



**SOUTH LONDON THEATRE  
CENTRE LIMITED  
REPORT AND FINANCIAL  
STATEMENTS**

For the year ended 31 December 2020

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Statutory Reports

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## Report of the General Council (incorporating the Directors' Report) for the year ended 31 December 2020

To be presented to the fifty-fourth Annual General Meeting to be held on Monday 6 September 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Companies Act 2006, Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

### Principal activities

The charity is a registered company limited by guarantee governed by its Memorandum and Articles of Association. The principal activities of the company are to promote, maintain, improve and advance education for the benefit of the public by the production of educational plays and encouragement of the arts, including the arts of drama, mime, dance, singing and music.

### Going concern

The Directors' report and financial statements have been prepared on a going concern basis. In particular, in response to the COVID-19 pandemic, the directors have reviewed current available resources and considered relevant information including reviewing the cash flow requirements of the charity for, at least, the forthcoming twelve months. The directors have concluded that they can continue to adopt the going concern basis in preparing the financial statements.

### General Council

The Directors of the General Council who held office during the year and up to the date of signature of the financial statements were as follows:

|                    |   |
|--------------------|---|
| Simon Gleisner     | (Chairman)  |
| Marissa Papas      | (Deputy Chairman)   |
| Christopher Stooke | (Financial director)                                      |
| Caroline Beckett   | (Appointed 18 August 2020)                                |
| Fiona Daffern      |   |
| Roisin Deady       | (Appointed 18 August 2020)                                |
| Charles Doyle      | (Resigned 17 August 2020)                                 |
| Bryon Fear         | (Resigned 17 August 2020)                                 |
| Barry Heselden     |   |
| Matthew Hill       | (Resigned 17 August 2020)                                 |
| David Hollander    | (Resigned 17 August 2020)                                 |
| Guy Jones          |   |
| Gareth Milton      | (Appointed 18 August 2020)                                |
| Jessica Osorio     | (Resigned 17 August 2020)                                 |
| Benjamin Rathe     |   |
| Lisa Thomas        |   |
| Thomas Watts       | (Appointed 18 August 2020 and resigned 14 September 2020) |

## Appointment of Directors

All Directors of the General Council are Directors of the Company and the Trustees of the Charity for the purpose of Charity law and, with the exception of the Financial Director, are appointed by the members at each Annual General Meeting. The Financial Director is appointed annually by the General Council at its first meeting following the Annual General Meeting. Directors are elected by nomination at the Annual General Meeting or appointed by the General Council in the event of a vacancy. Elected directors are required to hold office for a minimum of six months. No Director shall serve on General Council in any one or more capacity for longer than 9 consecutive years. New directors are briefed on their legal obligations under Company and Charity law and the Charity Commission guidance on public benefit.

## Wider network

SLTC Members' Club, a separate entity with its own constitution and ruling body, operates for the benefit of the charity and its subsidiary company SLT Building Preservation Trust Limited.

## Risk Statement

The major risks to which the charity is exposed, as identified by the Directors, have been reviewed and systems or procedures have been established to manage those risks.

In particular, as a result of the COVID 19 coronavirus outbreak, the building was closed on 26 March 2020. Limited activities restarted later in 2020. Running costs were reduced and this, together with some funding received through SLT Building Preservation Trust Limited, has ensured financial stability through to the end of 2021 by which time activity is expected to have returned to more normal levels.

## Our volunteers

All of the current directors of the company donate their services without charge. The company often also relies on the contribution of unpaid general

volunteers in carrying out its activities. The directors have considered the specific provisions regarding the valuation of donated items and services and concluded that placing a monetary value on their contribution would not be possible or appropriate.

## Review of the financial position

The Statement of Financial Activities for the year to 31 December 2020 shows net income of £11,013 (2019: net income of £7,170) increasing the total reserves carried forward to £63,070 (2019: £52,057). These reserves are held for the furtherance of the Company's charitable objects.

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six months' expenditure. The directors consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised.

## Review of activities and Future Developments

During the year, the Company staged 19 productions, livestreams and other ticketed events with a total audience attendance of 2,069 from members of the public, and the three regular training classes for ages six to eighteen were attended by 40 students. The activities of the Company were significantly curtailed in 2020 by the restrictions caused by the COVID 19 pandemic, and resumption of more normal levels of activity are not expected until late 2021.

The London Borough of Lambeth as the freeholder signed a lease with the SLT Building Preservation Trust Limited on the Old Fire Station for 125 years. Refurbishment of the building was started in September 2016 and works were completed during 2019.

## Auditor

In accordance with the company's articles, a resolution proposing that Begbies be re-appointed as auditors of the company will be put to the

Annual General Meeting at which the financial statements will be presented.

### **Statement of directors' responsibilities**

The directors are responsible for preparing the Report of the General Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the directors are required to:

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

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

### **Statement of disclosure to auditor**

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

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

On behalf of the General Council

Simon Gleisner  
Chairman  
9 August 2021

## Independent Auditors' Report

### For the year ended 31 December 2020

#### Opinion

We have audited the financial statements of South London Theatre Centre Limited (the 'company') for the year ended 31 December 2020 which comprise the statement of financial activities, the statement of financial position and notes to the financial statements, including 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 charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, 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.

#### Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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

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

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

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

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we

conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Report of the General Council for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the General Council has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the General Council.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Directors'

Report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, the directors 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 directors 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 directors are responsible for assessing the 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 directors either intend to liquidate the 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.

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

- Agreement of the financial statements disclosure to underlying supporting documentation;
- Enquiries and confirmation from members as to their identification of any non-compliance with laws or regulations, or any actual or potential claims;
- Incorporating unpredictability into the nature, timing and extent of testing;
- Evaluation of the selection and application of accounting policies chosen by the company;
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business;
- An assessment of the company's financial statements to material misstatement, including how fraud might occur, by consider, by considering the key risks impacting the financial statements.

Our audit was designed to respond to the risk of material misstatements in the financial statements, recognising that the risk of not detecting misstatement resulting from fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentation or through collusion.

There are inherent limitations in the audit procedures performed. The further removed instances of non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://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 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 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Firman (Senior Statutory Auditor)

For and on behalf of Begbies

Chartered Accountants

Statutory Auditor

9 August 2021

9 Bonhill Street

London

EC2A 4DJ

## Statement of Financial Activities

|  | Notes | Unrestricted<br>fund<br>2020<br>£ | Unrestricted<br>fund<br>2019<br>£ |
|--|-------|-----------------------------------|-----------------------------------|
| <b>INCOME FROM:</b>  |       |                                   |                                   |
| Donations, legacies and grants   | 2     | 19,077                            | 1,394                             |
| <i>Charitable activities:</i>  | 3     |                                   |                                   |
| Theatre productions  |       | 16,352                            | 59,502                            |
| Training classes   |       | 9,002                             | 22,645                            |
| Other trading activities   | 4     | 19,864                            | 32,162                            |
| Investments: Bank interest income  |       | 37                                | 43                                |
| <b>Total income</b>  |       | <u>64,332</u>                     | <u>115,746</u>                    |
| <b>EXPENDITURE ON:</b>   |       |                                   |                                   |
| Raising funds  | 7     | 8,513                             | 16,156                            |
| <i>Charitable activities:</i>  | 3     |                                   |                                   |
| Theatre productions  |       | 33,554                            | 69,628                            |
| Training classes   |       | 9,685                             | 22,508                            |
| Other  |       | 1,567                             | 284                               |
| <b>Total resources expended</b>  |       | <u>53,319</u>                     | <u>108,576</u>                    |
| <b>NET INCOME/(EXPENDITURE) FOR THE YEAR<br/>AND NET MOVEMENT IN FUNDS</b> |       |                                   |                                   |
|  |       | 11,013                            | 7,170                             |
| <b>Total funds brought forward</b>   |       | 52,057                            | 44,887                            |
| <b>Total funds carried forward</b>   | 16    | <u>63,070</u>                     | <u>52,057</u>                     |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

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## Statement of Financial Position

|  | Notes | 2020<br>£       | 2019<br>£       |
|--|-------|-----------------|-----------------|
| <b>Fixed assets</b>                            |       |                 |                 |
| Tangible assets                                | 11    | 28,754          | 31,790          |
| <b>Current assets</b>                          |       |                 |                 |
| Debtors  | 13    | 5,089           | 3,673           |
| Cash at bank and in hand                       |       | <u>70,103</u>   | <u>46,722</u>   |
|  |       | 75,192          | 50,395          |
| <b>Liabilities</b>                             |       |                 |                 |
| Creditors: amounts falling due within one year | 14    | <u>(40,876)</u> | <u>(30,128)</u> |
|  |       | 34,316          | 20,267          |
| <b>Net assets</b>                              |       | <u>63,070</u>   | <u>52,057</u>   |
| <b>The funds of the charity:</b>               |       |                 |                 |
| <b>Unrestricted funds</b>                      | 16    | <u>63,070</u>   | <u>52,057</u>   |
| <b>Total charity funds</b>                     |       | <u>63,070</u>   | <u>52,057</u>   |

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

Approved on behalf of the General Council and authorised for issue on 9 August 2021.

Simon Gleisner  
Director of the General Council

Christopher Stooke  
Director of the General Council

Company Registration No.: 922845



## Notes to the Financial Statements

### 1. Accounting Policies

#### Company information

South London Theatre Centre Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 9 Bonhill Street, London EC2A 4DJ.

#### a) Accounting convention

The financial statements have been prepared under the historical cost convention and in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”), the Charities Act 2011, “Accounting and Reporting by Charities” the Statement of Recommended Practice for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)” (effective 1 January 2019 ). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

#### b) Going concern

At the time of approving the financial statements for issue, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future.

The directors have prepared cash flow projections covering the period to 31 December 2022 which indicate that the company has sufficient cash resources to meet its liabilities as they fall due. In particular the directors have considered the effects of the COVID-19 pandemic, both during 2021/22 and the possible immediate future effects on its trade and that of its assets.

The directors have concluded that they can continue to adopt the going concern basis in preparing the financial statements.

#### c) Group accounts

The financial statements present information about the company as an individual undertaking and not about its group. The company and its subsidiary undertaking comprise a small-sized group. The company has therefore taken advantage of the exemptions provided by section 399 of the Companies Act 2006 not to prepare group accounts.

#### d) Income

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

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax

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

#### **e) Grants and legacies accounting**

In accordance with Charity SORP, grants and legacies are only be recognised when all the following criteria are met:

Entitlement – control over the rights or other access to the economic benefit has passed to the charity.

Probable – income is recognised when there is sufficient certainty of receipt - receipt is more likely than not.

Measurement – the monetary value or amount of the income can be measured reliably.

#### **f) Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the directors is not recognised. Refer to the Report of the General Council for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### **g) Investment income**

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

#### **h) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds comprise the costs seeking donations and their associated support costs.

Expenditure on charitable activities includes the costs of performances and other educational activities and their associated support costs.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **i) Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

### **k) Tangible fixed assets and depreciation**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over

their useful lives on the following bases:

Plant and machinery                      over 10 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

### **l) Debtors**

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

### **m) Cash at bank and in hand**

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

### **n) Creditors and provisions**

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

### **o) Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. It only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

### **p) Charitable funds**

The funds of the charity are classified as general and are all unrestricted and expendable at the discretion of the directors in furtherance of the objects of the charity.

### **q) Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that

period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 2. Donations, Legacies and Grants

|                                | 2020          | 2019         |
|--------------------------------|---------------|--------------|
|                                | £             | £            |
| Donations                      | 1,356         | 1,394        |
| Grants receivable and released | 17,722        | -            |
|                                | <u>19,078</u> | <u>1,394</u> |

Grants receivable and released includes £13,146 from SLT Building Preservation Trust Limited to cover eligible expenditure and charitable projects.

## 3. Income from Charitable Activities

|  | 2020            | 2019            |
|--|-----------------|-----------------|
|  | £               | £               |
| <i>Theatre Productions</i>                             |                 |                 |
| Theatre ticket sales                                   | 16,352          | 59,502          |
| Less: Production costs                                 | (4,453)         | (13,596)        |
| Less: Associated support and governance costs (note 7) | (29,101)        | (56,032)        |
|  | <u>(17,202)</u> | <u>(10,126)</u> |
| Net expenditure from theatre productions               |                 |                 |
| <i>Training Classes</i>                                |                 |                 |
| Income from student fees and performances              | 9,002           | 22,645          |
| Less: Running costs                                    | -               | (200)           |
| Less: Associated support and governance costs (note 7) | (9,685)         | (22,308)        |
|  | <u>(683)</u>    | <u>137</u>      |
| Net income/(expenditure) from training classes         |                 |                 |

## 4. Income from Other Trading Activities

|                                 | 2020          | 2019          |
|---------------------------------|---------------|---------------|
|                                 | £             | £             |
| Membership subscriptions        | 9,720         | 15,777        |
| Miscellaneous income            | 340           | -             |
| Costume hire                    | 1,925         | 5,984         |
| Merchandise and ice cream sales | 2,287         | 566           |
| Fund-raising                    | 5,592         | 9,835         |
|                                 | <u>19,864</u> | <u>32,162</u> |

## 5. Employees

The average monthly number of persons (including directors) employed by the company during the year was 5 (2019 - 7).

|                         | 2020         | 2019         |
|-------------------------|--------------|--------------|
|                         | £            | £            |
| Employment costs        |              |              |
| Director's remuneration | <u>1,251</u> | <u>4,440</u> |

One of the past directors who resigned on 17 August 2020 was paid a salary for the administration of training classes.

There were no employees whose annual emoluments were £60,000 or more.

## 6. Expenditure on Raising Funds

|  | 2020         | 2019          |
|--|--------------|---------------|
|  | £            | £             |
| Publicity  | 972          | 3,608         |
| Fund-raising costs                               | 203          | 423           |
| Associated support and governance costs (note 7) | 7,338        | 12,125        |
|  | <u>8,513</u> | <u>16,156</u> |

## 7. Analysis of Governance and Support Costs

The company apportioned its support costs and governance costs between the key activities undertaken in the year. The table below shows the basis for apportionment and the analysis of support and governance costs.

|                               | Theatre<br>production<br>£ | Training<br>classes<br>£ | Fund-<br>raising<br>£ | 2020<br>Total<br>£ | 2019<br>Total<br>£ | Basis of<br>allocation |
|-------------------------------|----------------------------|--------------------------|-----------------------|--------------------|--------------------|------------------------|
| <i>Support costs:</i>         |                            |                          |                       |                    |                    |                        |
| General theatre costs         | 1,343                      | -                        | -                     | 1,343              | 3,509              | Specific               |
| Wardrobe costs                | -                          | -                        | -                     | -                  | 278                | Specific               |
| Rent                          | 13,327                     | 1,973                    | 2,700                 | 18,000             | 36,000             | Floor area             |
| Depreciation                  | 2,979                      | 441                      | 604                   | 4,024              | 3,904              | Floor area             |
| Share of overheads            | 7,216                      | 1,068                    | 1,462                 | 9,746              | 23,906             | Floor area             |
| Telephone and internet        | 200                        | -                        | -                     | 200                | 164                | Specific               |
| Office expenses               | 716                        | -                        | 716                   | 1,432              | 846                | Time spent             |
| Wages and salaries (incl. NI) | -                          | 3,499                    | -                     | 3,499              | 11,640             | Time spent             |
| Director's remuneration       | -                          | 1,251                    | -                     | 1,251              | 4,440              | Time spent             |
| Payroll administration        | -                          | 830                      | -                     | 830                | 290                | Pro rata               |
| Irrecoverable VAT             | -                          | -                        | 411                   | 411                | 880                | Specific               |
| Sundries                      | -                          | 208                      | 1,030                 | 1,238              | 1,108              | Specific               |
| <i>Governance costs:</i>      |                            |                          |                       |                    |                    |                        |
| Audit and accountancy fees    | 3,320                      | 415                      | 415                   | 4,150              | 3,500              | Pro rata               |
|                               | 29,101                     | 9,685                    | 7,338                 | 46,124             | 90,465             |                        |

## 8. Net Income/(Expenditure) for the Year

|  | 2020<br>£ | 2019<br>£ |
|--|-----------|-----------|
| This is stated after charging payment to auditors for: |           |           |
| The audit of the company's financial statements        | 3,850     | 3,500     |

## 9. Directors' Benefits and Other Expenses

None of the directors received any benefits in the year (2019: £nil).

During the year three of the directors were reimbursed expenses totalling £1,847 inclusive of VAT (2019: £4,246 to four directors) for theatre expenses, publicity, office expenses and maintenance costs incurred on behalf of the company.

## 10. Taxation

The company is a registered charity and does not trade for tax purposes. It is not liable to tax on its net income for the year.

## 11. Tangible Fixed Assets

### Plant and machinery etc. £

#### Cost

|                     |               |
|---------------------|---------------|
| At 1 January        | 54,496        |
| 2020 Additions      | 988           |
| At 31 December 2020 | <u>55,484</u> |

#### Depreciation and impairment

|                          |               |
|--------------------------|---------------|
| At 1 January             | 22,706        |
| 2020 Depreciation charge | 4,024         |
| At 31 December 2020      | <u>26,730</u> |

#### Carrying amount

|                |               |
|----------------|---------------|
| At 1 January   | <u>31,790</u> |
| At 31 December | <u>28,754</u> |

## 12. Subsidiary Undertaking

SLT Building Preservation Trust Limited (BPT) is a wholly-controlled subsidiary of South London Theatre Centre Limited. It is a charitable company registered in England & Wales and limited by guarantee. The principal activities of BPT are the preservation and management of the Old Fire Station at 2A Norwood High Street, London SE27 9NS.

| Reserves | Net income/<br>(expenditure) |
|----------|------------------------------|
| 2020     | for the year 2020            |
| £        | £                            |

|   |           |        |
|---|-----------|--------|
| SLT Building Preservation Trust Limited | (266,523) | 11,285 |
|---|-----------|--------|

## 13. Debtors

|                 | 2020         | 2019         |
|-----------------|--------------|--------------|
|                 | £            | £            |
| VAT recoverable | 2,153        | -            |
| Other debtors   | 529          | 2,048        |
| Prepayments     | 2,407        | 1,625        |
|                 | <u>5,089</u> | <u>3,673</u> |

## 14. Creditors

|                                   | 2020          | 2019          |
|-----------------------------------|---------------|---------------|
|                                   | £             | £             |
| Trade creditors                   | 667           | 846           |
| Amounts due to group undertakings | 670           | 37            |
| Taxation and social security      | -             | 4,731         |
| Deferred income                   | 35,526        | 5,148         |
| Other creditors                   | 165           | -             |
| Accruals                          | 3,848         | 19,366        |
|                                   | <u>40,876</u> | <u>30,128</u> |

## 15. Guarantee by the Members

The company is limited by guarantee. The members of the company have agreed to contribute an amount, not exceeding £1 each, in the event of it being wound up.

## 16. Movement of Unrestricted Funds

|   | £           |
|---|-------------|
| Balance brought forward: 1 January 2020   | 52,057      |
| Net income for the year                   | 11,013      |
|   | <hr/>       |
| Balance carried forward: 31 December 2020 | 63,070      |
|   | <hr/> <hr/> |

## 17. Related Party Transactions

During the year BPT charged:

- £18,000 (2019: £36,000) in rent, and
- £9,746 (2019: £23,906) in share of overheads to the company.

SLTC received £48,100 from BPT in the year, of which £34,954 was deferred on the basis that the charity was not fully entitled to the grant in 2020.

## 18. Events after the Reporting Date

The directors' view on the impact of COVID-19 pandemic is disclosed in the Directors' report and in the going concern accounting policy.

## CHAIRMAN'S REPORT

Looking back at 2020 is difficult in so many ways. Some of it is a bit of a blur. Some of it is like a strange dream. However you look at it though, it was a very difficult year for everyone, and truly awful for some. It will always be remembered with sadness.

At the same time, we can look back with pride on what SLT achieved, both before and during the pandemic. In early 2020 we were in rude health, with fantastic productions and an over-subscribed Youth Theatre keeping everyone busy. It's good to remember what it can be like at the Old Fire Station when there are a hundred things going on. And thanks to many, many people, we managed to keep SLT going through the darkness. Online play readings, Zoom-tastic singing contests and fully-fledged virtual productions, when we couldn't meet in person. To outdoor promenades, socially distanced performances and live-streaming across the world, when we could. Whatever it took to keep going. So many people worked so hard - thank you all.

I'd also like to call out the incredible work by Charlotte Benstead and the Building Preservation trust for the quite astonishing fundraising work over the last year (currently 100% hit rate!). Not only did it give us the funds to be able to reopen safely, start streaming our shows, kickstart adult and youth training online, get the live Youth Theatre back up and running, but it's also given us a financial cushion to move at a pace that you and our audiences feel comfortable with. It's difficult to express how important that has been to us. Thank you.

Fortunately, as a theatre we seem to have been lightly touched by the pandemic itself. Although many people will have friends, family and colleagues who have been hit. But we have still lost members this past year, who I would like to remember. Freda Daffern was a loyal audience member over many years and enjoyed social events and visiting the bar. She was also a generous donor to the Building Preservation Trust, for which we are truly grateful. Kaarina Meyer, another loyal audience member passed away in November. We also remember Liam Campbell, who, although he was only a member for a few years, managed to pack them with acting, directing, writing, teaching, operating and building, working with the adult and Youth groups, and even a stint on Theatre Committee.

Finally, I'd like to personally thank all of you who have kept the faith and stuck with us through the last year. Live theatre is the reason we are all here. When that is taken away, it would be easy to walk away. So, thank you for staying with us. And let's go on to make more and better theatre, since that's what we love.

Simon Gleisner,  
Chairman.



## THEATRE REPORT

It has become a cliché to say that 2020 was a challenging year, and it proved so for our theatrical productions as well.

We had a wonderful full season planned that was scuppered by Covid and meant that our normal schedule of more than 20 shows a year was reduced to less than half of that over the year, but we still managed 7 high quality theatre performances, the first ever live streamed performance of an SLT show and several online activities that meant we were able to keep the SLT spirit alive during what was a difficult year for many.

2020 kicked off, in every sense of the word, with Jumpers for Goalposts (14 - 18th January) by Tom Wells. In this play, Will Howells directed an ensemble cast of misfit footballers in a funny and heartwarming play about love, loss and five-a-side football. *'A beautiful piece of theatre, a hilarious and moving show that will make you cry with laughter and tug at your heartstrings, sometimes in the same sentence.'*

Next up was Consent (26th Jan - 1st Feb) by Nina Raine, directed by Andy Webb. Set in London, this play saw an ensemble cast take the audience through the fallout from a rape case and investigate the very idea of 'justice' in a show that touched on infidelity, betrayal, revenge and justice. *'A fantastically funny drama about some seriously difficult themes.'*

Holes (18 - 22nd February) by Tom Basden brought us crashing down to earth, as 4 survivors of a plane crash struggle with how to live out their lives as potentially the last 4 people on earth. Naomi Liddle brought some ambitious staging as her cast took the audience on a dark comedic romp with adult themes, razor wit and 1.5 tonnes of sand. *"Packed with Tom Basden's pitch black humour and eye for the*

*ludicrous in everyone, it is tightly directed and performed with gusto and really not to be missed.'*

As we entered March, little did we know that Good (3 - 7th March) was the final play we'd put on for a while at SLT. Lisa Thomas showed us 1930s Germany and asked us to question what it is that makes a good man? With period-perfect costumes, tight direction and a great cast, Good was indeed much better than the name. *'Good is bloody brilliant! Buy a ticket if you haven't already got one!'*

Then, sadly, circumstances dictated that we had to cancel several shows as the country went into the first of what proved to be many lockdowns. Many shows lost the chance to perform, but it would be remiss not to give special mention to Martin Copland-Gray and his cast for 'Do Not Disturb', who were just days away from their performance when Covid intervened. We still hope to be able to stage these shows at some point in the future.

As always with SLT, our amazing community found ways to continue to. The regular play readings, led by Jennifer Nettles, gave people the opportunity to scratch their theatrical itch, while a Zoomed performance of Jeffrey Bernard is Unwell by Keith Waterhouse and directed by Charlotte Benstead proved hugely popular and entertaining.

August brought Fest Norwood activities back to South London again, with a variety of activities put together in a covid-friendly way by director Bryon Fear. These included a series of filmed Shorts written and directed by a number of SLT members and delivered online from the theatre space, and a Promenade in West Norwood Cemetery featuring a variety of outdoor performances and a guided tour, proving so popular a 2nd performance was added.

It wasn't until October that shows were able to return to the theatre, as Covid restrictions allowed for limited audiences back in the Old Fire Station. The first show back was *The Bet* (13 – 18th October) by Miles Malleon. Barry Heselden directed this adaptation of a Chekhov story, which was put together in 4 weeks and saw the first ever live streamed performance of an SLT show - our thanks go to Chaz Doyle for his invaluable support in making this innovation happen for this and subsequent shows. *'A really tightly woven short story, capably and calmly directed and performed by some of SLT's finest.'*

Following on the heels was *Bombshells* (27th October – 1st November) by Joanna Murray-Smith, with an all-female cast under the direction of Jess Osorio exploring the trials and stresses of modern female life across generations through a series of monologues. *'This is four engaging, individual and very entertaining stories. Lovely performances, that really drew me in.'*

Sadly, lockdown struck again at this stage and left us unsure whether we'd be able to have theatre again in 2020. Fortunately, a small window opened up for Jo Boniface and her merry cast to treat us to a selection of Grimm's Tales. Having primarily rehearsed on Zoom, the cast delivered a tremendous set of shows including a Christmas community performance and a live streamed show before their run was sadly cut short due to another lockdown. *'Well done to Jo Boniface and her tremendous cast. Finally, some Christmas spirit in this otherwise bleak year.'*

The year ended with *Festive Norwood*, though sadly many of the indoor elements were lost thanks to lockdown. We did run competitions, raised money for charity and a number of SLT members performed a rehearsed reading of *Sheltered* by Greg Smith directed by Jennifer Nettles, which seems an apt title to end the year that we mainly all spent indoors.

We'd like to take this opportunity to say a huge thank you to everyone who has supported the theatre over this incredibly tough time. It has been far from an easy year to try and run a theatre, but we have been bowled over by the kindness, positivity and support from our wonderful SLT community.

Here's hoping we can return to normality and full audiences soon.

Barry Heselden, Ben Rathe & Cal Beckett.  
Theatre Committee.

## BOX OFFICE REPORT

2020 was an exceptional year, but unfortunately for all the wrong reasons.

The year started strongly, with our first four shows pulling in good audiences.

Particularly of note was "Jumpers for Goalposts", which as the first show of the year, achieved the highest capacity of 84.2% and the highest income for the theatre.

As you will no doubt remember we then had to cancel/postpone "Do Not Disturb" as COVID started to take hold, and the rest of the Spring season had the same outcome.

Full lockdown started on the 26th March 2020.

Our first live show with a reduced capacity audience was "The Bet" which opened on 13 October followed by Bombshells on 27 October. We then had the second lockdown from 5 November until 2 December, we managed to fit in a few performances of "Grimm Tales" and then London went into Tier 3 on 16 December.

In addition, during the summer, we managed to utilise the West Norwood Cemetery, hosting various Youth events, and we discovered the joys(?) of live streaming.

Here's looking forward to a more sociable future.

Gareth Milton,  
House Manager.

## TICKET SALES SUMMARY

| Production                                  | No. of perf. | Total seats | Capacity | Total (inc. VAT)  |
|---|--------------|-------------|----------|-------------------|
| Jumpers for Goalposts                       | 5            | 342         | 406      | £3,468.71         |
| Consent                                     | 5            | 250         | 326      | £2,299.55         |
| Holes                                       | 5            | 313         | 403      | £2,788.23         |
| Good  | 5            | 292         | 383      | £2,799.14         |
| Fest Norwood - Promenade Day 1              | 4            | 48          | 48       | £479.51           |
| Fest Norwood - Promenade Day 2              | 4            | 48          | 48       | £499.98           |
| Fest Norwood - Shorts                       | 1            | 37          | 99       | £224.82           |
| Fest Norwood - Shorts Catch up              | 1            | 13          | 99       | £65.00            |
| Youth Theatre                               |              | 12          | 20       | £904.25           |
| Soho Film night 1                           | 1            | 11          | 26       | £93.80            |
| Shorts and Promenade Double Bill Film night | 1            | 19          | 26       | £109.24           |
| The Bet                                     | 5            | 88          | 130      | £834.32           |
| The Bet (ONLINE)                            | 1            | 97          | 100      | £545.62           |
| A play in a week (Youth Theatre)            | 1            | 26          | 26       | £1,404.70         |
| Bombshells                                  | 5            | 112         | 130      | £1,118.46         |
| Bombshells (ONLINE)                         | 1            | 102         | 102      | £575.49           |
| Grimm Tales                                 | 5            | 134         | 135      | £1,327.08         |
| Grimm Tales (ONLINE)                        | 1            | 99          | 99       | £582.25           |
| Black History Month - Film Night            | 1            | 26          | 26       | £138.87           |
| <b>GRAND TOTAL</b>                          |              | <b>2069</b> |          | <b>£20,259.02</b> |

## TRAINING REPORT

Sadly, as is true for many people, there isn't a great deal to report for the year. We had completed less than a term by the time classes were suspended in March. Three shows were in progress, with performances scheduled at the end of term and subsequently cancelled on 14th March:

- Junior showcase (during class on April 4th)
- Jason and the Argonauts (2 performances to family and friends on 28th March)
- The Frogs - March 31, April 2, April 4 (matinee)
- The Birds - April 1, April 3, April 4 (evening)

The full Youth Theatre remained suspended for the rest of the year, although we were able to host some smaller summer workshops, thanks to the hard work of Siobhan Campbell and the support of the Building Preservation Trust.

The most positive news was that we received funding for us to employ a Youth and Training Officer for three days a week. This was essential for us to get the planning and preparation done for opening up the Youth Theatre again, while we weren't generating any fees. This has meant we have entered 2021 in a much better place than we left it, with the Youth Theatre and adult and youth training programmes up and running.

Marissa Papas,  
Deputy Chair.

## WARDROBE REPORT

Wardrobe was open for hires from the start of the year to the first lockdown in March. Hires resumed in Summer 2020 and ran until late November 2020. These include films and show reels, photography sessions, book-launch events, community events and some open air productions. Whilst hires for theatrical productions declined, we saw an increase in hires for photo shoots, show reels and short films.

We reopened for hires again in May 2021 and have been offering staggered appointments and have been so busy we offer appointments on Mondays and Tuesdays. The Props team is now also hiring some of their collection.

We are pleased to welcome Sonia Sookhan back to the team and were sad to say goodbye to Grace Sutton who has moved back to Wales. We also hope to benefit from Mel's experience working with the wardrobe department at ROH.

Please do contact us at [wardrobe@southlondontheatre.co.uk](mailto:wardrobe@southlondontheatre.co.uk) if you would like to join the team, become involved in any making or repairing and join the Sewing Bee mailing list. We hope to resume sessions to finish off making period shirts, carry out repairs, create Edwardian hats and some collars and ruffs.

We also have plans for some storage solutions so we can maximise space, so please contact us if you can help us with any builds.

Jennifer Bennett and Jess Osorio,  
Wardrobe.

## FINANCIAL REPORT

The financial position of SLT has been greatly affected by the pandemic and related restrictions which curtailed operations from March 2020 and throughout the rest of the year. This can be seen in reductions in our main sources of revenue, ticket sales, income from training classes and costume hire, and membership. Despite this the profit reported for 2020, at slightly over £11,000, was almost £4,000 more than the equivalent amount in 2019 which had a much more normal level of activity. This is because most of our costs are variable, and were therefore able to be contained, and because we were able to obtain some grant funding through BPT including a significant reduction in rent and share of building overheads, and funding of some of our activities in the latter part of 2020.

This funding will continue into 2021, particularly in relation to youth and adult education in the first half of the year. Although the funding had been received at the end of 2020 it had not all been spent; the unspent amount is therefore carried forward in the balance sheet as deferred income.

The cash position of SLT remains satisfactory – the funding through BPT is reflected in an increase in cash of approximately £23,000 over the 2019 year end. The prospects of SLT are closely linked to those of BPT. We have prepared forecasts which show that, under a reasonable but cautious set of assumptions regarding a steady resumption of activities throughout the second half of 2021 and 2022, the financial position of SLT and BPT remains sound.

Chris Stooke,  
Finance Director.

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## Profit and Loss Account

|                                    | 2020   |        | 2019   |        |
|------------------------------------|--------|--------|--------|--------|
|                                    | £      | £      | £      | £      |
| <b>TICKET SALES</b>                |        | 16,352 |        | 59,502 |
| Less: Production costs             |        | 4,453  |        | 13,596 |
|                                    |        | <hr/>  |        | <hr/>  |
|                                    |        | 11,899 |        | 45,906 |
| Less: General Theatre Expenses     |        | 1,343  |        | 3,509  |
|                                    |        | <hr/>  |        | <hr/>  |
| <b>GROSS PROFIT FROM THEATRES</b>  |        | 10,556 |        | 42,397 |
| Add: <b>OTHER OPERATING INCOME</b> |        |        |        |        |
| Subscriptions                      | 9,720  |        | 15,777 |        |
| Donations                          | 1,356  |        | 1,394  |        |
| Costume hire                       | 1,925  |        | 5,705  |        |
| Fund-raising                       | 23,451 |        | 9,835  |        |
| Training classes                   | 5,503  |        | 10,804 |        |
| Other income                       | 721    |        | 282    |        |
| Bank interest                      | 37     |        | 43     |        |
|                                    |        | <hr/>  |        | <hr/>  |
|                                    |        | 42,713 |        | 43,840 |
|                                    |        | <hr/>  |        | <hr/>  |
|                                    |        | 53,269 |        | 86,237 |
| Less: <b>OVERHEAD EXPENSES</b>     |        |        |        |        |
| Rent and rates                     | 18,000 |        | 36,000 |        |
| Share of overheads                 | 9,746  |        | 23,906 |        |
| Depreciation                       | 4,024  |        | 3,904  |        |
| Telephone and internet             | 200    |        | 164    |        |
| Office                             | 3,430  |        | 2,542  |        |
| Director's salary                  | 1,251  |        | 4,440  |        |
| Publicity                          | 972    |        | 3,608  |        |
| Audit                              | 3,500  |        | 3,500  |        |
| Bank charges                       | 1,133  |        | 1,003  |        |
|                                    |        | <hr/>  |        | <hr/>  |
|                                    |        | 42,256 |        | 79,067 |
|                                    |        | <hr/>  |        | <hr/>  |
| <b>NET PROFIT FOR THE YEAR</b>     |        | 11,013 |        | 7,170  |

## Notes to the Profit and Loss Account

|  | 2020          | 2019         | 2020          | 2019          |
|--|---------------|--------------|---------------|---------------|
|  | £             | £            | £             | £             |
| <b>DONATIONS</b>                         |               |              |               |               |
| Individual donations                     | 663           | 30           |               |               |
| Paypal donations                         | 91            | 127          |               |               |
| Ticketsource donations                   | 561           | 961          |               |               |
| Other donations                          | 0             | 172          |               |               |
| Gift aid recovered                       | 41            | 104          |               |               |
|  | <u>1,356</u>  | <u>1,394</u> |               |               |
| <b>FUND-RAISING</b>                      |               |              |               |               |
| SLTC 200 Club                            | 3,661         | 1,512        |               |               |
| Programme donations                      | 318           | 1,932        |               |               |
| Raffles                                  | 528           | 2,877        |               |               |
| Just Giving                              | 996           | 0            |               |               |
| Easy Fundraising                         | 32            | 0            |               |               |
| Co-op local community fund               | 0             | 2,066        |               |               |
| Ice cream machine grant amortisation     | 76            | 10           |               |               |
| Grants to cover expenditure and projects | 17,646        | 1,306        |               |               |
| Sundry income                            | 396           | 451          |               |               |
| Sundry expenses                          | (202)         | (319)        |               |               |
|  | <u>23,451</u> | <u>9,835</u> |               |               |
| <b>OTHER INCOME</b>                      |               |              |               |               |
| Ice cream sales                          | 344           | 566          |               |               |
| Ice cream costs                          | (266)         | (284)        |               |               |
| Merchandise sales                        | 1,944         | 0            |               |               |
| Merchandise costs                        | (1,301)       | 0            |               |               |
|  | <u>721</u>    | <u>282</u>   |               |               |
| <b>GENERAL THEATRE EXPENSES</b>          |               |              |               |               |
| Lighting, sound and stage maintenance    |               |              | 915           | 2,963         |
| Box office card processing charges       |               |              | 428           | 546           |
|  |               |              | <u>1,343</u>  | <u>3,509</u>  |
| <b>RENT</b>                              |               |              |               |               |
| Old Fire Station                         |               |              | 18,000        | 36,000        |
|  |               |              | <u>18,000</u> | <u>36,000</u> |
| <b>OVERHEADS</b>                         |               |              |               |               |
| Share of OFS overheads                   |               |              | 9,746         | 23,906        |
|  |               |              | <u>9,746</u>  | <u>23,906</u> |
| <b>OFFICE</b>                            |               |              |               |               |
| Annual Report and Financial Statements   |               |              | 591           | 671           |
| Payroll and tax                          |               |              | 830           | 540           |
| Zoom costs                               |               |              | 504           | 0             |
| Accounting system                        |               |              | 288           | 100           |
| Irrecoverable VAT                        |               |              | 411           | 880           |
| Other                                    |               |              | 806           | 351           |
|  |               |              | <u>3,430</u>  | <u>2,542</u>  |

## Productions staged in 2020

| Production            | Ticket Sales<br>£ | Royalties<br>£ | Other<br>£     | Total Costs<br>£ | Net Profit<br>£ |
|-----------------------|-------------------|----------------|----------------|------------------|-----------------|
| Jumpers for Goalposts | 2,878             | (375)          | (187)          | (562)            | 2,316           |
| Consent               | 1,901             | (375)          | -              | (375)            | 1,526           |
| Holes                 | 2,302             | (375)          | (237)          | (612)            | 1,690           |
| Good                  | 2,296             | (500)          | -              | (500)            | 1,796           |
| FEST Norwood          | 946               | -              | (300)          | (300)            | 646             |
| Youth summer class    | 750               | -              | (600)          | (600)            | 150             |
| Youth play in a week  | 1,083             | -              | (300)          | (300)            | 783             |
| Film nights           | 312               | -              | -              | -                | 312             |
| The Bet               | 1,069             | (186)          | -              | (186)            | 883             |
| Bombshells            | 1,334             | (450)          | -              | (450)            | 884             |
| Grimm's Tales         | 1,481             | (405)          | (163)          | (568)            | 913             |
| <b>Total</b>          | <b>16,352</b>     | <b>(2,666)</b> | <b>(1,787)</b> | <b>(4,453)</b>   | <b>11,899</b>   |

## Five Years Review – Profit and Loss Accounts

|                                  | 2020<br>£     | 2019<br>£     | 2018<br>£        | 2017<br>£       | 2016<br>£     |
|----------------------------------|---------------|---------------|------------------|-----------------|---------------|
| <b>TICKET SALES</b>              |               |               |                  |                 |               |
| Stanley Halls                    | -             | -             | 5,780            | 24,355          | 31,092        |
| St Luke's Hall                   | -             | -             | -                | -               | 1,477         |
| The Old Fire Station             | 16,352        | 59,502        | 41,624           | -               | -             |
|                                  | <b>16,352</b> | <b>59,502</b> | <b>47,404</b>    | <b>24,355</b>   | <b>32,569</b> |
| Less: Production costs           | 4,453         | 13,596        | 10,427           | 13,090          | 19,961        |
| General theatre expenses         | 1,343         | 3,509         | 3,866            | 3,822           | 5,140         |
|                                  | <b>5,796</b>  | <b>17,105</b> | <b>14,293</b>    | <b>16,912</b>   | <b>25,101</b> |
| <b>CONTRIBUTION TO OVERHEADS</b> | <b>10,556</b> | <b>42,397</b> | <b>33,111</b>    | <b>7,443</b>    | <b>7,468</b>  |
| Add: <b>OTHER INCOME</b>         |               |               |                  |                 |               |
| Subscriptions                    | 9,720         | 15,777        | 9,935            | 6,571           | 6,884         |
| Donations                        | 1,356         | 1,394         | 4,613            | 44,978          | 37,776        |
| Costume hire                     | 1,925         | 5,705         | 3,725            | 3,862           | 3,799         |
| Fund-raising                     | 23,451        | 9,835         | 6,451            | 16,645          | 6,212         |
| Training classes                 | 5,503         | 10,804        | 11,824           | 3,964           | 8,242         |
| Other income                     | 721           | 282           | 12               | 120             | -             |
| Bank interest                    | 37            | 43            | 155              | 203             | 454           |
|                                  | <b>42,713</b> | <b>43,840</b> | <b>36,715</b>    | <b>76,343</b>   | <b>63,367</b> |
| Less: <b>OVERHEADS</b>           | 42,256        | 79,067        | 72,349           | 40,406          | 48,984        |
| <b>OPERATING PROFIT / (LOSS)</b> | <b>11,013</b> | <b>7,170</b>  | <b>(2,523)</b>   | <b>43,380</b>   | <b>21,851</b> |
| Less: Grants to SLTBPT           |               | -             | 150,050          | 75,000          | -             |
| <b>NET PROFIT / (LOSS)</b>       | <b>11,013</b> | <b>7,170</b>  | <b>(152,573)</b> | <b>(31,620)</b> | <b>21,851</b> |

## Five Years Review – Balance Sheets

|                           | 2020           | 2019          | 2018          | 2017           | 2016           |
|---------------------------|----------------|---------------|---------------|----------------|----------------|
|                           | £              | £             | £             | £              | £              |
| Fixed assets              | 28,754         | 31,790        | 35,036        | 16,120         | 1              |
| Debtors                   | 5,089          | 3,673         | 3,134         | 6,771          | 2,784          |
| Cash at bank              | 70,103         | 46,722        | 34,055        | 183,353        | 239,541        |
| <b>Total assets</b>       | <b>103,946</b> | <b>82,185</b> | <b>72,225</b> | <b>206,244</b> | <b>242,326</b> |
| Less: Current liabilities | 40,876         | 30,128        | 27,338        | 8,784          | 13,246         |
| <b>TOTAL NET ASSETS</b>   | <b>63,070</b>  | <b>52,057</b> | <b>44,887</b> | <b>197,460</b> | <b>229,080</b> |

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