

**LANCASTER FOOTLIGHTS  
TRUSTEES' REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 30 APRIL 2013**

## **LANCASTER FOOTLIGHTS**

### **LEGAL AND ADMINISTRATIVE INFORMATION**

<b>Trustees approving the accounts</b>	Mike Hardy June Akrigg David Slater James Smith Dorothy Walker Sim Lane-Dixon Donna Truman Carl Hayhurst Jenny Dunkeld Greg Robertson Jan Leckey Hilary Begley David Helm	Chairman Secretary Finance Director
<b>Theatre manager</b>	Elaine Singleton	
<b>Secretary</b>	June Akrigg	
<b>Charity Number</b>	509425	
<b>Independent examiner</b>	Charles R Willett of Taylor, Robertson & Willett Limited, Chartered Certified Accountants, 95 King Street Lancaster, Lancashire. LA1 1RH	
<b>Bankers</b>	Yorkshire Bank plc 45 Penny Street Lancaster Lancashire LA1 1UE	
	COIF Charities Deposit Fund St Alphage House Fore Street London	

**LANCASTER FOOTLIGHTS**

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## **Trustees Report for the year ended 30 April 2013**

The trustees present their report and accounts for the year ended 30 April 2013.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's constitution, applicable law and the requirements of the Statement of Recommended Practice, "Accounting and Reporting by Charities" issued in March 2005.

### **Organisation**

#### **Constitution**

Footlights is governed by its constitution which was revised at an EGM in June 2012. Changes to the constitution require approval of a majority of the members present at an Annual General Meeting or an Extraordinary General Meeting. In the event of dissolution of Footlights, the property and assets would be disposed of by the Custodian Trustees to the benefit of any educational, literary or artistic institution in the City of Lancaster or its neighbourhood with the approval of the Charity Commissioners provided that such an institution is charitable. The proceeds of disposal would not be paid or distributed to members in any way.

#### **Appointment of Trustees**

The Board (the Trustees) are appointed for a year and their appointment is undertaken annually at the September AGM. Members wishing to seek election or wishing to nominate others can put their names forward for consideration. There is no limit on existing members' service. Ballots are required if there are more nominees than places available. No external body has any power of election of Trustees.

#### **Induction and training of Trustees**

Trustees are briefed on their legal obligations under charity law, the decision-making processes of the Board, the business plan and recent financial performance of the charity.

#### **Organisational Structure and Decision Making**

The Board administers the charity. It meets up to eight times a year and has several sub committees and persons reporting to it. These are:

Production Committee (responsible for selecting and recommending Footlights production titles)

Theatre Buildings Management Committee

Coffee Bars Manager

Costume Management and Hire Manager

Footlights costume co-ordination manager

Membership Manager

Footlights Treasurer

Ad hoc committees can also be formed for specific short-term requirements. Decisions of "last resort", including the financial area and the carrying out of higher supervisory tasks, are made by the Board. The Theatre Manager manages the day-to-day operations of the charity. To facilitate effective operations, the Theatre Manager has delegated authority, within the terms approved by the Board for operational matters including finance, employment and some artistic performance related activities.

#### **Risk management**

The Board has a risk management strategy comprising:

1. An annual review of the risks the charity may face
2. The establishment of systems and procedures to mitigate those risks identified
3. The implementation of procedures and policies designed to minimise any potential impact on the charity should those risks materialise

This assessment has in the past resulted operational improvements including revised emergency procedures, enhanced pre-performance safety checks, improvements to the fire detection system and production of generic risk assessments. Financial risks to the trust are managed by limiting delegations, controls on spending and the policy of maintaining adequate reserves.

#### **Objects and Activities**

The objects of Footlights are to:

1. Promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the Arts, including the arts of drama, dramatic authorship, mime, dancing, singing, and music

2. Maintain and preserve the Grade II listed building built in 1782 known as the Lancaster Grand Theatre as an ongoing venue for such plays and encouragement of these objects

Footlights mission is to provide a venue for community theatre and thus contribute to the quality of life of the people of Lancaster and its surrounding areas by expanding their horizons through the provision of exciting, challenging and accessible professional and community arts events.

The strategies employed to achieve the charity's objects are to:

1. Offer opportunities for a broad range of people to get involved in arts activity exploring their own creative powers,
2. Provide facilities for amateur (and professional) artists to develop,
3. Concentrate on involving young people in the arts to help encourage a culture in which different age ranges play a complementary part,
4. Present a broad range of arts work.
5. Generate sufficient income to maintain the Lancaster Grand Theatre.

### **Communications to members**

A monthly members' newsletter (Footnote) keeps members informed of Footlights activities and Board meeting decisions. Informal meetings of members take place on Saturday Mornings in the theatre foyer. Total membership fell slightly to 250 (271 in 2011/12) with 33 Friends of the Grand (people who help at the theatre but are not members).

### **Productions by other Amateur Groups**

Four local Musical Societies hired the theatre for a week each and produced a variety of musical shows. One of the local dancing schools hired the theatre for dancing shows involving their pupils. The theatre again hosted another very successful local talent show in conjunction with a local newspaper and Nationwide Building Society. The Grand Rock Out was repeated following its success over the past years as a showcase for local rock bands. Lunchbox Theatre put on The Runaway Apprentice UK Tour.

### **Productions by Professional Companies**

Various professional companies hired the theatre for 66 nights in total. The productions varied in their nature and appeal including ballet, tribute bands, musical shows, and several nationally known comedians. Some of the many visiting acts were Gervaise Phinn, Rich Hall, Jenny Éclair, Julian Clary, Pam Ayres, Al Murray, Sean Locke and John Bishop. Specific childrens' related shows included Jimmy Cricket, The Snail and the Whale, The Gruffalo's Child, Hairy Maclary and The Chuckle Brothers. The wide range of acts programmed is designed to attract different audience types to the theatre with the aim of enticing them into becoming regular theatre-goers.

### **Other uses of the Theatre**

The theatre was hired on several occasions during the night by paranormal societies who set up their equipment to look for the reputed ghost within the theatre.

ITV hired the theatre for three weeks to film the Christmas production of "Panto" starring John Bishop. Many Footlights members were involved either as theatre cast members or as extras in the audience scenes.

### **Contribution of Volunteers**

Footlights members and Friends of the Grand volunteered their time to support Footlights plays and all other performances. They also gave their time towards maintenance and improvement of the theatre building and providing the additional service of costume hire.

### **Staff**

In addition to a full time Theatre Manager, the theatre continues to employ the following on a part time basis: two duty managers, four box office assistants, a handyman, a cleaner and a technician.

## PERFORMANCE INFORMATION

### Audience Figures

The total audience numbers covering productions increased by just over 2000 to 37,697. Footlights average capacity fell slightly, balanced by a similar small increase in the average capacity of professional lets. Internet bookings increased for the professional lets with internet bookings falling for both Footlights and Community performances as some local customers are now checking the web site for seat availability and then booking over the telephone to avoid the internet charge. (This covers Paypal costs, credit card charge and booking system internet hosting charges).

Organisation	Performances 2012/13	Performances 2011/12	Seats sold 2012/13	Seats sold 2011/12
Footlights	43	38	9,746	9,814
Musical Societies and Community Groups	36	41	10,427	11,311
Professional acts	66	56	17,524	14,250
<b>Total</b>	<b>145</b>	<b>135</b>	<b>37,697</b>	<b>35,375</b>

Organisation	Internet bookings 2012/13	Internet bookings 2011/12
Footlights	14%	32%
Musical Societies and Community Groups	19%	27%
Professional acts	42%	40%

Average capacities were as follows:

	2012/13	2011/12
Footlights	54%	56
Musical Societies and Community groups	63%	60
Professional lets	58%	55

### Production of plays

During the financial year, Footlights presented the following productions in the main theatre:

Calendar Girls	Tim Firth
Dick Whittington Pantomime	Tom Walker
When we are Married	J B Priestley
History Boys	Alan Bennett

In addition, "Act One Summer School" was again run for a week in August culminating in a very well received performance of Joseph and the Amazing Technicolour Dreamcoat

### Studio Footlights

Studio Footlights was set up as an additional string to the Footlights bow to complement the mainstream Footlights productions at the Grand. It offers Footlights members the opportunity to put on plays that are better suited to the informal, intimate setting of a studio theatre whilst retaining the high quality support already established at the Grand Theatre. The first production was The Pillowman by Martin Mc Donagh, presented at the Gregson Community Centre last year. This year's Production moved to the Storey Institute in Lancaster with the performance of "Iron" by Rona Munro which was very successful and played to full houses.

## FINANCIAL PERFORMANCE

### Overall Trading results

Following last year's underlying trading surplus of £24K, this year produced a significantly lower underlying surplus of £7K after expenditure of £34K on infrequent repairs, improvements and equipment and the "once off" income of the theatre of the ITV hire of £9K have been taken into account. This reduction in operating surplus was due to a significant increase in costs of £25K made up as follows:

- increased salaries £11K
- increased advertising costs £11K
- increased Lune store rental cost £1.5K
- increased heating and lighting cost £1.5K  
£25K

### Income

Whilst Footlights total income was £9.5K up on the previous year, when the once off income of £9K from ITV renting the theatre to produce John Bishop's "Panto", is taken into account, the underlying income was virtually the same as the previous year. In the current climate, it is considered that this represents a good result when compared to the problems being encountered by many other theatres. Next year, support business income will fall by £8K due to changes in the bar management arrangements (see the section on Support Businesses).

### Infrequent Repairs and Improvements and Equipment

Last year's surplus was used by transfer of funds from the balance sheet to upgrade the stage lighting and the sound systems and for building improvement as listed below:

1. LED stage lighting £9070
2. Modification of electrics £2397
3. Retiling of the foyer toilet floors £4271
4. Upgrading of Dressing room 4 and under the stage toilet £1481
5. Modification of Dressing room 4 electrics and installation of five new hand driers in the main theatre toilets £1981
6. Upgrade of the fire doors on Dressing room 5 and the main electricity incomer room (Fire Brigade Safety inspection advice) £1014
7. Provision of new stage monitor speakers £4194
8. Purchase of a spare a lighting desk as a strategic spare £4013
9. Replacement of all flying ropes £1177
10. Upgrade of the theatre computer system to improve reliability and meet Credit Card compliance requirements £4279  
£33877

### Support Businesses - bar, coffee bars and costume hire

The support businesses produced a net income of £20K (£2K down on last year). It was made up as follows:

Bar	£9.4K (2012: £10.9K)
Coffee bars	£7K (2012: £7.7K)
Costume Hire	<u>£3.8K</u> (2012: £3.8K)
	£20.2K

Bar profits were down slightly on the previous year attributable mainly to the changes surrounding the retirement of the volunteer bar managers in January. In the absence of any volunteers willing to take over, the management of the bar was handed over to a third party on a profit share basis resulting in a predicted reduction in bar income next year of £8K.

Coffee bar profit was slightly down on the previous year with Costume Hire profit staying the same at £3.8K as regular Saturday morning openings continued.

## Advertising Costs

A total of £31.6K (£20.7K in 2011/12) was spent on advertising and marketing. The advertising costs were made up as follows:

	2011/12	2012/13
Newspaper advertising	£6590	
Bay radio		£11037
Production and distribution of two "What's on" brochures*	£8807	£9439
External Posters	£2830	£2900
Miscellaneous	<u>£2482</u>	<u>£8265</u>
	£20709	£31642

\* Brochure costs comprised £4325 printing and £5114 distribution.

As part of the drive to reinforce the "branding" of the Grand Theatre, it was decided that advertising on Bay Radio would replace newspaper advertising. The advertising on Bay Radio has produced a small increase in audience numbers and definitely increased the theatre profile, but the increase in sales does not cover the additional cost and it has been decided not to renew the contract when it expires in December 2013. For the future, it is considered that the public awareness of the theatre and its profile should allow reduced marketing expenditure, relying mainly on the theatre web site and the brochure supported by some directed marketing.

## Reserves Policy

To cover emergencies and single year operational shortfalls, Footlights policy is to hold a minimum operational reserve of £20K. At the end of the financial year the operating reserve was £36K, which will reduce slightly following limited expenditure on infrequent repairs and operational improvements 2013/14.

## Asset cover for funds

Note 12 sets out an analysis of the assets attributable to the various funds and a description of the trusts. These assets are sufficient to meet the charity's obligations on a fund-by-fund basis.

## FUND RAISING

### a) Donations and legacies

There were no legacies and any donations were put towards the new spaces appeal.

### b) New Spaces Appeal

Fund raising has continued and the total raised by 30<sup>th</sup> April 2013 stood at £143K (£125.9K 2011/12). Fund raising continues towards the required £850K required to build the foyer.

## TRUSTEES

### Charity Trustees

The Board Members are the Trustees. Their names at the time of approval of the accounts are listed under legal and administrative information.

### Custodian Trustees

Their function within the Constitution is to hold in trust the Grand Theatre buildings on behalf of Footlights. They are:

David Bateman	-	Retired Teacher
David Hardy	-	Solicitor
Mike Hardy	-	Retired Director
Sim Lane Dixon	-	Highways manager



## Planned work for 2013/14

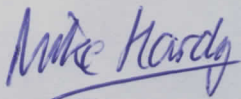
1. Relocation of the sound and lighting desks from the circle to the rear of the stalls.
2. Replacement of the onto stage loading doors

## Next Year's Priorities

This year has seen income remaining static and costs rising significantly, with the possibility of a loss next year due to reduced bar income if costs are not reduced. Consequently there are five key actions for next year:

1. Reduce costs in the following areas:
  - marketing,
  - office and administration costs
  - maintenance
  - electricity use
2. Continue to raise the funds £850K required to build the new foyer.
3. Continue to expand the use of the theatre by community groups and look for increased day use by organisations.
4. Build on the success of the Studio Footlights to improve the range of productions available both to Footlights actors and to the general public.
5. Continue the drive to attract new, younger members to ensure continuity in the long term.

Signed by the Chairman on behalf of the Trustees



Mike Hardy

Dated 16<sup>th</sup> July 2013

**LANCASTER FOOTLIGHTS**  
**INDEPENDENT EXAMINER'S REPORT**  
**TO THE TRUSTEES OF LANCASTER FOOTLIGHTS**

I report on the accounts of Lancaster Footlights for the year ended 30 April 2013, which are set out on pages 8 to 19.

**Respective responsibilities of trustees and examiner**

As the charity's trustees, you are responsible for the preparation of the accounts; you consider that the audit requirement of section 43(2) of the Charities Act 1993 (the Act) does not apply. It is my responsibility to state, on the basis of procedures specified in the General Directions given by the Charity Commissioners under section 43(7)(b) of the Act, whether particular matters have come to my attention.

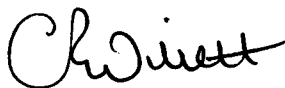
**Basis of independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanation from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (a) which gives me reasonable cause to believe that in any material respect the requirements:
  - (i) to keep accounting records in accordance with section 41 of the Act; and
  - (ii) to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Act;
- (b) have not been met; or  
to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Charles R Willett of  
Taylor, Robertson & Willett Limited  
Chartered Certified Accountants  
95 King Street  
Lancaster  
Lancashire  
LA1 1RH

1<sup>st</sup> August 2013

**LANCASTER FOOTLIGHTS**

**STATEMENT OF FINANCIAL ACTIVITIES**

**FOR THE YEAR ENDED 30 APRIL 2013**

	Notes	Lancaster Footlights £	Grand Theatre £	Appeals & Legacy £	Total 2013 £	Total 2012 £
<b>Incoming Resources from Generated Funds</b>						
Donations, Legacies and Grants	2	-	-	6,649	6,649	10,943
Investment Income	4	-	1,135	3,273	4,407	2,541
		-	1,135	9,922	11,057	13,484
Incoming Resources from Charitable Activities	3	81,991	174,892	6,280	263,164	257,557
<b>Total Incoming Resources</b>		<b>81,991</b>	<b>176,027</b>	<b>16,202</b>	<b>274,221</b>	<b>271,041</b>
<b>Resources Expended</b>						
Cost of Activities in Furtherance of the Objects		55,190	215,842	2,000	273,031	248,218
Governance Costs		2,108	3,538	-	5,646	4,320
<b>Total Resources Expended</b>		<b>57,298</b>	<b>219,380</b>	<b>2,000</b>	<b>278,677</b>	<b>252,538</b>
<b>Net Incoming Resources/(Deficit) Before Transfers</b>		<b>24,694</b>	<b>(43,353)</b>	<b>14,202</b>	<b>(4,457)</b>	18,503
Transfer to Balance Sheet Sinking Fund		-	-	-	-	(8,000)
<b>Net Income for the Year/Net Incoming Resources</b>		<b>24,694</b>	<b>(43,353)</b>	<b>14,202</b>	<b>(4,457)</b>	10,503
Transfer between funds		(29,301)	37,700	(399)	8,000	-
Fund Balance at 1 May 2012		22,189	7,476	125,898	155,563	145,060
<b>Fund balances at 30 April 2013</b>		<b>17,582</b>	<b>1,823</b>	<b>139,701</b>	<b>159,106</b>	155,563

**LANCASTER FOOTLIGHTS**

**BALANCE SHEET**

**AS AT 30 APRIL 2013**

	Notes	2013		2012	
		£	£	£	£
<b>Fixed Assets</b>					
Tangible Assets	8		224,500		229,000
<b>Current Assets</b>					
Stocks			795		1,960
Debtors	9		7,502		7,670
Cash at Bank and in Hand			233,755		255,628
			<u>242,052</u>		<u>265,258</u>
<b>Creditors: Amounts Falling Due Within One Year</b>	<b>10</b>		<b>(66,601)</b>		<b>(85,350)</b>
			<u>175,451</u>		<u>179,908</u>
			<u><u>399,951</u></u>		<u><u>408,908</u></u>
<b>Income Funds</b>					
Unrestricted Funds:					
Revaluation Reserve	11		224,845		229,345
Sinking Fund	11		16,000		24,000
Designated Funds - Other Charitable Funds:					
Lancaster Footlights	11		17,582		22,190
Grand Theatre General Fund	11		1,823		7,476
Grand Golden and Theatre Appeals	11		139,701		125,897
			<u>399,951</u>		<u>408,908</u>

The Accounts were approved by the Trustees on 16th July 2013

Mike Hardy  
**(Chairman)**

# LANCASTER FOOTLIGHTS

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 30 APRIL 2013

#### **1 Accounting policies**

##### **1.1 Basis of preparation**

The accounts have been prepared under the historical cost convention.

The accounts have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005 and the Charities Act 1993.

##### **1.2 Incoming resources**

Activities Income.

Activities income consists of ticket sales, letting, and all other similar income associated with the running of an amateur dramatic organisation and its associated Theatre premises. Income is accounted for on an accruals basis.

Donations and Voluntary Income.

Grants and donations are received from a variety of private sources, are accounted for gross when receivable, and are credited to the accounting period in which the donation or grant is received.

Gifts received in kind, where they are capable of financial measurement are included in the accounts at their estimated valuation.

##### **1.3 Resources expended**

All expenditure is accounted for as and when incurred.

Direct Charitable expenditure includes the direct costs of carrying out the activities of the charity's objectives.

##### **1.4 Tangible fixed assets and depreciation**

The only fixed asset is the Freehold Property known as the Grand Theatre. Major expenditure on the fabric of the building is dealt with through the Sinking Fund, a fund Designated by the Trustees. The building is subject to periodic revaluations.

Depreciation is provided for to comply with current accounting standard and FRS15 as detailed below.

All other assets (e.g. Equipment) are written off fully in the year of purchase as they have little, if any, residual value. However items of equipment which are essentially refurbishment expenditure are dealt with through the Income and Expenditure account, and the Balance Sheet Sinking Fund.

Freehold land is not depreciated

Freehold buildings

50 years straight line

##### **1.5 Stock**

Stocks are valued at the lower of cost or net realisable value.

##### **1.6 Renovation and Refurbishment**

In order to maintain the fabric of the Grand Theatre, Lancaster, substantial sums are required. The building is Grade II listed. There are also plans to construct a new foyer on the side of the Theatre to reduce congestion. Lancaster Footlights has previously established the Grand Golden appeal and the Grand Theatre appeal to raise the necessary funds, and these continue to attract donations. The balance of these funds as at 30 April 2013 stands at £139,701 (2012 - £125,898) which reflects the balance of monies held in the specific designated bank accounts.

**LANCASTER FOOTLIGHTS**

**NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 30 APRIL 2013**

**2 Donations and Legacies**

	Grand Theatre £	Theatre Appeals £	Total 2013 £	Total 2012 £
Legacy	-	-	-	-
Seat Sponsors and Donations	-	-	-	1,210
Covenants	-	6,649	<b>6,649</b>	6,315
Tax Refunds	-	-	-	3,419
	<u>-</u>	<u>6,649</u>	<u><b>6,649</b></u>	<u>10,944</u>

**3 Incoming Resources from Charitable Activities**

	Lancaster Footlights £	Grand Theatre £	Theatre Appeals £	Total 2013 £	Total 2012 £
Season Tickets	728	-	-	<b>728</b>	700
Tickets	74,243	-	-	<b>74,243</b>	72,754
Programme Sales	1,781	-	-	<b>1,781</b>	1,795
Lancaster Footlights Coffee Bar Income	1,103	-	-	<b>1,103</b>	1,250
Merchandising and Sundry Income	1,998	527	-	<b>2,525</b>	2,216
Members Subscriptions	2,138	-	-	<b>2,138</b>	2,571
Fund Raising Activities	-	-	6,280	<b>6,280</b>	9,195
John Bishop's Show - Net	-	8,958	-	<b>8,958</b>	-
Use of Theatre	-	81,023	-	<b>81,023</b>	82,269
Lancaster Footlights	-	24,000	-	<b>24,000</b>	24,000
Theatre Tours	-	515	-	<b>515</b>	312
Bar Receipts	-	23,635	-	<b>23,635</b>	26,760
Catering Receipts	-	20,814	-	<b>20,814</b>	20,347
Costume Hire	-	3,974	-	<b>3,974</b>	3,819
Equipment, Scenery and Props Hire	-	6,522	-	<b>6,522</b>	3,329
Car Park Income	-	950	-	<b>950</b>	1,210
Advertising Income	-	3,975	-	<b>3,975</b>	5,030
	<u>81,991</u>	<u>174,892</u>	<u>6,280</u>	<u><b>263,164</b></u>	<u>257,557</u>

# LANCASTER FOOTLIGHTS

## NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30 APRIL 2013

### 4 Investment Income

	Grand Theatre £	Theatre Appeals £	<b>Total 2013 £</b>	Total 2012 £
Interest Receivable	<u>1,135</u>	<u>3,273</u>	<u><b>4,407</b></u>	<u>2,541</u>

### 5 Total Resources Expended

	Lancaster Footlights £	Grand Theatre £	Theatre Appeals £	<b>Total 2013 £</b>	Total 2012 £
Costs of Activities in Furtherance of the Objects	55,190	215,842	2,000	<b>273,031</b>	248,218
Governance Costs	<u>2,108</u>	<u>3,538</u>	<u>-</u>	<u><b>5,646</b></u>	<u>4,320</u>
	<u><b>57,298</b></u>	<u><b>219,380</b></u>	<u><b>2,000</b></u>	<u><b>278,677</b></u>	<u><b>252,538</b></u>

### 6 Trustees

No Trustee or member of the Management Committees apart from Mr D Slater in his capacity of Treasurer received any remuneration either directly or indirectly during the year.

No Trustee or Member of the Management Committees received any expenses during the year, except in relation to reimbursement of costs necessarily incurred in relation to the charity's activities.

# LANCASTER FOOTLIGHTS

## NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30 APRIL 2013

### 7 Employees

#### Number of Employees

The average monthly number of employees during the year was:

	<b>2013 Number</b>	2012 Number
Theatre Staff (including part time)	<b>12</b>	11

#### Employment Costs

	<b>2013 £</b>	2012 £
Wages and Salaries	<b>66,308</b>	54,059

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

### 8 Tangible Fixed Assets

	<b>Land &amp; Buildings £</b>
<b>Valuation</b>	
<b>At 1 May 2012 and at 30 April 2013</b>	<b>265,000</b>
<b>Depreciation</b>	
At 1 May 2012	36,000
Charge for the Year	4,500
<b>At 30 April 2012</b>	<b>40,500</b>
<b>Net Book Value</b>	
At 30 April 2013	<b>224,500</b>
At 30 April 2011	229,000

The Grand Theatre was revalued on 13 October 2003 by Peill & Company, Chartered Surveyors. The valuation of £265,000 was based, at that time, on market value.

The Trustees are not aware of any material change since the valuation in 2003.

The original cost of the Grand Theatre was £7,000.

Depreciation relating to the Theatre is charged against the Revaluation Reserve.



**LANCASTER FOOTLIGHTS**

**NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 30 APRIL 2013**

**9 Debtors**

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Trade Debtors	-	500
Prepayments	<b>7,502</b>	7,170
	<b>7,502</b>	<b>7,670</b>

**10 Creditors: Amounts Falling Due Within One Year**

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Trade Creditors	<b>5,081</b>	-
Taxes and Social Security Costs	<b>1,277</b>	789
Monies Received in Advance	<b>350</b>	290
Deferred Income	<b>56,723</b>	80,838
Accruals	<b>3,170</b>	3,433
	<b>66,601</b>	<b>85,350</b>

**11 Designated Funds - Other Charitable Funds**

	<b>Balance at</b>	<b>Incoming</b>	<b>Resources</b>	<b>Transfers</b>	<b>Balance at</b>
	<b>1 May 2012</b>	<b>resources</b>	<b>expended</b>		<b>30 April 2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Lancaster Footlights Fund	22,190	81,991	(57,298)	(29,301)	<b>17,582</b>
Grand Theatre General Fund	7,476	176,027	(219,380)	37,700	<b>1,823</b>
Grand Golden and Theatre Appeals	125,898	16,202	(2,000)	(399)	<b>139,701</b>
	<b>155,564</b>	<b>274,221</b>	<b>(278,677)</b>	<b>8,000</b>	<b>159,106</b>

**Theatre Revaluation Reserve**

This fund merely records the ongoing surpluses, or deficits, on the periodic revaluation of the Grand Theatre. It cannot be utilised for any other purpose.

The Grand Theatre was purchased for £7,000 on 8 January 1951. The asset value of the Theatre had reduced, by depreciation, to £2,655 by 1981, after which time depreciation was charged. The revaluation in 1988 to £175,000 provided a revaluation Reserve balance of £172,345. The revaluation in 2003, from £172,000 to £265,000 added a further £93,000 to the Reserve, making a total Revaluation Reserve of £265,345. This reserve has been reduced by £36,000 to £224,845 due to depreciation charge in the current and previous years.

**Theatre Sinking Fund**

This fund has been established in order to provide a designated reserve for long term maintenance of the Theatre. A balance of £16,000 (2012 - £24,000) has been designated by the Trustees in the year against expected future costs.

## LANCASTER FOOTLIGHTS

### NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30 APRIL 2013

#### 12 Analysis of Net Assets Between Funds

	Other Charitable Funds £	Theatre Sinking Fund £	Theatre Revaluation Reserve £	Total £
Fund Balances at 30 April 2013 are Represented by:				
Tangible Fixed Assets	-	-	224,500	<b>224,500</b>
Current Assets	225,707	16,000	345	<b>242,052</b>
Creditors: Amounts Falling Due Within One Year	(66,601)	-	-	<b>(66,601)</b>
	<u>159,106</u>	<u>16,000</u>	<u>224,845</u>	<u><b>399,951</b></u>

#### 13 Contingent Liabilities

There were no Contingent Liabilities as at 30 April 2013 or 30 April 2012.

#### 14 Commitments Under Operating Leases

At 30 April 2013 the company had annual commitments under non-cancellable operating leases as follows:

	<b>Land &amp; Buildings</b>	
	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Expiry date:		
Within one year	<b>3,186</b>	4,248
Between two and five years	<u>-</u>	<u>3,186</u>

Lancaster Footlights has a rental commitment over a storage unit. The annual charge payable which includes rent, insurance and service charge on this unit is £4,248 (2012 £4,248). The licence has been re-negotiated to allow sub letting of the premises and accordingly, but at this time there is no-one sub letting the unit. The current lease expires on 31st January 2014.

#### 15 Capital Commitments

There were no Capital Commitments as at 30 April 2013 or 30 April 2012.

#### 16 Taxation

As a charity, Lancaster Footlights is exempt from tax on income and gains falling with Section 505 of the Taxes Act 1988, or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

**LANCASTER FOOTLIGHTS****DETAILED INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 30 APRIL 2013****Lancaster Footlights**

	2013		2012	
	£	£	£	£
<b>Incoming Resources</b>				
<b>Incoming Resources from charitable activities</b>				
Season Tickets		728		700
Tickets		74,243		72,754
Programmes Sales		1,781		1,795
Lancaster Footlights Coffee Bar Income		1,103		1,250
Merchandising and Sundry Income		1,998		1,790
Members Subscriptions		2,138		2,571
		<u>81,991</u>		<u>80,860</u>
<b>Resources Expended</b>				
<b>Cost of Activities in Furtherance of the Charity's Objects</b>				
Notional Rent	24,000		24,000	
Postage and Stationery	701		307	
Production Expenses	22,640		17,765	
Production Publicity	2,395		3,178	
Rent of Unit	4,375		2,810	
Rent of Rehearsal Room	105		37	
Rented Unit Water Rates and Insurance	386		61	
PRS	587		676	
	<u>55,190</u>		<u>48,834</u>	
<b>Governance Costs</b>				
Accountancy	950		900	
Sundry Expenses	608		276	
Credit Card Fees	550		800	
	<u>2,108</u>		<u>1,976</u>	
<b>Total Resources Expended</b>		<u>57,298</u>		<u>50,810</u>
<b>Net Incoming Resources for the Year</b>		24,694		30,050
<b>Balance Brought Forward at 1 May 2012</b>		22,189		9,639
<b>Transfer Between Funds - Grand Theatre</b>		(29,301)		(17,500)
<b>Balance Carried Forward at 30 April 2013</b>		<u>17,582</u>		<u>22,189</u>

**LANCASTER FOOTLIGHTS**

**DETAILED INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 30 APRIL 2013**

**Grand Theatre**

	2013		2012	
	£	£	£	£
<b>Incoming Resources</b>				
<b>Incoming Resources from Charitable Activities</b>				
Musical Society and Community Group Lets		29,587		20,700
Professional Lets		51,436		61,569
John Bishop's Show - Net income		8,958		-
Car Park Income		950		1,210
Advertising Income		3,975		5,030
Lancaster Footlights Rent		24,000		24,000
Equipment, Scenery and Props Hire		6,522		3,329
Theatre Tours		515		312
Bar Receipts		23,635		26,760
Coffee Bar Receipts		20,814		20,347
Costume Hire		3,974		3,819
Miscellaneous Income		527		426
		<u>174,892</u>		<u>167,502</u>
Investment Income		1,135		703
<b>Total Incoming Resources</b>		<b>176,027</b>		<b>168,205</b>
<b>Resources Expended</b>				
<b>Cost of Activities in Furtherance of the Objects</b>				
Box Office Salaries	10,820		10,127	
Theatre Manager Salary	30,827		22,467	
Security Salary	5,644		4,935	
Technician Costs	11,446		9,220	
General Duties Assistant	3,708		4,908	
Cleaner Salary	2,863		2,401	
Water and Sewerage Charges	1,415		3,247	
Insurance	4,645		4,737	
Heat and Light	9,297		7,743	
Repairs and Maintenance	13,818		10,501	
Postage, Stationery and Office Costs	10,765		5,557	
Computing Costs	4,277		2,665	
Equipment Purchased	10,392		10,150	
Bar Purchases	15,303		15,767	
Coffee Bar Purchases	13,790		12,643	
Cleaning	4,054		4,044	
Training	774		-	
Fees, Licences and PRS	2,084		407	
Advertising	31,642		20,709	
Tickets	1,020		1,377	
Infrequent Repairs and Improvements	22,403		36,731	
Car Park Rent	3,142		3,432	
Telephone	2,047		2,074	
Credit Card Fees	(921)		(395)	
Costume Expenses	154		-	
Subscriptions	181		173	
Sundry & Miscellaneous Expenses	251		882	
		<u>215,842</u>		<u>196,502</u>

**LANCASTER FOOTLIGHTS**

**DETAILED INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 30 APRIL 2013**

	2013		2012	
	£	£	£	£
<b>Governance Costs</b>				
Accountancy Charges	2,010		1,840	
Treasurer's honorarium	1,000		800	
Payroll Charges	528		504	
	<u>3,538</u>		<u>3,144</u>	
<b>Total Resources Expended</b>		<u>219,380</u>		<u>199,646</u>
<b>Net Incoming Resources for the Year</b>		(43,353)		(31,442)
<b>Balance Brought Forward at 1 May 2012</b>		7,475		29,417
<b>Transfer Between Funds - Lancaster Footlights</b>		29,700		17,500
<b>Transfer from/(to) Balance Sheet Sinking Fund</b>		8,000		(8,000)
		<u>1,822</u>		<u>7,475</u>

**LANCASTER FOOTLIGHTS****DETAILED INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 30 APRIL 2013

**Golden Appeal**

	2013 £	2012 £
<b>Incoming Resources</b>		
<b>Donations and Legacies</b>		
Golden Appeal Covenants	-	-
Golden Appeal Tax Refund	-	3,419
Donations	-	-
	<hr/>	<hr/>
	-	3,419
<b>Incoming Resources from Charitable Activities</b>	-	-
	<hr/>	<hr/>
	-	3,419
<b>Net Incoming Resources for the Year</b>	-	3,419
<b>Balance Brought Forward at 1 May 2012</b>	49,036	45,617
<b>Balance Carried Forward at 30 April 2013</b>	<hr/> <hr/> <b>49,036</b>	<hr/> <hr/> <b>49,036</b>

**Grand Theatre Appeal**

<b>Incoming Resources</b>		
<b>Donations and Legacies</b>		
Appeal Covenants	6,649	6,314
Fundraising	6,280	9,195
Donations		1,210
	<hr/>	<hr/>
	12,929	16,719
<b>Investment Income</b>	3,273	1,838
	<hr/>	<hr/>
	16,202	18,557
<b>Resources Expended</b>		
Fundraising Expenses	2,000	2,082
<b>Net Incoming Resources for the Year</b>	<hr/> <b>14,202</b>	<hr/> <b>16,475</b>
<b>Balance Brought Forward at 1 May 2012</b>	76,862	60,387
<b>Transfer Between Funds</b>	(399)	-
	<hr/>	<hr/>
<b>Balance Carried Forward at 30 April 2013</b>	<hr/> <hr/> <b>90,665</b>	<hr/> <hr/> <b>76,862</b>
<b>Total Appeals Balance Carried Forward at 30 April 2013</b>	<hr/> <hr/> <b>139,701</b>	<hr/> <hr/> <b>125,898</b>