

Charity Registration No. 509425

**LANCASTER FOOTLIGHTS
TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 30 APRIL 2012**

LANCASTER FOOTLIGHTS

LEGAL AND ADMINISTRATIVE INFORMATION

| | | |
|--|---|---|
| Trustees approving the accounts | Mike Hardy June Akrigg David Slater James Smith Dorothy Walker Emily Jefferson Paul Mullineaux Sim Lane-Dixon Donna Pullin Terry Akrigg Carl Hayhurst | Chairman Secretary Finance Director |
| Theatre manager | Elaine Singleton | |
| Secretary | June Akrigg | |
| Charity Number | 509425 | |
| Independent examiner | Charles R Willett of Taylor, Robertson & Willett Limited, Chartered Certified Accountants, 95 King Street Lancaster, Lancashire, LA1 1RH | |
| Bankers | 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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LANCASTER FOOTLIGHTS

TRUSTEES' REPORT FOR THE YEAR ENDED 30th APRIL 2012

The trustees present their report and accounts for the year ended 30 April 2012.

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
Bar Manager
Coffee Bars Manager
Costume Management and Hire Manager
Footlights costume co-ordination manager
New Spaces Fund raising Committee

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.

LANCASTER FOOTLIGHTS

TRUSTEES' REPORT FOR THE YEAR ENDED 30th APRIL 2012

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 materialize.

This assessment has in the past resulted in comprehensive emergency procedures (which are regularly exercised), pre-performance safety checks, improvements to the fire detection system and production of generic risk assessments. Financial risks are managed by limiting delegations, spending controls 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 objectives 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.

Communications to members

A monthly members' newsletter (Footnote) keeps members informed of Footlights activities and Board meeting decisions. Informal meetings of members and "Friends of the Grand" take place on Saturday Mornings in the theatre foyer. Total membership for the year was 271 (296 in 2010/11) with a further 36 "Friends of the Grand". "Friends of the Grand" help with theatre related activities in addition to Footlights members but do not specifically take part in Footlights activities.

Productions by other Amateur Groups

Four local Musical Societies hired the theatre for a week each and produced a variety of musical shows. Two of the local dancing schools hired the theatre for dancing shows involving their pupils. The theatre 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 Four Divorces and a wedding.

Productions by Professional Companies

Various professional companies hired the theatre for 56 nights in total. The productions varied in their nature and appeal including ballet, tribute bands, musical shows, and several nationally known comedians. Some of these were Shappi Khorsandi, Chubby Brown, Cannon and Ball, Barry Cryer, Freddie Starr and Jenny Eclair. Specific childrens' related shows included "The Dragon who lost his home", "Hairy Maclary" and "The Chuckle Brothers". The wide range of acts programmed is designed to attract different audience types to the theatre and hopefully entice them into becoming regular theatre goers.

LANCASTER FOOTLIGHTS

TRUSTEES' REPORT FOR THE YEAR ENDED 30th APRIL 2012

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.

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

There was a reduction of one staff member in the box office this year. 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 was slightly down on the year before reflecting four fewer performances. However, the average capacity factor was 1% higher than last year at 57% mainly due to the increase in Footlights audience sizes. Internet bookings again increased from the previous year with the overall average figure now rising to 33%. The community groups experienced a significant increase in internet bookings due to the change in ticket sales policy from some of the groups.

| Organisations | Performances 2010/11 | Performances 2011/12 | Seats sold 2010/11 | Seats sold 2011/12 |
|-------------------|-------------------------|-------------------------|-----------------------|-----------------------|
| Footlights | 36 | 38 | 8,837 | 9,814 |
| Community groups | 39 | 41 | 10,192 | 11,311 |
| Professional acts | 64 | 56 | 17,151 | 14,250 |
| Total | 139 | 135 | 36,180 | 35,375 |

| Organisations | Internet bookings 2010/11 | Internet bookings 2011/12 |
|-------------------|---------------------------|---------------------------|
| Footlights | 16% | 32% |
| Community groups | 6% | 27% |
| Professional acts | 38% | 40% |

Average capacities were as follows:

| | 2010/11 | 2011/12 | Change |
|-------------------|---------|------------|--------|
| Footlights shows | 39% | 56% | +17% |
| Community groups | 59% | 60% | +1% |
| Professional acts | 56% | 55% | -0.7% |

LANCASTER FOOTLIGHTS

TRUSTEES' REPORT FOR THE YEAR ENDED 30th APRIL 2012

Production of plays

During the financial year Footlights presented the following productions

| | |
|----------------------|-----------------|
| The Twits | Roald Dahl |
| Bedroom Farce | Alan Ayckbourn |
| Cinderella Pantomime | Lynne Schofield |
| Spring and Port Wine | Bill Naughten |
| Blood Brothers | Willy Russell |

In addition, Act One Summer School was run by Footlights for a week in August ending in a performance of Bugsy Malone.

Studio Footlights

Studio Footlights was set up as an additional string to Footlights bow to complement the mainstream Footlights productions at the Grand. It is intended to allow Footlights to offer 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 venue chosen for the first studio performance was the Gregson Community and Arts Centre, less than ½ mile away from the Grand. A rolling programme of three plays each year is being planned. The first production planned was "The Pillow Man" by Martin McDonagh which attracted many new members to be in the cast.

FINANCIAL PERFORMANCE

Overall Trading results

Following last year's trading surplus of £39K, this year also turned in a trading surplus of £36.8K. Again a significant contribution came from the professional lets but Footlights attendances were also up on last year - the pantomime was watched by over 6,000 people and Rebecca and Blood Brothers 1,300 and 1,400 respectively.

On-line booking

Since the introduction of internet booking in 2009, the proportion of internet booking has increased year on year. This has been a major factor in the increase in professional let attendance levels. The figures for on-line bookings this year continued this trend. The majority of the on-line bookings were for professional acts at 40% (38% 2010/11) but Footlights were not far behind at 32% (16% 2010/11) and the community groups increased their on-line bookings significantly to 27% from 6% in 2010/11.

Capital items

All the items listed in last year's accounts have been purchased or the work done plus two additional large jobs – the upgrading the computer systems and electrical upgrading work mainly back stage. Details are:

| | | |
|---|---|---------|
| 1 | Replacement of 2 sets of stalls external doors | £ 2.4K |
| 2 | Installation of an additional motorised storage bar at the rear of the stage to improve lamp storage facilities | £ 2.4K |
| 3 | Replacement of the worn out and stained stalls carpet | £ 1.9K |
| 4 | Removal of remaining cast iron heating system pipework and radiator in the stalls and regulation of flows to the stage and dressing rooms | £ 7.9K |
| 5 | Updating of lighting control desk | £ .6K |
| 6 | Loading ramp and platform | £ .1K |
| 7 | Mandatory replacement of radio microphones | £ 9.8K |
| 8 | Replacement server | £ 4.5K |
| 9 | Stage camera | £ 0.9K |
| | Total | £ 36.7K |

LANCASTER FOOTLIGHTS

TRUSTEES' REPORT FOR THE YEAR ENDED 30th APRIL 2012

Income

The revenue from Footlights benefitted from well attended productions with box office receipts £9K up on last year at £73K (£64K 2010/11). Income from professional lets was also up on last year. Again, careful selection of visiting acts and keen contract negotiations by the Theatre Manager produced excellent results. The total professional lets income was up £4K at £61K compared to £57K last year.

Support Businesses - bar, coffee bars and costume hire

The support businesses produced a net income of £22K (£2K down on last year). It was made up as follows:

| | |
|--------------|---------------------|
| Bar | £10.9K (2011: £15K) |
| Coffee bars | £7.7K (2011: £8.5K) |
| Costume hire | £3.8K (2011: £1.1K) |
| | £22.0K |

Bar profits were down on last year reflecting lower sales volumes of £26.6K against £32K last year. Coffee bar profit was slightly down on last year again on slightly reduced sales (£20.3K against £20.9K). Costume hire profit easily beat their £2500 target set last year. This was a result of the combination of a review of hire terms and conditions, increased hire charges and regular Saturday morning openings. Costs were also reduced by moving costumes stored in rented accommodation to the Lune Estate scenery store saving £600 per annum.

Publicity

A total of £20.7K (£18.6K in 2010/11) was spent on advertising and marketing. The advertising costs were made up as follows:

| | 2011/12 | 2010/11 |
|--|---------|---------|
| Newspaper and radio advertising | £6,590 | £5553 |
| Production and distribution of two "What's on" brochures | £8,807 | £6868 |
| External Posters | £2,830 | £4190 |
| Miscellaneous | £2,482 | £1988 |
| | £20,709 | £18599 |

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 had risen to £67K which will reduce following expenditure on capital items and improvements in 2012/13. The expenditure will be limited to that required to maintain the £20K reserve.

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 30th April 2012 stood at £126K (£106K 2010/11). Fund raising continues to fund the required balance of £510K.

LANCASTER FOOTLIGHTS

TRUSTEES' REPORT FOR THE YEAR ENDED 30th APRIL 2012

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 |

To recognise the work and dedication to the Grand Theatre of Ray Langley, Footlights President and the Custodian Trustee who passed away last year, Box B was renamed "The Langley Box" in February 2012.

Planned work for 2012/13

- | | |
|--|-------------|
| 1. Purchase of 18 LED par cans and 12 LED bars to reduce electricity consumption, improve lighting quality and flexibility and reduce the need for gels. | £10K |
| 2. Replacement of the fire curtain | £20K |
| 3. Re-tiling of the ground floor toilets floors | £ 3K |
| 4. Replacement of the foyer carpet | £ 2K |
| 5. Upgrade and enlargement of the under stage toilet | <u>£ 2K</u> |
| | £38K |

Future Direction

There are five key actions:

1. Continue raising the required additional £510K to build the new foyer.
2. Continue to expand the use of the theatre as a community facility.
3. Build on the success of the Studio Footlights to improve the range of plays available both to actors and the general public.
4. Continue the drive to interest new, younger members to ensure continuity in the long term.
5. Continue the programme of replacement of ageing equipment

Signed by the Chairman on behalf of the Trustees



Mike Hardy

24 October 2012

Dated

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 2012, 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;have not been met; or
- (b) 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

24 October 2012
Dated

LANCASTER FOOTLIGHTS

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 30 APRIL 2012

| | Notes | Lancaster Footlights £ | Grand Theatre £ | Appeals & Legacy £ | Total 2012 £ | Total 2011 £ |
|---|-------|------------------------------|-----------------------|--------------------------|--------------------|--------------------|
| Incoming Resources from Generated Funds | | | | | | |
| Donations, Legacies and Grants | 2 | - | - | 10,943 | 10,943 | 12,144 |
| Investment Income | 4 | - | 703 | 1,838 | 2,541 | 804 |
| | | - | 703 | 12,781 | 13,484 | 12,948 |
| Incoming Resources from Charitable Activities | 3 | 80,859 | 167,503 | 9,195 | 257,557 | 248,295 |
| Total Incoming Resources | | 80,859 | 168,205 | 21,976 | 271,041 | 261,243 |
| Resources Expended | | | | | | |
| Cost of Activities in Furtherance of the Objects | | 48,832 | 197,303 | 2,082 | 248,218 | 198,788 |
| Governance Costs | | 1,976 | 2,344 | - | 4,320 | 4,371 |
| Total Resources Expended | | 50,809 | 199,647 | 2,082 | 252,538 | 203,158 |
| Net Incoming Resources Before Transfers | | 30,051 | (31,442) | 19,894 | 18,503 | 58,084 |
| Transfer to Balance Sheet Sinking Fund | | - | (8,000) | - | (8,000) | (8,000) |
| Net Income for the Year/Net Incoming Resources | | 30,051 | (39,442) | 19,894 | 10,503 | 50,084 |
| Transfer between funds | | (17,500) | 17,500 | - | - | - |
| Fund Balance at 1 May 2011 | | 9,639 | 29,417 | 106,004 | 145,060 | 94,976 |
| Fund balances at 30 April 2012 | | 22,190 | 7,475 | 125,898 | 155,563 | 145,060 |

LANCASTER FOOTLIGHTS

BALANCE SHEET

AS AT 30 APRIL 2012

| | Notes | 2012 | | 2011 | |
|---|-------|-----------------|----------------|-----------------|----------------|
| | | £ | £ | £ | £ |
| Fixed Assets | | | | | |
| Tangible Assets | 8 | | 229,000 | | 233,500 |
| Current Assets | | | | | |
| Stocks | | 1,960 | | 1,690 | |
| Debtors | 9 | 7,670 | | 9,408 | |
| Cash at Bank and in Hand | | 255,628 | | 200,675 | |
| | | <u>265,258</u> | | <u>211,773</u> | |
| Creditors: Amounts Falling Due Within One Year | 10 | <u>(85,350)</u> | | <u>(50,368)</u> | |
| | | | 179,908 | | 161,405 |
| | | | <u>408,908</u> | | <u>394,905</u> |
| Income Funds | | | | | |
| Unrestricted Funds: | | | | | |
| Revaluation Reserve | 11 | | 229,345 | | 233,845 |
| Sinking Fund | 11 | | 24,000 | | 16,000 |
| Designated Funds - Other Charitable Funds: | | | | | |
| Lancaster Footlights | 11 | | 22,190 | | 9,639 |
| Grand Theatre General Fund | 11 | | 7,476 | | 29,417 |
| Grand Golden and Theatre Appeals | 11 | | 125,897 | | 106,004 |
| | | | <u>408,908</u> | | <u>394,905</u> |

The Accounts were approved by the Trustees on

10th July 2012

Mike Hardy
 Mike Hardy
 (Chairman)

LANCASTER FOOTLIGHTS

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2012

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 2012 stands at £125,898 (2011 - £106,004) 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 2012

2 Donations and Legacies

| | Grand Theatre £ | Theatre Appeals £ | Total 2012 £ | Total 2011 £ |
|-----------------------------|-----------------------|-------------------------|----------------------|--------------------|
| Legacy | - | - | - | - |
| Seat Sponsors and Donations | - | 1,210 | 1,210 | 168 |
| Covenants | - | 6,315 | 6,315 | 9,099 |
| Tax Refunds | - | 3,419 | 3,419 | 2,877 |
| | <u>-</u> | <u>10,943</u> | <u>10,943</u> | <u>12,144</u> |

3 Incoming Resources from Charitable Activities

| | Lancaster Footlights £ | Grand Theatre £ | Theatre Appeals £ | Total 2012 £ | Total 2011 £ |
|--|------------------------------|-----------------------|-------------------------|-----------------------|--------------------|
| Season Tickets | 700 | - | - | 700 | 825 |
| Tickets | 72,754 | - | - | 72,754 | 63,899 |
| Programme Sales | 1,795 | - | - | 1,795 | 1,838 |
| Lancaster Footlights Coffee Bar Income | 1,250 | - | - | 1,250 | 1,191 |
| Merchandising and Sundry Income | 1,790 | 426 | - | 2,216 | 1,968 |
| Members Subscriptions | 2,571 | - | - | 2,571 | 2,568 |
| Fund Raising Activities | - | - | 9,195 | 9,195 | 9,318 |
| Use of Theatre | - | 82,269 | - | 82,269 | 78,926 |
| Lancaster Footlights | - | 24,000 | - | 24,000 | 23,000 |
| Theatre Tours | - | 312 | - | 312 | 340 |
| Bar Receipts | - | 26,760 | - | 26,760 | 32,176 |
| Catering Receipts | - | 20,347 | - | 20,347 | 20,897 |
| Costume Hire | - | 3,819 | - | 3,819 | 1,883 |
| Equipment, Scenery and Props Hire | - | 3,329 | - | 3,329 | 1,946 |
| Car Park Income | - | 1,210 | - | 1,210 | 1,270 |
| Advertising Income | - | 5,030 | - | 5,030 | 6,250 |
| | <u>80,859</u> | <u>167,503</u> | <u>9,195</u> | <u>257,557</u> | <u>248,295</u> |

LANCASTER FOOTLIGHTS

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30 APRIL 2012

4 Investment Income

| | Grand Theatre £ | Theatre Appeals £ | Total 2012 £ | Total 2011 £ |
|---------------------|-----------------------|-------------------------|-----------------------------|--------------------|
| Interest Receivable | <u>703</u> | <u>1,838</u> | <u>2,541</u> | <u>804</u> |

5 Total Resources Expended

| | Lancaster Footlights £ | Grand Theatre £ | Theatre Appeals £ | Total 2012 £ | Total 2011 £ |
|---|------------------------------|-----------------------|-------------------------|-----------------------------|-----------------------|
| Costs of Activities in Furtherance of the Objects | 48,832 | 197,303 | 2,082 | 248,218 | 198,788 |
| Governance Costs | <u>1,976</u> | <u>2,344</u> | <u>-</u> | <u>4,320</u> | <u>4,371</u> |
| | <u>50,809</u> | <u>199,647</u> | <u>2,082</u> | <u>252,538</u> | <u>203,158</u> |

6 Trustees

No Trustee or member of the Management Committees 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 2012

7 Employees

Number of Employees

The average monthly number of employees during the year was:

| | 2012 Number | 2011 Number |
|-------------------------------------|------------------------|----------------|
| Theatre Staff (including part time) | <u>11</u> | <u>10</u> |

Employment Costs

| | 2012 £ | 2011 £ |
|--------------------|-------------------|---------------|
| Wages and Salaries | <u>54,059</u> | <u>50,219</u> |

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

8 Tangible Fixed Assets

| | Land & Buildings £ |
|--|---------------------------------------|
| Valuation At 1 May 2011 and at 30 April 2012 | <u>265,000</u> |
| Depreciation At 1 May 2011 | 31,500 |
| Charge for the Year | 4,500 |
| At 30 April 2012 | <u>36,000</u> |
| Net Book Value At 30 April 2012 | <u>229,000</u> |
| At 30 April 2011 | <u>233,500</u> |

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 2012

| 9 Debtors | 2012 | 2011 |
|------------------|---------------------|--------------|
| | £ | £ |
| Trade Debtors | 500 | 2,500 |
| Prepayments | 7,170 | 6,908 |
| | <u>7,670</u> | <u>9,408</u> |

| 10 Creditors: Amounts Falling Due Within One Year | 2012 | 2011 |
|--|----------------------|---------------|
| | £ | £ |
| Trade Creditors | - | - |
| Taxes and Social Security Costs | 789 | 749 |
| Monies Received in Advance | 290 | 860 |
| Deferred Income | 80,838 | 44,504 |
| Accruals | 3,433 | 4,255 |
| | <u>85,350</u> | <u>50,368</u> |

11 Designated Funds - Other Charitable Funds

| | Balance at 1 May 2011 | Incoming resources | Resources expended | Transfers | Balance at 30 April 2012 |
|----------------------------------|----------------------------------|-------------------------------|-------------------------------|-----------------------|-------------------------------------|
| | £ | £ | £ | £ | £ |
| Lancaster Footlights Fund | 9,639 | 80,859 | (50,809) | (17,500) | 22,190 |
| Grand Theatre General Fund | 29,417 | 168,205 | (199,647) | 9,500 | 7,476 |
| Grand Golden and Theatre Appeals | 106,004 | 21,976 | (2,082) | - | 125,897 |
| | <u>145,061</u> | <u>271,041</u> | <u>(252,538)</u> | <u>(8,000)</u> | <u>155,563</u> |

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 2004, 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 £229,345 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 £24,000 (2011 - £16,000) 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 2012

12 Analysis of Net Assets Between Funds

| | Other Charitable Funds £ | Theatre Sinking Fund £ | Theatre Revaluation Reserve £ | Total £ |
|--|-----------------------------------|---------------------------------|--|----------------|
| Fund Balances at 30 April 2012 are Represented by: | | | | |
| Tangible Fixed Assets | - | - | 229,000 | 229,000 |
| Current Assets | 240,913 | 24,000 | 345 | 265,258 |
| Creditors: Amounts Falling Due Within One Year | (85,350) | - | - | (85,350) |
| | <u>155,563</u> | <u>24,000</u> | <u>229,345</u> | <u>408,908</u> |

13 Contingent Liabilities

There were no Contingent Liabilities as at 30 April 2012 or 30 April 2011.

14 Commitments Under Operating Leases

At 30 April 2012 the company had annual commitments under non-cancellable operating leases as follows:

| | Land & Buildings | |
|----------------------------|------------------|----------|
| | 2012 | 2011 |
| | £ | £ |
| Expiry date: | | |
| Within one year | 4,248 | 3,186 |
| Between two and five years | <u>3,186</u> | <u>-</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 (2011 £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 2012 or 30 April 2011.

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 2012

Lancaster Footlights

| | 2012 | | 2011 | |
|---|---------------|----------------------|---------------|---------------|
| | £ | £ | £ | £ |
| Incoming Resources | | | | |
| Incoming Resources from charitable activities | | | | |
| Season Tickets | | 700 | | 825 |
| Tickets | | 72,754 | | 63,899 |
| Programmes Sales | | 1,795 | | 1,838 |
| Lancaster Footlights Coffee Bar Income | | 1,250 | | 1,191 |
| Merchandising and Sundry Income | | 1,790 | | 1,913 |
| Members Subscriptions | | 2,571 | | 2,568 |
| | | <u>80,859</u> | | <u>72,235</u> |
| | | | | |
| Resources Expended | | | | |
| Cost of Activities in Furtherance of the Charity's Objects | | | | |
| Notional Rent | 24,000 | | 23,000 | |
| Postage and Stationery | 307 | | 423 | |
| Production Expenses | 17,765 | | 12,926 | |
| Production Publicity | 3,178 | | 3,205 | |
| Rent of Unit | 2,810 | | 5,154 | |
| Rent of Rehearsal Room | 37 | | 966 | |
| Rented Unit Water Rates and Insurance | 61 | | 279 | |
| PRS | 676 | | 424 | |
| | <u>48,832</u> | | <u>46,377</u> | |
| | | | | |
| Governance Costs | | | | |
| Accountancy and Payroll | 900 | | 875 | |
| Sundry Expenses | 276 | | 528 | |
| Credit Card Fees | 800 | | 749 | |
| | <u>1,976</u> | | <u>2,152</u> | |
| | | | | |
| Total Resources Expended | | <u>50,809</u> | | <u>48,528</u> |
| | | | | |
| Net Incoming Resources for the Year | | 30,051 | | 23,706 |
| | | | | |
| Balance Brought Forward at 1 May 2011 | | 9,639 | | 3,433 |
| | | | | |
| Transfer Between Funds - Grand Theatre | | (17,500) | | (17,500) |
| | | | | |
| Balance Carried Forward at 30 April 2012 | | <u>22,190</u> | | <u>9,639</u> |

LANCASTER FOOTLIGHTS

DETAILED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 APRIL 2012

Grand Theatre

| | 2012 | | 2011 | |
|---|--------|----------------|--------|----------------|
| | £ | £ | £ | £ |
| Incoming Resources | | | | |
| Incoming Resources from Charitable Activities | | | | |
| Amateur Group Lets | | 20,700 | | 21,880 |
| Professional Lets | | 61,569 | | 57,046 |
| Car Park Income | | 1,210 | | 1,270 |
| Advertising Income | | 5,030 | | 6,250 |
| Lancaster Footlights Rent | | 24,000 | | 23,000 |
| Equipment, Scenery and Props Hire | | 3,329 | | 1,946 |
| Theatre Tours | | 312 | | 340 |
| Bar Receipts | | 26,760 | | 32,176 |
| Coffee Bar Receipts | | 20,347 | | 20,897 |
| Costume Hire | | 3,819 | | 1,883 |
| Miscellaneous Income | | 426 | | 55 |
| | | <u>167,503</u> | | <u>166,743</u> |
| Investment Income | | 703 | | 277 |
| Total Incoming Resources | | <u>168,205</u> | | <u>167,020</u> |
| Resources Expended | | | | |
| Cost of Activities in Furtherance of the Objects | | | | |
| Box Office Salaries | 10,127 | | 9,979 | |
| Theatre Manager Salary | 22,467 | | 21,050 | |
| Security Salary | 4,935 | | 5,995 | |
| Technician Salary and Contractor's Cost | 9,220 | | 7,504 | |
| General Duties Assistant | 4,908 | | 3,500 | |
| Cleaner Salary | 2,401 | | 3,132 | |
| Water and Sewerage Charges | 3,247 | | 1,608 | |
| Insurance | 4,737 | | 5,363 | |
| Heat and Light | 7,743 | | 4,355 | |
| Repairs and Maintenance | 10,501 | | 10,502 | |
| Postage, Stationery and Office Costs | 5,557 | | 4,581 | |
| Computing Costs | 2,665 | | 5,963 | |
| Equipment Purchased | 10,150 | | 2,344 | |
| Bar Purchases | 15,767 | | 17,464 | |
| Coffee Bar Purchases | 12,643 | | 12,321 | |
| Cleaning | 4,044 | | 3,412 | |
| Training | - | | 24 | |
| Fees, Licences and PRS | 407 | | 3,154 | |
| Advertising | 20,709 | | 17,729 | |
| Tickets | 1,377 | | 1,586 | |
| Infrequent Repairs and Improvements | 36,731 | | 2,411 | |
| Car Park Rent | 3,432 | | 3,372 | |
| Telephone | 2,074 | | 1,905 | |
| Credit Card Fees | (395) | | 49 | |
| Costume Expenses | - | | 720 | |
| Subscriptions | 173 | | 169 | |
| Sundry & Miscellaneous Expenses | 1,682 | | 286 | |
| | | <u>197,303</u> | | <u>150,477</u> |

LANCASTER FOOTLIGHTS

DETAILED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 APRIL 2012

| | 2012 | | 2011 | |
|--|--------------|----------------|--------------|----------------|
| | £ | £ | £ | £ |
| Governance Costs | | | | |
| Accountancy Charges | 1,840 | | 1,751 | |
| Payroll Charges | 504 | | 468 | |
| | <u>2,344</u> | | <u>2,219</u> | |
| Total Resources Expended | | <u>199,647</u> | | <u>152,696</u> |
| Net Incoming Resources for the Year | | (31,442) | | 14,324 |
| Balance Brought Forward at 1 May 2011 | | 29,417 | | 5,593 |
| Transfer Between Funds - Lancaster Footlights | | 17,500 | | 17,500 |
| Transfer to Balance Sheet Sinking Fund | | (8,000) | | (8,000) |
| | | <u>7,475</u> | | <u>29,417</u> |

LANCASTER FOOTLIGHTS**DETAILED INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 30 APRIL 2012****Golden Appeal**

| | 2012 £ | 2011 £ |
|--|---------------|---------------|
| Incoming Resources | | |
| Donations and Legacies | | |
| Golden Appeal Covenants | - | 2,104 |
| Golden Appeal Tax Refund | 3,419 | 2,877 |
| Donations | - | - |
| | <u>3,419</u> | <u>4,981</u> |
| Incoming Resources from Charitable Activities | - | - |
| | <u>3,419</u> | <u>4,981</u> |
| Net Incoming Resources for the Year | 3,419 | 4,981 |
| Balance Brought Forward at 1 May 2011 | 45,617 | 40,636 |
| Balance Carried Forward at 30 April 2012 | <u>49,036</u> | <u>45,617</u> |

Grand Theatre Appeal

| | | |
|---|----------------|----------------|
| Incoming Resources | | |
| Donations and Legacies | | |
| Appeal Covenants | 6,315 | 6,995 |
| Fundraising | 9,195 | 9,318 |
| Donations | 1,210 | 168 |
| | <u>16,720</u> | <u>16,481</u> |
| Investment Income | 1,838 | 527 |
| | <u>18,557</u> | <u>17,007</u> |
| Resources Expended | | |
| Fundraising Expenses | 2,082 | 1,934 |
| Net Incoming Resources for the Year | 16,475 | 15,073 |
| Balance Brought Forward at 1 May 2011 | 60,387 | 45,314 |
| Balance Carried Forward at 30 April 2012 | <u>76,862</u> | <u>60,387</u> |
| Total Appeals Balance Carried Forward at 30 April 2012 | <u>125,898</u> | <u>106,004</u> |