250</u>

8. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs 2015 £	Depreciation 2015 £	Other costs 2015 £	Total 2015 £	Total 2014 £
Costs of generating voluntary income	70,597	-	-	70,597	143,136
Costs of generating funds	<u>70,597</u>	<u>-</u>	<u>-</u>	<u>70,597</u>	<u>143,136</u>
Theatre running costs	894,899	-	2,953,084	3,847,983	3,174,537
Front of house costs	-	-	102,146	102,146	81,782
Administrative expenses	-	108,354	212,860	321,214	280,845
Other costs	-	-	22,545	22,545	15,938
Charitable activities	<u>894,899</u>	<u>108,354</u>	<u>3,290,635</u>	<u>4,293,888</u>	<u>3,553,102</u>
Governance	<u>-</u>	<u>-</u>	<u>10,500</u>	<u>10,500</u>	<u>10,250</u>
	<u>965,496</u>	<u>108,354</u>	<u>3,301,135</u>	<u>4,374,985</u>	<u>3,706,488</u>

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

9. NET INCOMING / (OUTGOING) RESOURCES

This is stated after charging:

	2015	2014
	£	£
Depreciation of tangible fixed assets	108,354	91,100
Auditors' remuneration	10,500	10,250
Pension costs	28,549	24,396

During the year, no trustees received any remuneration, benefits in kind or reimbursement of expenses (2014 - £NIL).

10. STAFF COSTS

Staff costs were as follows:

	2015	2014
	£	£
Wages and salaries	850,814	840,050
Social security costs	86,133	81,458
Other pension costs	28,549	24,396
	965,496	945,904

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

	2015	2014
	No.	No.
Trading	10	10
Management, administration and support	17	18
Theatre staff	8	8
	35	36

The number of higher paid employees was:

	2015	2014
	No.	No.
In the band £100,001 - £200,000	1	1

The charity paid contributions of £12,000 (2014 - £12,000) in to a defined contributions pension scheme for the higher paid employee.

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

11. TANGIBLE FIXED ASSETS

Group	Leasehold property £	Leasehold improve- ments £	Fixtures, fittings and equipment £	Total £
Cost / valuation				
At 1 April 2014	390,000	1,549,618	654,118	2,593,736
Additions	-	13,036	21,750	34,786
Disposals	-	-	(146,146)	(146,146)
At 31 March 2015	<u>390,000</u>	<u>1,562,654</u>	<u>529,722</u>	<u>2,482,376</u>
Depreciation				
At 1 April 2014	-	12,913	512,883	525,796
Charge for the year	-	31,142	77,212	108,354
On disposals	-	-	(146,146)	(146,146)
At 31 March 2015	<u>-</u>	<u>44,055</u>	<u>443,949</u>	<u>488,004</u>
Net book value				
At 31 March 2015	<u>390,000</u>	<u>1,518,599</u>	<u>85,773</u>	<u>1,994,372</u>
At 31 March 2014	<u>390,000</u>	<u>1,536,705</u>	<u>141,235</u>	<u>2,067,940</u>
Company	Leasehold property £	Leasehold improve- ments £	Fixtures, fittings and equipment £	Total £
Cost / valuation				
At 1 April 2014	390,000	1,549,618	644,163	2,583,781
Additions	-	13,036	21,750	34,786
Disposals	-	-	(146,146)	(146,146)
At 31 March 2015	<u>390,000</u>	<u>1,562,654</u>	<u>519,767</u>	<u>2,472,421</u>
Depreciation				
At 1 April 2014	-	12,913	502,928	515,841
Charge for the year	-	31,142	77,212	108,354
On disposals	-	-	(146,146)	(146,146)
At 31 March 2015	<u>-</u>	<u>44,055</u>	<u>433,994</u>	<u>478,049</u>
Net book value				
At 31 March 2015	<u>390,000</u>	<u>1,518,599</u>	<u>85,773</u>	<u>1,994,372</u>
At 31 March 2014	<u>390,000</u>	<u>1,536,705</u>	<u>141,235</u>	<u>2,067,940</u>

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

11. TANGIBLE FIXED ASSETS (continued)

Leasehold property was valued by an independent valuer, Savills UK Limited, Chartered Surveyors, as at 31 March 2013 at £390,000.

12. FIXED ASSET INVESTMENTS

Company	Share in group undertaking £
Market value	
At 1 April 2014 and 31 March 2015	<u><u>1</u></u>

Roof Garden Restaurants Limited is wholly owned by the charity. It 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. The subsidiary has been valued in the accounts at the original cost of the investment.

13. DEBTORS

	<u>Group and Company</u>	
	2015	2014
	£	£
Trade debtors	32,258	56,740
Prepayments and accrued income	168,794	208,314
	<u><u>201,052</u></u>	<u><u>265,054</u></u>

**14. CREDITORS:
Amounts falling due within one year**

	<u>Group</u>		<u>Company</u>	
	2015	2014	2015	2014
	£	£	£	£
Trade creditors	195,253	240,452	195,253	240,452
Other taxation and social security	51,967	42,967	51,967	42,967
Other creditors	95,737	103,194	95,738	103,195
Accruals	41,431	75,276	41,431	75,276
	<u><u>384,388</u></u>	<u><u>461,889</u></u>	<u><u>384,389</u></u>	<u><u>461,890</u></u>

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

15. STATEMENT OF FUNDS

	Brought forward £	Incoming resources £	Resources expended £	Carried forward £
Unrestricted funds: General				
Revaluation reserve	390,000	-	-	390,000
General reserves	195,065	4,349,352	(4,340,883)	203,534
	<u>585,065</u>	<u>4,349,352</u>	<u>(4,340,883)</u>	<u>593,534</u>
Restricted funds				
Foyer fund	1,381,248	-	(27,951)	1,353,297
Wixamtree Trust - Education Fund	2,346	-	(2,346)	-
Big Lottery Fund - Volunteering Fund	3,805	-	(3,805)	-
	<u>1,387,399</u>	<u>-</u>	<u>(34,102)</u>	<u>1,353,297</u>
Total funds	<u><u>1,972,464</u></u>	<u><u>4,349,352</u></u>	<u><u>(4,374,985)</u></u>	<u><u>1,946,831</u></u>

The Foyer restricted fund represents specific donations received towards the project to expand and upgrade the theatre foyer.

The Wixamtree Trust represents monies received for educational activities in Bedfordshire.

The Big Lottery Fund represents monies received for recruiting and training volunteers and the provision of uniforms.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Tangible fixed assets	641,075	1,353,297	1,994,372	2,067,940
Current assets	901,606	-	901,606	860,772
Creditors due within one year	(949,147)	-	(949,147)	(956,248)
	<u><u>593,534</u></u>	<u><u>1,353,297</u></u>	<u><u>1,946,831</u></u>	<u><u>1,972,464</u></u>

THE CAMBRIDGE ARTS THEATRE TRUST LIMITED

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

17. PENSION COMMITMENTS

The company operates a defined contribution stakeholder and makes contributions into the personal pension schemes of its employees. The assets of the stakeholder scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company and amounted to £28,549 (2014 - £24,396). Contributions totalling £4,730 (2014 - £1,964) were payable at the balance sheet date and are included in creditors.

18. OPERATING LEASE COMMITMENTS

At 31 March 2015 the group and company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings		2015	Other
	2015	2014		
Group and Company	£	£	£	£
Expiry date:				
Between 2 and 5 years	-	-	10,193	3,996
After more than 5 years	<u>121,938</u>	<u>121,938</u>	<u>-</u>	<u>-</u>

19. 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.

R Tackley is a trustee of the charity and Chief Executive of the English Touring Theatre. During the year, the English Touring Theatre brought two (2014 - two) productions to the Theatre. The income recognised in the charity relating to the productions totalled £56,093 (2014 - £81,420) and expenditure of £38,546 (2014 - £50,706) was charged by the English Touring Theatre. At the year end, a balance of £NIL (2014 - £50,706) was owed to the English Touring Theatre.

P Cusack is a trustee of the charity and Producer with Cusack Projects Limited. During the year, the Royal Court and Mighty Mouth, in association with Cusack Projects Limited brought one (2014 - NIL) productions to the Theatre. The income recognised in the charity relating to the production totalled £30,950 (2014 - £NIL) and expenditure of £20,887 (2014 - £NIL) was charged by the Royal Court.