

Registered Company number: 1221968
Charity number: 270080

ALTERNATIVE THEATRE COMPANY LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020



ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

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ALTERNATIVE THEATRE COMPANY LIMITED

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**COMPANY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2020**

DIRECTORS & TRUSTEES:

Mark Dakin	
Simon Dowson-Collins *	
Niove Janis	
Nike Jonah	
Simon Johnson (Chair) *	
Lynette Linton	
Isabella Macpherson	
Kathryn Marten	
Raj Parkash *	Appointed 5 August 2019
Stephen Pidcock	
Catherine Score	
Matthew Byam Shaw	Resigned 26 June 2019
Grace Chan *	Resigned 26 June 2019
Khafi Kareem	Resigned 10 December 2019

* Finance and Audit Committee member

COMPANY SECRETARY

Lauren Clancy

KEY MANAGEMENT

Lauren Clancy – Executive Director
Lynette Linton – Artistic Director

REGISTERED OFFICE

7 Uxbridge Road
Shepherds Bush
London
W12 8LJ

PRINCIPAL OFFICE

Bush Theatre
7 Uxbridge Road
London W12 8LJ

INDEPENDENT AUDITOR

RSM UK Audit LLP
Chartered Accountants
Statutory Auditor
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
MK9 1BP

ALTERNATIVE THEATRE COMPANY LIMITED

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**COMPANY INFORMATION (continued)
FOR THE YEAR ENDED 31 MARCH 2020**

PRINCIPAL BANKERS

National Westminster Bank Plc
25 Shepherds Bush Green
London W12 8PR

LEGAL ADVISERS

Harbottle & Lewis
Hanover House
14 Hanover Square
London W1S 1HP

COMPANY NUMBER

1221968

REGISTERED CHARITY NUMBER

270080

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the consolidated financial statements of the Alternative Theatre Company Limited, trading as the Bush Theatre (the "Company"), Bush Theatre Trading Limited and Bush Theatre Productions Limited (the "Group"), for the year ended 31 March 2020. The Trustees confirm that the annual report and financial statements of the group comply with the Charities Act 2011, the Companies Act 2006, the requirements of the company'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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

The company's core objectives (as per our governing document) are:

- Developing, promoting and producing the best new theatre writing.
- Providing professional development, education and training both for those within the industry and those learning about the industry.
- Increasing audience access to new writing both in London and further afield.
- Encouraging cultural diversity.

All of the company's activities are aimed at achieving these core objectives and many of the activities are complementary, helping to achieve more than one objective. The specific results that evidence the performance of the Charity against its objectives, with comparison to our Arts Council England ("ACE") action plan, are;

- Producing a programme of 10 plays (action plan 10 plays) including 394 performances (action plan 395 performances) of which 8 were new works and 2 were revivals programmed as part of *Passing the Baton*.
- Reading and reporting on 824 unsolicited scripts (action plan 700) in the year.
- Commissioning 7 new plays (action plan 8) in the year.
- Engaging 50 writers previously unknown to us and providing opportunities such as rehearsed readings or bespoke development to them.
- Providing practical professional development, education and training opportunities for creative and production personnel, including the 3 participants (action plan 3) in the Project 2036 programme, which this year focused on Black, Asian and ethnically diverse designers.
- Maintaining cultural diversity behind the scenes as well as on stage, with 45% (action plan 33%) of creative team members being from Black, Asian or ethnically diverse backgrounds.
- Increasing audience access to new writing, with 47% (action plan 45%) of our audiences across the period being first time visitors to the Bush and 26% of attendees telling us that they were not white. Our total ticketed audience over the year was over 42,000 (action plan 40,500).
- Engaging the largest ever number of people with our Community programme, with 2,758 engagements (action plan 2,000) during the year.
- Providing opportunities for young people to engage with the theatre's artistic work through participatory educational activities such as the Royal National Theatre Connections programme.
- Maintaining diversity at the very top of the organisation: current board demographics show a 60% of the board identify as female and 36% of individuals are from Black, Asian or ethnically diverse backgrounds.

Additional evidence of the performance of the charity against its objectives is contained in the Strategic Report.

The Bush Theatre is an equal opportunities employer and encourages contributions from all sectors of the community.

Public Benefit

In setting its objectives and carrying out its activities the Trustees confirm that they have given due consideration to the Charity Commission's guidance on Public Benefit.

TRUSTEES' REPORT

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

FOR THE YEAR ENDED 31 MARCH 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

The company is governed by its Memorandum and Articles of Association.

The governing body is the Board of Trustees, led by the Chair, Simon Johnson. The Board will normally meet at least four times a year with the Senior Executive Team also present. The Board is involved in all major decisions and has responsibility for the organisation's conduct and financial sustainability.

In the year ended 31 March 2020, the Board met four times.

The company has two wholly-owned subsidiaries:

- Bush Theatre Trading Limited - a trading company for the bar and events activity.
- Bush Theatre Productions - dormant over this period and the prior period.

The Trustees have extensive senior experience in a range of sectors that include theatre and the performing arts, marketing, philanthropy, entrepreneurship, local government, finance, legal, and business management.

The Board tenure is a four-year renewable term. By targeting individuals with appropriate experience, the Trustees aim to broaden the Board's skill base through ongoing recruitment. The Trustees receive no remuneration. The Trustees during the year and as at the date of this report are listed on page 1 of this report and accounts.

New trustees receive a briefing pack including key statutory documents, information about the company and a copy of the Memorandum and Articles of Association. They also have an informal induction meeting with the Executive Director.

The Board establishes Committees from time to time to oversee certain aspects of the Bush Theatre's activities. These are main Board Committees with delegated authority in respect of certain functions and activities. Each Board Committee has written Terms of Reference approved by the Board and reports to the Board at each Board meeting. The Board Committee which operated during the year was:

- Finance and Audit Committee: reviews management reporting and financial performance against budget and recommends to the Board the annual budget, as well as reviewing audit and financial reporting, internal financial controls, risk management and compliance. The Committee met four times during the year.

The Board has delegated responsibility for the management of the company on a day-to-day basis to the Senior Executive Team, comprising the Artistic Director and the Executive Director. The Artistic Director is responsible for the artistic direction of the company, management, programming and finance. The Executive Director works closely with the Artistic Director on strategic leadership of the group.

The pay and benefits of the senior executives is reviewed by the Trustees annually in March. The pay and benefits are determined based on the skills and experience of the individuals and with reference to the relevant salary and benefit rates in the industry. Related parties are identified through the annual completion of Trustee declaration of interest forms. Any transaction with a related party requires ratification by the other members of the Board.

The company maintains indemnity insurance for the directors of the company.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The Board appoints the Artistic Director and Executive Director, monitors their performance and reviews and sets their pay. The responsibility for the appointment of all other staff is delegated to the Senior Executive team. The Senior Executive Team is supported by departments covering administration, development, finance, literary, marketing, production and operations.

The Senior Executive Team regularly reports to the Trustees, who are responsible for:

- Establishing clear strategic direction and cultural identity of the group.
- Monitoring the performance of the group and establishing appropriate operating policies.
- Ensuring legal and regulatory compliance.
- Acting as guardians of the group's assets.
- Maintaining the highest possible standards of governance.

STRATEGIC REPORT

Introduction

This was the third full year of operating the theatre in our newly reopened building and we continued to thrive in our new environment, using all the opportunities presented to us by the new tools and the infrastructure we now have to live our mission of producing great plays, developing talent, and driving forward our work in community engagement. A summary of our key achievements compared to the targets contained in the business plan submitted to Arts Council England ("ACE") is set out in the Objectives and Activities section above and below.

This report focuses on our activities in the year. Our responses and planned actions arising from the physical closure of the theatre on the 16 March 2020 due to the Coronavirus pandemic is discussed at the end of this strategic report under the "Looking forward" heading.

Artistic excellence – Producing the best new theatre writing

In the year, we produced or housed 394 performances of 10 new productions across our two performance spaces. We were proud that Lynette Linton's first season was comprised entirely of UK debuts by British and Irish writers and continued to exemplify the cultural diversity of London: 45% of creative team members were from Black, Asian or ethnically diverse backgrounds and in the year we concluded *Passing the Baton*, our three-year commitment to revive plays by British writers of colour, with acclaimed productions of Caryl Phillips' *Strange Fruit* and Jackie Kay's *Chiaroscuro*.

Our work continued to demonstrate major cultural significance beyond our walls: In the year it was announced that both Arinzé Kene's *Misty* and Richard Gadd's *Baby Reindeer* would transfer to Broadway, following in the footsteps of Cush Jumbo's 2013 acclaimed hit, *Josephine & I*. The Bush's production of *NASSIM* continued its international tour, playing in North America and Canada, and has been seen by over 30,000 people outside of London. All 4 productions in our Studio programme supported other new writing theatre companies to tour nationally.

Our total audience for ticketed events at the Bush was over 42,000, 38,504 of which related to our core programme of 10 productions.

TRUSTEES' REPORT

ALTERNATIVE THEATRE COMPANY LIMITED

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FOR THE YEAR ENDED 31 MARCH 2020

STRATEGIC REPORT (continued)

Talent development – Developing and promoting the best new theatre writing

We also continued our talent development programme, ensuring excellence in our industry now and in the future.

Our commissioning slate is deliberately constructed to represent the diversity of contemporary London in terms of experience, writing style, gender and cultural background. We commissioned 7 new plays this year, 57% of which were by writers of colour and one of which was a co-commission with touring company Clean Break. In addition, we offered 9 'allotments' or seed commissions. The year included productions of Kenny Emson's *Rust* - our co-commission with HighTide - and our Studio programme included 2 works developed through our Emerging Writers' Group ("EWG") programme: Urielle Klein-Mekongo's *Yvette* and Zia Ahmed's *I Wanna Be Yours*.

We read 824 unsolicited scripts and engaged 50 writers for the very first time. In addition, 8 new local writers were supported to write a play through the new West London Writers' Scheme and we hosted Trish Cooke as our Playwright in Residence. We hosted a programme of playwriting workshops for 150 participants, delivered workshops with 2 higher education partners, and engaged 3 senior associates - experts in their respective fields - to support talent development at the Bush.

We welcomed 6 new writers onto our EWG - constructed to ensure it represents the diversity of contemporary London - and provided 46 hours of contact time for each member. As part of our commitment to widen avenues to professional engagement, our cohort included 3 members recruited directly through our unsolicited submissions process. We also presented our annual showcase of work-in-progress from the group to an industry panel. During the year, 3 writers from our EWG were under full commission and 3 continue to receive other types of support.

We made a number of other resources available to the writers we developed, including maintaining a playscript library now containing over 4,000 texts available to anyone for free in our Gianni and Michael Alen-Buckley Script Library.

Talent development – Providing professional development, education and training

In line with our objective to change the make-up of arts leadership through recruitment and training, the Bush developed a diverse and highly skilled cohort of leaders through leadership training opportunities.

We hosted three designers as part of a new Project 2036 cohort, a programme that offers three Black, Asian, Minority Ethnic and Refugee (BAMER) artists a £7,500 bursary each year. The cohort plan to present a public piece of work in the winter of 2020 or spring 2021, subject to Covid restrictions. We are proud that 8 former participants have so far been engaged by the Bush Theatre as part of creative projects and all 9 participants continue to work in the industry and develop with other arts organisations.

We also provided 12 work experience placements for young people from the community and 2 longer term internships for theatre professionals at the start of their careers.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

STRATEGIC REPORT (continued)

Community – Increasing audience access to new writing

We continued to focus on increasing audience access to new writing and 47% of our audiences across the period were first time visitors to the Bush, with 26% of attendees telling us that they were not white. Of our total audience 21% were local to the theatre and Bush Local, our local membership scheme designed to deepen our relationship with our local community, increased to 5,580 members. 7% of our audience told us they were under 24 and our membership scheme grew to 2,991 members.

We are also pleased to report that 17% of our audiences were classified as belonging to the Kaleidoscope Creativity Audience Spectrum group, against a target of 14%. This group is characterised by low levels of cultural engagement. We distributed over 3,000 Count Me In tickets at £10, our scheme for price sensitive audiences.

We saw the largest ever number of engagements with our Community programme – 2,758 across the period – and continued to develop our flagship programme for adults and the conduit for our Community vision, Community Associate Companies, delivering 27 sessions across the year. We also participated in the National Theatre Connections programme, giving an opportunity for a number of schools to perform at the Bush.

We continued to publish inexpensive playtexts for each full production to encourage audience members to engage more fully with the text of the work.

We distributed 615 free tickets to local community groups, produced 8 audio described and 8 captioned performances.

Fundraising

We continued to build long term relationships with companies, trusts and individuals who understand and support our values and wish to support our work. Policies and procedures developed in-house guide our principles and ensure we are compliant with data protection law. We are registered with the Fundraising Regulator to further support good fundraising practice and to show our commitment to the Code of Fundraising Practice. No external third party professional fundraisers or commercial fundraisers are used by the charity to contact existing donors or potential donors. There were no breaches of the Code in the year.

The restriction of our activities as discussed above means that we do not contact vulnerable people as part of any fundraising activity.

No person within the charity or any other person acting on behalf of the charity was subject to an undertaking to be bound by a voluntary scheme for regulating fund raising or any voluntary standard of fundraising.

We have received no complaints about activities by the charity for the purposes of fundraising.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

STRATEGIC REPORT (continued)

Development

In the year, the Development team engaged with a wide range of existing and new funders to generate funds and were successful in raising £374,076 of development income in the year. This compares to £405,448 in the prior year, after adjustment for the £500,000 Charles Holloway Foundation donation.

In addition to the continued support from ACE we engaged with the following funders to raise the required resources during the year:

29th May 1961 Charitable Trust, Ashley Family Foundation, Boshier Hinton Foundation, Martin Bowley Charitable Trust, Buffini Chao, Sir John Cass's Foundation, Noel Coward Foundation, Daisy Trust, D'Oyly Carte Charitable Trust, Fidelio Charitable Trust, Garfield Weston Foundation, Garrick Charitable Trust, Goldsmith's Charity, Golsoncott Foundation, Hammersmith United Charities, John Lyon's Charity, PTF Charitable Settlement, Kirsten Scott Memorial, Christina Smith Foundation, Brewin & Teale Charitable Trust, Thistle Trust, Tudor Trust, Unity Theatre Trust.

The Trustees wish to thank all the trusts, foundations and individuals who made our programme possible.

Looking forward

Since closing the building on 16 March 2020, in compliance with government Covid guidance, we have put out messaging across all our key channels that we are temporarily closed but our work continues. We have also made sure to accompany this messaging with an ask for support from our audiences and have made sure this is clearly signposted on our website. Since the closure we have produced regular content highlighting the work we are continuing, including talent development, community work and digital artistic content.

We have actively invested in exploring work for digital broadcast to enable us to make and present work when physical audiences can not be at the capacities we need to operate. We have used the learnings from the production of five short monologues for our digital channels that were commissioned immediately after our closure as part of this process.

The Covid-19 national restrictions announced on 31 October resulted in the closure of our bar and building to the public until 2 December. Rehearsals and other professional activity can, however, continue. Our plan therefore remains to utilise the grant of £250,000 from the Culture Recovery Fund to capitalise and digitally capture our upcoming productions. We will be actively working on developing shows for presentation to physical audiences as soon as possible, subject to future government restrictions. We also plan to continue to deliver our talent development and community programmes in full through online activity, recommencing physical activity when Covid 19 regulations allow.

The Board and management of the Charity have carefully considered the Bush's financial projections and cash flows and have undertaken scenario planning to consider the financial impact on the Charity of opening the building and the theatre and recommencing productions with physical audiences. This scenario planning has incorporated an assessment of the availability of funding from ACE and from other Trusts and Foundations, together with the ability of the Charity to utilise the support available from the government, including the furlough scheme. Based on this review they consider that the Charity has sufficient reserves to continue to operate as a going concern. The financial status of the Charity is kept under continuous review to enable emerging financial risks that may impact the going concern status of the Charity to be identified and mitigating actions taken.

ALTERNATIVE THEATRE COMPANY LIMITED

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

STRATEGIC REPORT (continued)

FINANCIAL REVIEW

The company's key financial objective is to ensure financial sustainability so that the charity can pursue its aims and objectives. In support of this key objective are policies relating to reserves, financial risk, trading activities and fundraising which are addressed in more detail within this report.

The company's key financial performance indicators are total income, total expenditure, the net surplus/(deficit) in the year and the level of funds available to support the future activities of the charity.

The company has prepared accounts in compliance with SORP in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). The statement of financial activities (SOFA), balance sheets, statement of cash flows and notes are set out from page 15 onwards.

Income

Total income for the year was £2,017,615 (2019: £2,550,582). Of this, £1,018,107 (2019: £1,608,229) related to grants and donations to support the artistic activity, community investment and talent development activities of the theatre, £651,301 (2019: £546,475) was from charitable activities, £347,475 (2019: £395,220) was other income and £732 (2019: £658) was investment income. The variance in income from the prior year relates primarily to the changes in Arts Council England non-core funding, a decrease in donations following the receipt of the £500,000 donation from Charles Holloway in the prior year and lower bar and event income, offset by higher income from productions arising from the different programmes delivered.

The Arts Council England funding totalled £632,281 (2019: £683,781) of which £37,000 (2019: £88,500) was for artistic development programmes (restricted) and the remaining £595,281 (2019: £595,281) represented the annual core funding which supports the full range of artistic activity and talent development.

Expenditure

Total expenditure for the year was £2,637,885 (2019: £2,633,498). The variances in expenditure from the prior year relate primarily to the increase in production, marketing and salary costs arising from the changes in production programmes including the expenditure relating to the first season of the Artistic Director, offset by decreases in administration, literary expenditure. There were also decreases in bar and event expenditure due to the reduction in activity in those operations.

Net surplus/(deficit)

The Group reported a total deficit of £620,270, (2019: £82,916) for the year. After adjusting for depreciation the Group reported an operating deficit of £240,788 (2019: surplus £304,788). The operating deficit on unrestricted funds was £169,382 (2019: surplus £370,466) for the year. The operating deficit on unrestricted funds after reserve transfers was £159,382 (2019: surplus £380,466).

The total deficit reflects the utilisation in the current year of restricted and unrestricted funds received in previous years, particularly the Charles Holloway Foundation donation of £500,000 received in 2019.

Funds

Total funds at the year end were £4,934,651 (2019: £5,554,921) of which £4,441,340 (2019: £4,902,228) was restricted and £493,311 (2019: £652,693) was unrestricted.

ALTERNATIVE THEATRE COMPANY LIMITED

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

STRATEGIC REPORT (continued)

Funds (continued)

Of the restricted funds, £4,276,593 (2019: £4,656,080) represents the net book value of fixed assets that were funded by the capital grant funding. The remaining restricted funds represent the balance on the capital revenue funding and the funds that have been restricted in use by the requirements of the funder.

The total unrestricted funds of £493,311 (2018: £652,693) contain one designated fund totaling £14,572 (2019: two funds totaling £64,572) to fund activity to further artistic development. As at the year end the general reserve was £478,739 (2019: £588,121).

Reserves policy

The Trustees review the charity's reserves policy as an integral part of their review of the charity's future plans. As at the 31 March 2020 the free reserves of the group, being the general reserves not otherwise invested in tangible fixed assets were £429,292 (2019: £539,937).

Under its reserve policy the charity maintains a general reserve to protect the charity against reasonable fluctuations in trading income and donations in the future, including the fluctuations arising from the government restrictions arising from Coronavirus. The Trustees recognise the inherent risks and uncertainties involved in presenting theatrical productions, and aim to maintain a minimum level in the general reserve of £305,000 to cover contracted production expenditure and administration, building and staff costs for three months. This general reserve level will be maintained over the medium term through the implementation of balanced budgets with surpluses at a level consistent with the charitable status of the company. See the Looking Forward section of this Strategic Report for the Trustee assessment of the impact of the government Covid restrictions.

PRINCIPAL RISKS AND UNCERTAINTIES

The major risks to which the charity is exposed, as identified by the Trustees, have been reviewed and systems have been established to mitigate those risks. The ACE core funding for the charity is confirmed until March 2022. The Trustees will continue to regularly review the programme of activity, cashflow forecasts and private income sources of the charity to identify and mitigate the risks generated by its activities. The internal financial controls are periodically reviewed to ensure that they still are appropriate for and sufficient for the charity.

A comprehensive risk register was created as part of the five-year business plan and is reviewed by the board on an ongoing basis and updated. The most significant risks at the end of the year were:

- The impact of Covid on the ability of the theatre to continue as a going concern. In particular the ability of the theatre to obtain sufficient funding to ensure that staff costs and other expenditure can be met until production activity and other trading activity can be fully resumed. Processes to manage this risk include the review of financial projections and cash flows and scenario planning.
- Lack of commercial potential in the programme, not being able to develop new plays which reach audiences of a sufficient size to support the financial model. Processes to manage this risk include strategies for the slate of plays under development, managing the mix of own production, co-production and visits, assessing the investment in marketing focusing on price entry points, enhancing the media strategy to increase our profile and structuring the process for the literary department to find new voices.
- Loss of key staff. Processes to manage this risk include the annual review of pay and benefits, annual appraisals to identify opportunities for individual development and working to generate wider opportunities for staff to enhance their career potential through mentoring and secondments.
- Loss of Trustees. Processes to manage this risk include a regular assessment of Trustee skills and experience and the identification of new Trustees with the required expertise to join the Board.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

STRATEGIC REPORT (continued)

PRINCIPAL RISKS AND UNCERTAINTIES (Continued)

- Shortfalls against individual and corporate fundraising targets. Processes to manage this risk include longer term planning for this fundraising, developing deeper and longer relationships with key supporters and maintaining a strong case for support for the funding of our community and talent development programmes.

GOING CONCERN

The Board and management of the Charity have carefully considered the Bush's financial projections and cash flows and have undertaken scenario planning to consider the financial impact on the Charity of opening the building and the theatre and recommencing productions with physical audiences. This scenario planning has incorporated an assessment of the availability of funding from ACE and from other Trusts and Foundations, together with the ability of the Charity to utilise the support available from the government, including the furlough scheme. The financial status of the Charity is kept under continuous review to enable emerging financial risks that may impact the going concern status of the Charity to be identified and mitigating actions taken.

The Trustees have reviewed the going concern status of the Charity with reference to the strategy contained in the Business Plan submitted to ACE, the actual results for the year ended 31 March 2020 the detailed budget and cashflow for the year ending 31 March 2021 and the budget prepared for the financial year ended 31 March 2022.

Based on this review the Trustees believe that the accounts can be prepared on a going concern basis.

FUTURE PLANS

The future plan for the theatre is to fully implement the core objectives set out on page 3 of this report.

2020/21 specific objectives

The season of work for 2020-21 continues the theatre's commitment to producing the best new playwrights and speaking up for diversity and inclusivity in all its forms. This commitment will need careful balancing with the inherent risks associated with the performing arts while Covid-19 is still present.

The specific objectives for the forthcoming year are:

- To launch and realise the new Artistic Director's second season, adapted for the impact of the ongoing restrictions on physical audience attendance and the use of digital platforms.
- To commission 9 new plays.
- To reach over 42,000 audience members in London and a further 10,000 outside of London, with particular use of work on digital platforms in the context of the ongoing restrictions on physical audience attendance.
- To achieve 2,000 participant engagements in the Community programme.
- To continue to further the debate around cultural diversity.

The Trustees would like to record their thanks to the Bush Theatre staff and management for their hard work and achievements throughout the year and their continued dedication in the current difficult circumstances.

ALTERNATIVE THEATRE COMPANY LIMITED

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Alternative Theatre Company 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 which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to auditor

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

- so far as that Trustee is aware, there is no relevant audit information of which the group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the group's auditor in connection with preparing its report and to establish that the group's auditor is aware of that information.

Auditor

A resolution to appoint Saffery Champness LLP as auditor for the ensuing year will be proposed at the forthcoming annual general meeting.

This report was approved by the Trustees and was signed on their behalf, by:



Simon Johnson
Trustee

Date: 17 November 2020

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALTERNATIVE THEATRE COMPANY LIMITED

Opinion

We have audited the financial statements of Alternative Theatre Company Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, the Consolidated and Charity Statements of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report and Consolidated Financial Statements other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALTERNATIVE THEATRE COMPANY LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

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

RSM UK Audit LLP

SARAH MASON FCA (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
The Pinnacle, 170 Midsummer Boulevard
Milton Keynes
MK9 1BP
Date 27 November 2020

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

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2020

	Note	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Restricted funds 2019 £	Unrestricted funds 2019 £	Total funds 2019 £
INCOME AND ENDOWMENTS FROM:							
Grants and donations	3	274,750	743,357	1,018,107	358,365	1,249,864	1,608,229
Charitable activities	4	-	651,301	651,301	-	546,475	546,475
Other trading activities	5	-	347,475	347,475	-	395,220	395,220
Investments	6	-	732	732	-	658	658
TOTAL INCOME		274,750	1,742,865	2,017,615	358,365	2,192,217	2,550,582
EXPENDITURE ON:							
Raising funds	7	-	99,543	99,543	-	110,681	110,681
Other trading activities		-	255,284	255,284	-	281,816	281,816
Charitable activities	8	725,638	1,557,420	2,283,058	811,747	1,429,254	2,241,001
TOTAL EXPENDITURE		725,638	1,912,247	2,637,885	811,747	1,821,751	2,633,498
Other gains/(losses)	9	-	-	-	-	-	-
NET (EXPENDITURE)/INCOME		(450,888)	(169,382)	(620,270)	(453,382)	370,466	(82,916)
Transfers between funds	16	(10,000)	10,000	-	(10,000)	10,000	-
NET MOVEMENT IN FUNDS	10	(460,888)	(159,382)	(620,270)	(463,382)	380,466	(82,916)
Total funds at 1 April		4,902,228	652,693	5,554,921	5,365,610	272,227	5,637,837
TOTAL FUNDS AT 31 MARCH		4,441,340	493,311	4,934,651	4,902,228	652,693	5,554,921

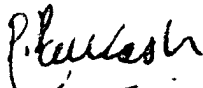
The notes on pages 20 to 36 form part of these financial statements.

ALTERNATIVE THEATRE COMPANY LIMITED**(A company limited by guarantee)**

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2020****REGISTERED NUMBER: 1221968**

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	12	4,326,081	4,704,264
CURRENT ASSETS			
Stocks		5,745	5,744
Debtors	14	463,499	602,026
Cash at bank		<u>379,640</u>	<u>476,941</u>
Total current assets		848,884	1,084,711
CREDITORS: amounts falling due within one year	15	<u>(240,314)</u>	<u>(234,054)</u>
NET CURRENT ASSETS		<u>608,570</u>	<u>850,657</u>
NET ASSETS		<u><u>4,934,651</u></u>	<u><u>5,554,921</u></u>
FUNDS			
Restricted funds	16	4,441,340	4,902,228
Unrestricted funds	16	<u>493,311</u>	<u>652,693</u>
TOTAL FUNDS		<u><u>4,934,651</u></u>	<u><u>5,554,921</u></u>

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


Raj Parkash
Trustee

Date: 17 November 2020

The notes on pages 20 to 36 form part of these financial statements.

ALTERNATIVE THEATRE COMPANY LIMITED**(A company limited by guarantee)**

**CHARITY BALANCE SHEET
AS AT 31 MARCH 2020****REGISTERED NUMBER: 1221968**

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	12	4,326,081	4,704,264
Investments	13	<u>200</u>	<u>200</u>
		4,326,281	4,704,464
CURRENT ASSETS			
Stocks		-	5,744
Debtors	14	469,284	601,826
Cash at bank		<u>379,600</u>	<u>476,941</u>
Total current assets		848,884	1,084,511
CREDITORS: amounts falling due within one year	15	<u>(240,514)</u>	<u>(234,054)</u>
NET CURRENT ASSETS		<u>608,370</u>	<u>850,457</u>
NET ASSETS		<u>4,934,651</u>	<u>5,554,921</u>
FUNDS			
Restricted funds	16	4,441,340	4,902,228
Unrestricted funds	16	<u>493,311</u>	<u>652,693</u>
TOTAL FUNDS		<u>4,934,651</u>	<u>5,554,921</u>

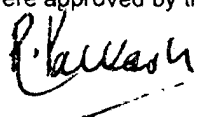
The Charity's deficit for the year was £620,270 (2019: £37,694).

A separate Statement of Financial Activities for the charity itself is not presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

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

Raj Parkash
Trustee

Date: 17 November 2020



The notes on pages 20 to 36 form part of these financial statements.

ALTERNATIVE THEATRE COMPANY LIMITED**(A company limited by guarantee)**

**CONSOLIDATED STATEMENT OF CASHFLOWS
FOR THE YEAR ENDING 31 MARCH 2020**

	2020 £	2019 £
OPERATING ACTIVITIES		
Net expenditure for the financial year	(620,270)	(82,916)
Adjustments for:		
Depreciation of tangible assets	379,487	387,724
Loss on disposal of tangible assets	-	-
Interest received	(732)	(658)
(Increase)/decrease in stocks	(1)	(56)
Decrease/(increase) in debtors	138,527	(442,704)
Increase/(decrease) in creditors	6,260	(6,026)
NET CASH USED IN OPERATING ACTIVITIES	(96,729)	(144,636)
INVESTING ACTIVITIES		
Interest received	732	658
Payments to acquire tangible fixed assets	(1,304)	(41,852)
NET CASH USED IN INVESTING ACTIVITIES	(572)	(41,194)
DECREASE IN CASH AND CASH EQUIVALENTS	(97,301)	(185,830)
CASH AND CASH EQUIVALENTS AT 1 APRIL	476,941	662,771
CASH AND CASH EQUIVALENTS AT 31 MARCH	379,640	476,941

ALTERNATIVE THEATRE COMPANY LIMITED**(A company limited by guarantee)**

**CHARITY STATEMENT OF CASHFLOWS
FOR THE YEAR ENDING 31 MARCH 2020**

	2020 £	2019 £
OPERATING ACTIVITIES		
Net expenditure for the financial year	(620,270)	(37,694)
Adjustments for:		
Depreciation of tangible assets	379,487	387,724
Loss on disposal of tangible assets	-	-
Interest received	(732)	(658)
Decrease/(increase) in stocks	5,744	(56)
Decrease/(increase) in debtors	132,542	(442,504)
Increase/(decrease) in creditors	6,460	(51,448)
NET CASH USED IN OPERATING ACTIVITIES	(96,769)	(144,636)
INVESTING ACTIVITIES		
Interest received	732	658
Payments to acquire tangible fixed assets	(1,304)	(41,852)
NET CASH USED IN INVESTING ACTIVITIES	(572)	(41,194)
DECREASE IN CASH AND CASH EQUIVALENTS	(97,341)	(185,830)
CASH AND CASH EQUIVALENTS AT 1 APRIL	476,941	662,771
CASH AND CASH EQUIVALENTS AT 31 MARCH	379,600	476,941

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019 – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements are prepared in sterling which is the functional currency of the company and rounded to the nearest £1. Alternative Theatre Company Limited meets the definition of a public benefit entity under FRS 102.

1.2 Basis of Consolidation

The financial statements consolidate the results of the charity and its wholly owned subsidiaries. A separate Statement of Financial Activities for the charity itself is not presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1.3 Going concern

The consideration of the going concern status of the Charity is contained in the Strategic Report.

The Trustees have prepared budgets and cash flow forecasts covering a period of at least 12 months from the date of approval of the financial statements and have considered a range of scenarios regarding the re-opening of the theatre in light of the Covid-19 pandemic. On this basis, the Trustees are satisfied that the group is a going concern. The risks mentioned in the Trustees' report have been taken into account when preparing these budgets and forecasts and measures have been put in place to mitigate these risks. Based on this review the Trustees believe that the accounts can be prepared on a going concern basis.

1.4 Company status

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1 (who are also directors for the purposes of company law). In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.5 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 charity and which have not been designated for other purposes.

Restricted funds comprise monies where a restriction has been placed on their use by a donor (for a purpose which falls within but is narrower than the general charitable objectives). Restricted funds are distributed in accordance with the terms of the applicable restriction.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The nature and purpose of each designated fund is set out in the notes.

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

1.6 Income

Income is included in the Statement of Financial Activities when the charity is legally entitled to the income, receipt is considered to be probable and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are received. Gifts donated for resale are recognised in accordance with this policy with the subsequent sale being included as income when the gifts are sold.

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost that would be incurred by the Charity to acquire an equivalent asset.

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

The receivable for Theatre Tax Relief credits is recognised in the year that the eligible expenditure is incurred.

Grant income is included in the Statement of Financial Activities when the grant giver has confirmed their agreement to grant the Charity the funds and any pre-conditions relating to the receipt of the income have been satisfied so that the grant is un-conditional.

1.7 Expenditure

All 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.

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1.8 Allocation of support costs (basis of apportionment)

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs which are apportioned on the same basis as support costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.9 Production costs and related income or grants

Costs incurred in respect of a theatre production which meet the definition of a prepayment are carried forward at the balance sheet date. Income or grants relating to a production that is to commence after the year end are carried forward at the balance sheet date.

1.10 Tangible fixed assets and depreciation

Office equipment items and leasehold improvement items costing more than £1,000 are capitalised. All other assets costing more than £500 are capitalised.

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 land	-	Straight line over the length of the lease
Leasehold building	-	Straight line over the lower of 50 years and length of lease
Leasehold improvements	-	Straight line over 15 years
Production equipment	-	Straight line over 5 years
Fixtures and fittings	-	Straight line over 5 years
Catering equipment	-	Straight line over 4 years
Office and IT equipment	-	Straight line over 3 years

1.11 Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.12 Operating leases

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

1.13 Stocks

Stocks are valued at the lower of cost and net realisable value and consist of texts for resale and bar stocks.

1.14 Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the Statement of Financial Activities in the year they are payable.

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

1.15 Financial instruments

The company 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.

1.16 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. The Trustees consider that the following are the critical estimates and judgements in the year:

- Fixed asset net realisable value and useful lives
- Recoverability of prepaid production costs
- Recoverability of receivables and related provisioning

The above estimates and judgements have incorporated the impact of the government Covid restrictions on the operations of the Charity.

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

2. FINANCIAL PERFORMANCE OF THE CHARITY

The consolidated Statement of Financial Activities includes the results of the Charity's wholly owned subsidiaries Bush Theatre Trading Limited and Bush Theatre Productions Ltd.

The summary financial performance of the Charity excluding the subsidiary is as follows:

	2020 £	2019 £
Income	1,756,015	2,200,584
Expenditure	(2,376,285)	(2,238,278)
Other losses	-	-
Net (expenditure)/income for the year – movement in total funds	(620,270)	(37,694)
Total funds brought forward	5,554,921	5,592,615
Total funds carried forward	4,934,651	5,554,921
Represented by:		
Restricted funds	4,441,340	4,902,228
Unrestricted funds	493,311	652,693
	4,934,651	5,554,921

A charitable donation of £4,965 (2019: £27,541) was received from Bush Theatre Trading Limited in the year under deed of covenant.

3. INCOME FROM GRANTS, DONATIONS AND LEGACIES - GROUP

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Grants - Arts Council England	37,000	595,281	632,281	683,781
Grants - Local Authority	-	10,000	10,000	15,000
Grants - Other	-	1,750	1,750	4,000
Grants – Trusts and Foundations	177,300	400	177,700	162,550
Corporate donations	39,000	-	39,000	11,500
Donations - Gift aid	-	7,849	7,849	10,185
Donations - Patrons Scheme	-	47,686	47,686	65,891
Donations - Other	21,450	80,391	101,841	655,322
Total	274,750	743,357	1,018,107	1,608,229

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

4. INCOME FROM CHARITABLE ACTIVITIES - GROUP

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Theatre productions	651,301	651,301	546,475

Split of income from Theatre Productions is as follows:

	2020 £	2019 £
Box office	500,201	483,648
Co-productions and exploitation	69,855	21,563
Merchandise sales	14,141	14,597
Equipment sales	-	-
Tax credit income	52,219	25,114
Playtext sales and other income	14,885	1,553
	651,301	546,475

5. INCOME FROM OTHER TRADING ACTIVITIES - GROUP

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Bar income	289,061	289,061	305,087
Events and room hire income	58,414	58,414	90,133
	347,475	347,475	395,220

6. INVESTMENT INCOME - GROUP

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Bank interest	732	732	658

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

7. EXPENDITURE ON RAISING FUNDS - GROUP

	Total funds 2020 £	Total funds 2019 £
Development costs	15,306	20,619
Salary cost	84,237	90,062
	<u>99,543</u>	<u>110,681</u>

8. EXPENDITURE ON CHARITABLE ACTIVITIES - GROUP

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Theatre production:				
Administration and building	21,447	197,932	219,379	249,110
Production	151,880	502,131	654,011	615,729
Literary	43,324	48,004	91,328	102,003
Capital project	8,599	-	8,599	1,600
Marketing and sales	-	104,801	104,801	92,708
Depreciation	379,487	-	379,487	387,704
Staff costs	90,985	688,952	779,937	755,933
Community engagement	29,916	-	29,916	36,214
Playtext costs and other expenditure	-	15,600	15,600	-
Total	<u>725,638</u>	<u>1,557,420</u>	<u>2,283,058</u>	<u>2,241,001</u>

The above expenses include the following support costs:

	2020 £	2019 £
Staff costs - Administration & finance	100,471	104,714
Staff costs - Premises	18,438	17,950
IT expenses	12,333	9,997
General administration expenses	24,702	52,128
Governance costs		
- External audit fee	12,990	12,990
- Legal and professional	2,366	5,048
- Board expenses and training	-	52
- Senior management time	15,600	25,970
	<u>186,900</u>	<u>228,849</u>

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

9. OTHER GAINS/LOSSES

	Total funds 2020 £	Total funds 2019 £
None	-	-
	<hr/>	<hr/>

10. NET MOVEMENT IN FUNDS - GROUP

This is stated after charging:	2020 £	2019 £
Depreciation of tangible fixed assets: - owned by the charity	379,487	387,704
Auditor's remuneration: Audit fees	12,990	12,990
Operating lease rentals: equipment	6,534	4,281

11. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION & EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

	2020 £	2019 £
Wages and salaries	898,345	866,458
Social security costs	65,868	61,562
Pension contributions	20,310	12,607
	<hr/>	<hr/>
	984,523	940,627

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

	2020 No.	2019 No.
FOH/Bar staff	28	28
Theatrical production	25	25
Administration	4	4
	<hr/>	<hr/>
	57	57

The group employed 34 (2019: 35) full time equivalent staff. No employee received remuneration of more than £60,000 (2019: none) during the year.

One Trustees received travel expenses of £163 (2019: One trustee received reimbursement for hospitality expenses of £217) during the year.

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

11. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION & EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

The Group and Charity considers its key management personnel to comprise the Artistic Director, the Executive Director and the Charity Trustees. The total employment benefits, including national insurance and employer pension contributions, of the key management personnel were £119,089 (2019: £108,808).

12. TANGIBLE FIXED ASSETS – Group and charity

	Long leasehold land and buildings £	Leasehold improvements £	Fixtures, fittings & equipment £	Total £
Cost				
At 1 April 2019	1,700,000	3,701,918	659,796	6,061,714
Additions	-	-	1,304	1,304
Disposals	-	-	-	-
At 31 March 2020	1,700,000	3,701,918	661,100	6,063,018
Depreciation				
At 1 April 2019	189,390	740,880	427,180	1,357,450
Charge for the year	25,252	246,548	107,687	379,487
Disposals	-	-	-	-
At 31 March 2020	214,642	987,428	534,867	1,736,937
Net book value				
At 31 March 2020	1,485,358	2,714,490	126,233	4,326,081
At 31 March 2019	1,510,610	2,961,038	232,616	4,704,264

In connection with past capital funding ACE holds a fixed charge over the leasehold land and buildings.

13. FIXED ASSET INVESTMENTS - Charity

Cost at 1 April 2019 and 31 March 2020 £200

The subsidiaries are as follows:

Company name	Country	Percentage of shares owned	Activity
Bush Theatre Trading Limited Company no 02899516	England	100%	Management of Cafe/Bar and Events
Bush Theatre Productions Limited Company no 09343516	England	100%	Dormant

ALTERNATIVE THEATRE COMPANY LIMITED

(A company limited by guarantee)

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. FIXED ASSET INVESTMENTS – Charity (continued)

The summary financial performance for the year ending 31 March 2020 and the financial position as at 31 March 2020 of the subsidiaries is as follows:

	Bush Theatre Trading Limited		Bush Theatre Productions Limited	
	2020	2019		
	£	£		
Profit and loss account:				
Turnover	347,475	395,220		
Cost of sales	(261,600)	(286,769)		
Gross profit	<u>85,875</u>	<u>108,451</u>		
Administrative expenses	(80,910)	(80,910)		
Profit for the year	<u>4,965</u>	<u>27,541</u>		
Balance sheet:	2020	2019	2020	2019
	£	£	£	£
Current assets	5,885	100	100	100
Current liabilities	(5,785)	-	-	-
Net assets	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>
CAPITAL AND RESERVES:				
Called up share capital	100	100	100	100
Profit and loss account	-	-	-	-
SHAREHOLDERS' FUNDS	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

Bush Theatre Trading Limited and Bush Theatre Productions Limited are exempt from audit by virtue of S479A of Companies Act 2006.

The registered office of the above companies is 7 Uxbridge Road, Shepherds Bush, London, W12 8LJ

ALTERNATIVE THEATRE COMPANY LIMITED

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

14. DEBTORS

	Group 2020 £	2019 £	Charity 2020 £	2019 £
Trade debtors	45,783	27,079	45,783	27,079
Amounts receivable from group undertakings	-	-	5,785	-
Other debtors	302,750	524,833	302,750	524,633
Prepayments and accrued income	114,966	50,114	114,966	50,114
	<u>463,499</u>	<u>602,026</u>	<u>469,284</u>	<u>601,826</u>

Included within Other debtors is £200,000 (2019: £300,000) relating to amounts due in more than one year. This amount relates to the future payments to be made under a donation agreement entered into in 2019.

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

	Group 2020 £	2019 £	Charity 2020 £	2019 £
Trade creditors	80,211	132,769	80,211	132,769
Amounts owed to group undertakings	-	-	200	-
Social security and other taxes	36,028	19,353	36,028	19,353
VAT liability	35,637	2,514	35,637	2,514
Other creditors	18,616	13,205	18,616	13,205
Accruals and deferred income	69,822	66,213	69,822	66,213
	<u>240,314</u>	<u>234,054</u>	<u>240,514</u>	<u>234,054</u>

	Group 2020 £	2019 £	Charity 2020 £	2019 £
Deferred income:				
Deferred income brought forward	22,884	39,872	22,884	39,872
Amounts released from previous year	(22,884)	(39,872)	(22,884)	(39,872)
Income deferred during the year	7,334	22,884	7,334	22,884
Deferred income carried forward	<u>7,334</u>	<u>22,884</u>	<u>7,334</u>	<u>22,884</u>

Deferred income represents box office income received in advance of performances.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

16. STATEMENT OF FUNDS

Group	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
<i>Designated funds:</i>					
Artistic Development	64,572	-	-	(50,000)	14,572
	<u>64,572</u>	<u>-</u>	<u>-</u>	<u>(50,000)</u>	<u>14,572</u>
<i>General funds:</i>					
General funds	588,121	1,742,865	(1,912,247)	60,000	478,739
Group Total	<u>652,693</u>	<u>1,742,865</u>	<u>(1,912,247)</u>	<u>10,000</u>	<u>493,311</u>
Group and Charity					
<i>Restricted funds</i>					
Library Development - Fixed assets	262,001	-	(54,035)	-	207,966
Leasehold Property - Fixed assets	1,513,942	-	(25,252)	-	1,488,690
Major Capital Project - Fixed assets	2,802,878	-	(261,012)	-	2,541,866
Old Library Capital - Fixed assets	77,259	-	(39,188)	-	38,071
Major Capital Project 2013	91,179	-	(43,599)	-	47,580
Bush Theatre Unlocked	30,000	-	-	(10,000)	20,000
Talent Development Programme	30,727	56,300	(56,277)	-	30,750
Artistic Programme	21,847	34,600	(50,447)	-	6,000
Up Next Programme	67,895	29,500	(97,395)	-	-
Community Engagement Programme	4,500	154,350	(98,433)	-	60,417
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total restricted funds	<u>4,902,228</u>	<u>274,750</u>	<u>(725,638)</u>	<u>(10,000)</u>	<u>4,441,340</u>
Group and Charity Total	<u>5,554,921</u>	<u>2,017,615</u>	<u>(2,637,885)</u>	<u>-</u>	<u>4,934,651</u>

ALTERNATIVE THEATRE COMPANY LIMITED**(A company limited by guarantee)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

16. STATEMENT OF FUNDS (continued)

Charity	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Artistic Development	64,572	-	-	(50,000)	14,572
	<u>64,572</u>	<u>-</u>	<u>-</u>	<u>(50,000)</u>	<u>14,572</u>
General funds:					
General funds	588,121	1,481,265	(1,650,647)	60,000	478,739
Total unrestricted funds	<u>652,693</u>	<u>1,481,265</u>	<u>(1,650,647)</u>	<u>10,000</u>	<u>493,311</u>
Total restricted funds	<u>4,902,228</u>	<u>274,750</u>	<u>(725,638)</u>	<u>(10,000)</u>	<u>4,441,340</u>
Charity Total	<u>5,554,921</u>	<u>1,756,015</u>	<u>(2,376,285)</u>	<u>-</u>	<u>4,934,651</u>

Designated funds**Artistic Development**

Relates to funding for future artistic development, including the development of creative talent and the development of the building for creative use, including the studio.

Restricted funds**Library Development – Fixed assets**

Relates to the funding for the first phase of the Old Shepherd's Bush Library Development. The closing balance represents the net book value of the library development fixed assets.

Leasehold Property – Fixed assets

Relates to the gift of the 125-year lease of the Old Shepherd's Bush Library by Hammersmith and Fulham Council. The closing balance represents the closing net book value of the leasehold property.

Major Capital Project - Fixed Assets

Relates to the funding of the second phase of capital development of the Old Shepherd's Bush Library, including completing the refurbishment of the building, improving public access and facilities for artists. The closing fund balance represents the net book value of the relevant fixed assets.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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16. STATEMENT OF FUNDS (continued)

Restricted funds (continued)

Old Library Capital Project 2013 – Fixed assets

Relates to the funding received for the capital infrastructure upgrades of the Old Shepherd's Bush Library. The closing fund balance represents the net book value of the relevant fixed assets.

Major Capital Project 2013

Relates to the funding for the implementation of the second phase of the capital development of the Old Shepherd's Bush Library, improving public access and facilities for artists.

Bush Theatre Unlocked

Relates to funding to enable the facilities of the building to be made available to the local community.

Talent Development Programme

Relates to funding for the development of writers, directors, producers and theatre-makers.

Artistic Programme

Relates to funding to enhance the theatre's artistic programme including the research, development and production of new plays and the programming of the spaces within the Old Library building.

Up Next Programme

Relates to the funding of the Up Next initiative, a partnership with Artistic Directors of the Future and Battersea Arts Centre, funded by Arts Council England's Sustained Theatre grant. Up Next is a model of positive change designed to hand over power and resources to visionary BAMER leaders and artists.

Community Engagement Programme

Relates to the funding for the Bush's community engagement and education programme.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Group 2020 £	2019 £	Charity 2020 £	2019 £
Tangible fixed assets - unrestricted	49,486	48,184	49,486	48,184
Tangible fixed assets - restricted	4,276,595	4,656,080	4,276,595	4,656,080
Fixed asset investments - unrestricted	-	-	200	200
Cash - unrestricted	214,894	230,793	214,854	230,793
Cash - restricted	164,746	246,148	164,746	246,148
Other net current (liabilities)/assets - unrestricted	228,930	373,716	228,770	373,516
	<u>4,934,651</u>	<u>5,554,921</u>	<u>4,934,651</u>	<u>5,554,921</u>

18. CAPITAL COMMITMENTS

At 31 March the charity and group had capital commitments as follows:

	Building Development 2020 £	2019 £
None	-	-

19. OPERATING LEASE COMMITMENTS

At 31 March the charity and group had minimum lease payments under non-cancellable operating leases as follows:

	Plant and machinery 2020 £	2019 £
Within 1 year	4,401	4,401
Between 2 and 5 years	2,007	4,904
Over 5 years	126	1,631
	<u>6,534</u>	<u>10,936</u>

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

20. RETIREMENT BENEFITS

Defined contribution	2020 £	2019 £
Contributions payable by the group for the year	20,310	12,607
Contributions payable to the fund at the year end and included in creditors	(4,942)	(3,926)

All contributions relate to unrestricted activities.

21. RELATED PARTY TRANSACTIONS

All related party transactions were entered into in the ordinary course of business consistent with the Group's policy on potential conflicts of interest. During the year the Group entered into the following transactions with the following related parties:

Matthew Byam Shaw was a Trustee of the charity during the year. He had a £350 membership as a Rising Star Supporter in the current and prior year. He made donations of £2,500 (2019: £nil) in the year. His son was employed as a Front of House assistant at the theatre and earned £110 (2019: £429) in the year.

Grace Chan was a Trustee of the charity during the year. She had a £1,250 membership as a Handful of Stars Supporter in the current and prior year.

Simon Johnson was a Trustee of the charity during the year. He purchased event tickets of £nil (2019: £700) in the year. He had a £1,250 membership as a Handful of Stars Supporter in the current and prior year. Expenses of £nil were paid to Mr Johnson in the year (2019: £214).

Lynette Linton was a Trustee of the charity during the year. She received remuneration of £59,545 (2019: £4,419) and expenses of £163 (2019: £nil) in her capacity as employee in the year. She had a £350 membership as a Rising Star Supporter in the current year (2019: £nil).

Isabella Macpherson was a Trustee of the charity during the year. She had a £350 membership as a Rising Star Supporter in the current and prior year. Ms Macpherson made donations of £nil (2019: £100) in the year.

Kathryn Marten was a Trustee of the charity during the year. She made donations of £100 (2019: £nil) in the year. She was an employee of the National Theatre during the year. The Bush Theatre made payments of £1,750 (2019: £6,950) relating to the NT Festival Connections Festival in the year. The National Theatre invoiced £450 (2019: £148) to the Bush Theatre in the year.

Raj Parkash was a Trustee of the charity during the year. He had a £350 membership as a Rising Star Supporter in the current year (2019: £nil).

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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21. RELATED PARTY TRANSACTIONS (continued)

Catherine Score was a Trustee of the charity during the year. She purchased event tickets of £nil (2019: £2,050) and made donations of £50,000 (2019: £20,000) in the year.

The transactions between the Charity and the Bush Theatre Trading Limited and the balances outstanding between the companies are set out in note 13 and 15.

Other than as disclosed above there were no balances outstanding with Trustees or their connected entities as at the end of the year or the end of the prior year.

22. POST BALANCE SHEET EVENTS

The ongoing restrictions on physical audience numbers and the other social distancing measures put in place by the government in order to restrict the spread of the Coronavirus have had a continuing impact of the ability of the theatre to deliver physical performances. The impact of these restrictions are considered to represent non-adjusting post balance sheet events.