

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**  
**(a company limited by guarantee)**

**FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017**

**Company Registration Number: 314064**  
**Charity Registration Number: CHY 13558**

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**CONTENTS PAGE**

<b>CONTENTS</b>	<b>PAGE</b>
Company Information	2
Directors' Report	3
Auditors' Report	8
Statement of Financial Activities	10
Balance Sheet	11
Cash Flow Statement	12
Notes to the Financial Statements	13

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**COMPANY INFORMATION**

Directors	Mr. Ned Sullivan Ms. Rhoda MacManus Mr. Barry McGovern Mr. Tony Condon (resigned 25th April 2017) Mr. Enda Cunningham Ms. Mairead Owens Ms. Philomena Poole Cllr. Mary Hanafin Cllr. Mary Fayne Cllr. Jim Gildea Therese Moylan (appointed 27th June 2017) Chrissie Poulter (appointed 27th June 2017) Conor O'Leary (appointed 26th September 2017)
Secretary	James Doyle
Company Number	314064
Charity Number	CHY 13558
Registered Office	Pavilion Theatre Dun Laoghaire Co. Dublin
Auditors	JPAS Ltd. Ardeen House 10-11 Marine Terrace Dun Laoghaire Co. Dublin
Business Address	Pavilion Theatre Dun Laoghaire Co. Dublin
Bankers	Bank of Ireland Upper Georges Street Dun Laoghaire Co. Dublin

## **THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

### **DIRECTORS' REPORT**

The directors have pleasure in submitting their annual report, together with the financial statements of the company, for the financial year ended 31st December 2016.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Legal Status**

The Pavilion Theatre Management Company CLG is a company registered in Ireland, (Registration Number 314064) which was incorporated on the 21st October 1999 and is a company limited by guarantee not having a share capital. The objects of the company are charitable in nature and it has established charitable status (CHY 13558).

The company is a charity and hence the report and results are presented in a form, which complies both with the requirements of the Companies Act 2014 and also the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) – (Charities SORP (FRS102)).

##### **Appointment of Board Members**

The chief executive (formerly county manager), the chief executive's nominee and the three elected members nominated in accordance with the provisions of Articles 41 and 42 of the Articles of Association shall be ex officio members of the company.

The directors shall have the power at any time, and from time to time, to appoint any person to be a director, either to fill a casual vacancy or as an addition to the existing members, but so that the total number of directors shall not at any time exceed the number fixed in accordance with the Articles of Association.

At each Annual General Meeting, at least one third of the board with the exception of the elected and ex-officio members shall retire from office, but shall be eligible for re-election.

The board of directors, shall not be less than two or more than twenty. The board meet five times a year and there are sub-committees covering, governance and nominations, finance and audit, and remuneration which meet regularly. A theatre director is appointed by the board of directors to manage the day-to-day operations of the theatre.

##### **Directors**

The directors who served on the board during the year are as follows:

Mr. Ned Sullivan (Chairman)	Ms. Rhoda MacManus
Mr. Barry McGovern	Mr. Tony Condon (resigned 25th April 2017)
Mr. Enda Cunningham	Cllr. Mary Hanafin (elected member)
Ms. Mairead Owens (ex-officio member)	Cllr. Jim Gildea (elected member)
Ms. Philomena Poole (ex-officio member)	Cllr. Mary Fayne (elected member)
Ms. Therese Moylan (appointed 27th June 2017)	Ms. Chrissie Poulter (appointed 27th June 2017)
Mr. Conor O'Leary (appointed 26th September 2017)	

There were no other changes in directors between 31st December 2017 and the date of signing the financial statements.

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### DIRECTORS' REPORT

#### Members

Members of the charitable company guarantee to contribute an amount not exceeding €1 to the assets of the charitable company in the event of a winding up. The total number of such guarantees at 31st December 2017 was 7.

#### Principal Risks and Uncertainties

The board of directors have a risk management strategy, which comprises:

- An annual review of the risks the theatre may face.
- The establishment of systems and procedures to manage those risks identified in the review.
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

In addition to financial risk management, particular attention has focussed on non-financial risks arising from fire, health and safety of employees, artists, audience, and child safety issues.

#### Events Since The Year End

There have been no significant events affecting the company since the year-end.

#### OBJECTIVES AND ACTIVITIES

The objects of the Pavilion Theatre Management Company CLG are:

- To manage and operate the Pavilion Theatre on behalf of Dun Laoghaire Rathdown County Council for the benefit of the community.
- The advancement of the education of the public by promoting artistic activities including performance of drama, arts, music, musical compositions, opera and ballet, film shows and poetry readings.

#### ACHIEVEMENTS AND PERFORMANCE

Theatre highlights included: *Private Peaceful*, *I, Malvolio* (Tim Crouch), *Every Brilliant Thing*, *Man in Woman's Shoes & I Hear you & Rejoice* (Mikel Murphy), *Humours of Bandon*, *The Dead*, *My Real Life*, *This Lime Tree Bower*, *Have I No Mouth* (Brokentalkers), *To Hell in a Handbag*, *Dublin Theatre Festival on Blueberry Hill* (Fishamble/Sebastian Barry), *Dublin Theatre Festival Wind Resistance*, *Bite Me*, *Brokentalkers' This Beach*, *Padraig Potts Guide to Walking and Dubliner's Women*, *Bite Me*.

Music highlights throughout the year: *The Black Family*, John O'Connor, Hugh Cornwall, Irish Chamber Orchestra, Christy Moore (5 sold out shows), Vonda Shepard, Josh Ritter, Dillie Keane, Andy Irvine & Donal Lunny, *Acis and Galatea* (OTC), Mary Coughlin, Cathy Jordan, Irish Chamber Orchestra *Back on the Road*, Michael Wollny Trio, Matthew E White, Ralph McTell, Hothouse Flowers, Vladimir & Anton, Dublin Gospel Choir, Young European Strings, Yurdony, Cara Dillon, Eimear Quinn and Jake Clemons.

Our Children's programme included: *The Far Field*, Derek Landy, *We're Going on a Bear Hunt*, *Gruffalo* (13 performances), *The Wolf & Peter / Cois Ceim*, *The Speks*, *Hairy Maclary*, *Jakula*, *Graffiti Classics*, *What the Ladybird Heard* and *Trash Test Dummies*. Other highlights included *Moshim Hamid*, Derek Landy, *Yottem Ottolenghi*, *Sunday Miscellany*, *Ruth Fitzmaurice*, *Mountains to Sea Festival* and *Ruby Wax*.

#### Capital Projects

We were successful with our capital grant application (Dept. of Arts, Heritage, Regional, and Rural & Gaeltacht Affairs) for €150,000; the four areas in which we will allocate this funding towards are:

- To replace fire alarm system (2017)
- To enhance Pavilion Theatre's stage facilities by increasing the height of our rigging system (2018)
- To replace the existing flooring (2017)
- To upgrade the Air Handling system (2018)

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### DIRECTORS' REPORT

Pavilion Theatre will provide matching funds of €150,000 towards these projects.

#### **Patron Donation Fund**

Recipients of 2017 Bursaries, total of €16,600, included: Margaret McAuliffe, Jacinta Sheerin, Anna Newell, Christian O'Reilly, Gillian Grattan, Janet Moran, Una McKeivitt, and Lords of Strut.

#### **FINANCIAL REVIEW**

Pavilion Theatre's Pavilion Theatre's Arts Council annual programming grant for 2017 was €125,000 and the Dún Laoghaire Rathdown County Council revenue grant was €245,000. The gross income for the year was €1,954,934 with a Box Office total of €1,246,117. Cinema tickets sales for January to December 2017 were €132,306.

Pavilion Theatre achieved a net income of €77,330 in 2017, which included capital charge income of €37,131, patrons' donation (artistic development fund) of €25,641, artistic development expenditure of €22,814 and repayment of €25,000 accelerated grant funding from Dún Laoghaire Rathdown County Council.

The residual €12,372 is the operating profit for Pavilion Theatre in 2017.

Pavilion Theatre development in activity 2011 to 2017:

Pavilion Theatre	2011	2012	2013	2014	2015	2016	2017
Total Box Office Revenue	605,219	683,343	738,650	766,262	836,327	993,920	1,246,117
Total Tickets	46,249	50,168	50,786	55,633	65,388	69,524	88,043
Total Number of Events	266	308	291	298	335	376	475

#### **Results For The Year**

The results for the year and the balance sheet are set out on pages 10 to 11.

At the year end the company had assets of €1,000,294 (2016: €815,565) and liabilities of € (502,651) (2016: € (395,252)). The net funds of the company have increased by €77,330 (2016: €90,677) and the directors are satisfied with the level of retained reserves at the year end. Of the net funds at 31st December 2017 of €497,643, €152,328 of this is attributable to restricted funds.

#### **Reserves Policy**

The charity's financial performance is reviewed by the board of directors at each of five board meetings held during the year. The board of directors are satisfied that robust policies, procedures and budgetary controls are in place to ensure that the resources of the company are not depleted unnecessarily.

#### **PLANS FOR FUTURE PERIODS**

Planned Performances and Productions include:

**Theatre** – *Maz & Bricks* (Fishamble), *My Left Nut*, *Underneath* (Pat Kinevane), *Padriag Potts & Under The Bed* (Seamus O'Rourke), *Successful TD*, *Man in the Woman's Shoes & I Hear You and Rejoice* (Mikel Murphy), *Portrait of an Artist as a Young Man* (Rough Magic), *The Importance of Nothing* (Pan Pan) and *Here All Night: The Sound of Beckett*.

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### DIRECTORS' REPORT

**Children's** – Barnstorm, Branar, *Twinkle Twinkle and Gruffalo's Child*.

**Music** – *Simon & Garfunkel Story*, Heidi Talbot, *Shout* (The Musical), *A Spoonful of Sherman*, Iarla O Lionaird, Opera Gala, *The Return of Ulysses*, Martin Hayes & Dennis Cahill, *Tales of Hoffman* (INO), Francis Black / Kieran Goss, Little Green Cars, Iarla Ó Lionáird & Steve Cooney, Carlene Carter, The Return of Ulysses (Irish Opera Collective), Lankum, Peter Broderick, Olafur Arnalds at NCH, Nina: A Story about Me and Nina Simone.

**Dance** – Irish Youth Dance Festival, Irish National Youth Ballet, WRoNGHEADED (Liz Roche) and Flamenco from Seville.

**Cinema** – Regular Monday Night Cinema screenings, Exhibition on Screen, National Theatre Live, Oscar Wilde Season, Royal Opera House and Royal Ballet.

#### STATEMENT OF RELEVANT AUDIT INFORMATION

In accordance with Section 330 of the Companies Act 2014:

- so far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware; and
- each director has taken all steps that he or she ought to have taken as a director in order to make himself or herself aware of the relevant audit information and to establish that the auditor is aware of that information.

#### ACCOUNTING RECORDS

To ensure that proper books and accounting records are kept in accordance with Sections 281 to 285 of the Companies Act, 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books and records are kept at Marine Road, Dun Laoghaire, Co. Dublin.

#### DIRECTORS RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the directors' report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with Companies Act 2014 and accounting standards issued by the Financial Reporting Council, and promulgated by Chartered Accountants Ireland including FRS 102 The Financial Reporting Standard applicable in the UK and Ireland (Generally Accepted Accounting Practice in Ireland) as modified by the Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1st January 2015. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### DIRECTORS' REPORT

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Auditors

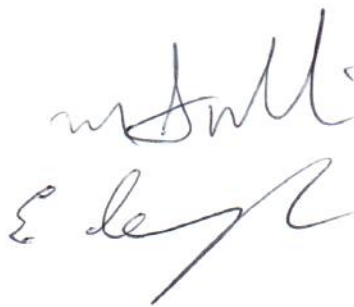
The Auditors, JPAS Ltd., Chartered Accountants, continue in office in accordance with section 383(2) of the Companies Act, 2014.

On behalf of the Directors

**Ned Sullivan**  
Director

**Enda Cunningham**  
Director

**27th April 2018**

The block contains two handwritten signatures in black ink. The top signature is for Ned Sullivan and the bottom signature is for Enda Cunningham. Both signatures are cursive and stylized.

## **THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS**

#### **OPINION**

We have audited the financial statements of The Pavilion Theatre Management Company CLG (the 'company') for the year ended 31st December 2017 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" as modified by the Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1st January 2015.

In our opinion, the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31st December 2017 and of its surplus for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

#### **BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) 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 Ireland, including the Ethical Standard as issued by the Irish Auditing and Accounting Service Authority ("IAASA") Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 21 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **CONCLUSIONS RELATING TO GOING CONCERN**

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

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

#### **OTHER INFORMATION**

The 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. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **OPINIONS ON OTHER MATTERS PRESCRIBED BY COMPANIES ACT 2014**

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

- we have obtained all the information and explanations which we consider necessary for the purposes of our audit;

## **THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS**

- the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited;
- the financial statements are in agreement with the accounting records;
- the information given in the Director's Report is consistent with the financial statements; and
- the Director's Report has been prepared in accordance with the Companies Act 2014.

#### **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

#### **RESPONSIBILITIES OF DIRECTORS FOR THE FINANCIAL STATEMENTS**

As explained more fully in the Directors' Responsibilities Statement set out on page 6, 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 (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our audit report.

#### **THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES**

This report is made solely to the company's members as a body in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters that we are required to state to them in the audit 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 or the company's members as a body for our audit work, for this report, or for the opinions we have formed.

  
**Jill Percival**  
**For and on Behalf of**  
**JPAS Ltd.**  
**Chartered Accountants**  
**and Statutory Audit Firm**

**27th April 2018**

**Ardeen House**  
**10/11 Marine Terrace**  
**Dun Laoghaire**  
**Co. Dublin**

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017**

	Note	2017 Unrestricted Funds €	2017 Restricted Funds €	2017 Total Funds €	2016 Total Funds €
<b>Income</b>					
Grants and Donations	2	387,028	25,641	412,669	447,688
<i>Income from Charitable Activities</i>					
Operation of Theatre	3	1,342,387	-	1,342,387	1,046,384
<i>Income from Other Trading Activities</i>					
Trading Operations	4	191,324	-	191,324	175,698
Other Income		17,932	-	17,932	11,471
<b>Total Income</b>		<b>1,938,671</b>	<b>25,641</b>	<b>1,964,312</b>	<b>1,681,241</b>
<b>Expenditure</b>					
<i>Cost of Raising Funds</i>					
Publicity/Marketing		123,511	-	123,511	139,158
<i>Charitable Activities</i>					
Operation of Theatre	5	1,720,596	42,875	1,763,471	1,451,406
<b>Total Expenditure</b>		<b>1,844,107</b>	<b>42,875</b>	<b>1,886,982</b>	<b>1,590,564</b>
<b>Net Income and Net Movement in Funds in the Year</b>		<b>94,564</b>	<b>(17,234)</b>	<b>77,330</b>	<b>90,677</b>
<b>Reconciliation of Funds</b>					
Total Funds Brought Forward		250,751	169,562	420,313	329,636
Total Funds Carried Forward		<b>345,315</b>	<b>152,328</b>	<b>497,643</b>	<b>420,313</b>

There were no recognised gains or losses other than the incomings/outgoings for the above two financial years.

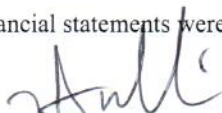
**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

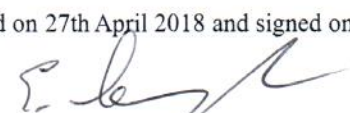
**BALANCE SHEET  
AS AT 31ST DECEMBER 2017**

	Notes	2017	2017	2016	2016
		€	€	€	€
<b>Fixed Assets</b>					
Tangible Assets	9		370,130		358,425
<b>Current Assets</b>					
Stock	10	2,864		1,874	
Debtors	11	57,489		23,677	
Cash at Bank		569,811		431,589	
		<u>630,164</u>		<u>457,140</u>	
<b>Current Liabilities</b>					
Creditors: amounts falling due within one year	12	(377,651)		(245,252)	
<b>Net Current Assets/(Liabilities)</b>			<u>252,513</u>		<u>211,888</u>
<b>Total Assets less Current Liabilities</b>			622,643		570,313
<b>Long Term Liabilities:</b>					
Creditors: amounts falling due after more than one year	13		<u>(125,000)</u>		<u>(150,000)</u>
<b>Net Assets</b>			<u>497,643</u>		<u>420,313</u>
<b>Reserves and Funds</b>					
Unrestricted Funds	16		345,315		250,751
Designated Funds	16		-		-
Restricted Funds	16		<u>152,328</u>		<u>169,562</u>
			<u>497,643</u>		<u>420,313</u>

The notes set out on pages 13 to 20 form an integral part of these accounts.

The financial statements were approved by the Board on 27th April 2018 and signed on its behalf by

  
**Ned Sullivan**  
Director

  
**Enda Cunningham**  
Director

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**CASH FLOW STATEMENT  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
<b>Cash Flows from Operating Activities</b>		
Net Income	77,330	90,677
Depreciation	55,394	48,134
(Increase)/Decrease in Debtors	(33,812)	32,034
Decrease/(Increase) in Stock	(990)	987
Increase /(Decrease) in Creditors	132,399	42,161
(Gain)/Loss on Disposal of Tangibles	(955)	4,095
Net Cash Flows from Operating Activities	<u>229,366</u>	<u>218,088</u>
<b>Cash Flows From Investing Activities</b>		
Net Cash Inflow from Operating Activities	229,366	218,088
Capital Expenditure	<u>(66,144)</u>	<u>(87,960)</u>
Net Cash Flows from Investing Activities	<u>163,222</u>	<u>130,128</u>
<b>Cash Flows From Financing Activities</b>		
Net Cash Inflow/(Outflow) from Investing Activities	163,222	130,128
Repayment of Long Term Borrowing	<u>(25,000)</u>	<u>(25,000)</u>
Net Cash Flows from Financing Activities	<u>138,222</u>	<u>105,128</u>
<b>Reconciliation of Net Cash Flow to Movement in Net Funds (Note 20)</b>		
Change in Cash and Cash Equivalents in the Financial Year	138,222	105,128
Cash and Cash Equivalents at the Beginning of the Financial Year	<u>431,589</u>	<u>326,461</u>
Cash and Cash Equivalents at the End of the Financial Year	<u>569,811</u>	<u>431,589</u>

## **THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

### **NOTES ON THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017**

#### **1. Statement of Accounting Policies**

The Pavilion Theatre Management Company CLG is a public benefit entity incorporated in Ireland with a registered office at Marine Road, Dun Laoghaire, Co. Dublin.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

##### **1.1 Accounting Policies**

The financial statements have been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and with generally accepted accounting principles in Ireland and Irish Statute comprising the Companies Act 2014.

##### **Basis of Preparation**

The financial statements are prepared on a going concern basis, under the historical cost convention, and comply with the financial reporting standards of the Financial Reporting Council,

The financial statements are prepared in Euro which is the functional currency of the company.

##### **1.2 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

##### **1.3 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.

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.

##### **1.4 Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the company's work or for specific projects being undertaken by the company.

##### **1.5 Expenditure**

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:

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### NOTES ON THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017

- Costs of raising funds comprise the costs of publicity and marketing and their associated support costs.
- Expenditure on charitable activities includes the costs of operating the theatre and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

#### 1.6 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 are analysed between cost of raising funds and expenditure on charitable activities. Where costs cannot be directly attributed, they are allocated in proportion to the benefits received. Salaries and associated costs which can be attributed to specific projects are charged accordingly.

#### 1.7 Tangible Fixed Assets and Depreciation

Tangible fixed assets are stated at cost, less accumulated depreciation. Depreciation is calculated to write off the cost of fixed assets over their useful lives at the following annual rates:

Office Equipment	15% per annum on the straight line basis.
Fixtures and Fittings	7.5% per annum on the straight line basis.
Theatre Equipment	10% per annum on the straight line basis.
Computer Equipment	15% per annum on the straight line basis.

The carrying values of tangible fixed assets are reviewed annually for impairment in periods if events or changes in circumstances indicate the carrying amount may not be recoverable.

#### 1.8 Stocks

Stock comprises consumable items and goods held for resale. Stocks are included at the lower of cost and net realisable value. Cost is calculated on a first in, first out basis and includes invoice price import duties and transportation costs. Cost comprises expenditure incurred in the normal course of business in bringing stocks to their present location and condition. Net realisable value comprises actual selling price, less all future costs to completion or to be incurred in marketing, selling and distribution.

#### 1.9 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.

#### 1.10 Cash at Bank and in Hand

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

#### 1.11 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.

#### 1.12 Pensions

Retirement benefits are met by payments to a PRSA pension fund. Contributions payable to the pension scheme are charged to the statement of financial activities as they fall due. The assets are held separately from those of the company in an independently administered fund. Differences between the amount charged in the statement of financial activity and payments made to the pension fund are treated as assets or liabilities.

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### NOTES ON THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017

#### 1.13 Critical Accounting Judgements and Estimates

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

#### *(a) Establishing useful economic lives for depreciation purposes of property, plant and equipment*

Long lived assets, consisting primarily of, fixtures, fittings and equipment, comprise a significant portion of total assets. The annual depreciation charge depends primarily on the estimated useful economic lives of each type of asset and estimates of residual value. The directors regularly review these asset useful economic lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset useful lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the useful economic lives is included in the accounting policies.

#### 2. Income From Grants and Donations

	2017	2016
	€	€
Arts Council Revenue Funding (i)	125,000	118,750
DLRCC Revenue Funding	245,000	245,000
DLRCC Capital Funding	-	25,000
Dept. of AHRRGA Capital Funding	-	10,000
Other Grants	5,000	20,090
Donations and Sponsorship	28,291	19,470
Support in Kind	9,378	9,378
	<u>412,669</u>	<u>447,688</u>

#### (i) Arts Council Funds

Name of Grant	Annual Programming Grant 2017
Purpose of Grant	To assist with the cost of the Artistic Programme
Grant Amount	€125,000
Term	Expires 31 <sup>st</sup> December 2017
Income 2017	€125,000
Expenditure 2017	€125,000

The company has adequate financial controls in place to manage granted funds.

#### 3. Income From Charitable Activities

	2017	2016
	€	€
Income from Theatre Performances	1,171,564	918,660
Income from Cinema	132,306	92,776
Capital Levy	37,131	32,939
External Box Office and Booking Fee	1,386	2,009
	<u>1,342,387</u>	<u>1,046,384</u>

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**NOTES ON THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017**

**4. Income From other Trading Activities**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
Theatre Hires	94,537	87,002
Bar Income	86,141	81,464
Other	10,646	7,232
	<u>191,324</u>	<u>175,698</u>

**5. Analysis of Expenditure on Charitable Activities**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
Programme Costs	1,038,269	797,880
General Artistic	3,613	2,943
Artistic Development	22,814	29,394
Support Costs (see note 6)	643,637	556,888
Governance Costs (see note 6)	45,760	54,923
Support in Kind	9,378	9,378
	<u>1,763,471</u>	<u>1,451,406</u>

**6. Analysis of Governance and Support Costs**

The company initially identifies costs of its support functions. It then identifies those costs which relate to the governance function. Having identified the governance costs, the remaining support costs together with governance costs are apportioned between the key charitable activities undertaken (see note 5) in the year. Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	<b>Support Costs</b>	<b>Governance Costs</b>	<b>Total Costs</b>	<b>Basis of Apportionment</b>
	<b>€</b>	<b>€</b>	<b>€</b>	
General Management	115,683	-	115,683	Usage
Depreciation	49,208	-	49,208	Usage
General Office	18,130	38,063	56,193	Usage
Finance Costs	56,137	1,019	57,156	Usage
Technical Costs	14,206	-	14,206	All Programme
Payroll Expenses	390,273	-	390,273	Usage
Legal and Professional	-	1,395	1,395	Governance
Audit Fees	-	5,283	5,283	Governance
	<u>643,637</u>	<u>45,760</u>	<u>689,397</u>	

**7. Net Income for the Year**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
Net Funds are stated after charging:		
Depreciation on Tangible Assets	55,394	48,134
Auditors' Remuneration	<u>4,920</u>	<u>4,920</u>

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**NOTES ON THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017**

**8. Employees**

**Number of Employees**

The average monthly number of employees (including directors) during the period was as follows:

	<b>2017</b>	<b>2016</b>
	<b>Number</b>	<b>Number</b>
Theatre Staff	5	5
Casual Staff	11	11
	<u>16</u>	<u>16</u>

**Analysis of Staff Costs and the Cost of Key Management Personnel**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
Wages and Salaries	376,822	336,039
Employers PRSI	38,883	35,455
Other Retirement Benefit Costs	9,554	4,831
<b>Total Employment Costs</b>	<u>425,259</u>	<u>376,325</u>

The number of higher paid employees was:

	<b>2017</b>	<b>2016</b>
€65,000 to €75,000	1	1
	<u>1</u>	<u>1</u>

None of the directors received emoluments or payments for professional or other services during the year.

**9. Tangible Assets**

	<b>Office Equip't € 15%</b>	<b>Theatre Equip't € 10%</b>	<b>Comp Equip't € 15%</b>	<b>Fixtures &amp; Fittings € 7.5%</b>	<b>Total €</b>
<b>Cost</b>					
At 1st January 2017	75,098	456,911	34,523	3,111,987	3,678,519
Additions	1,360	24,611	7,313	43,775	77,059
Disposals	-	-	-	(10,915)	(10,915)
At 31st December 2017	<u>76,458</u>	<u>481,522</u>	<u>41,836</u>	<u>3,144,847</u>	<u>3,744,663</u>
<b>Depreciation</b>					
At 1st January 2017	66,499	311,982	18,478	2,923,135	3,320,094
Charge for Period	2,477	24,797	6,253	21,867	55,394
Eliminated on Disposals	-	-	-	(955)	(955)
At 31st December 2017	<u>68,976</u>	<u>336,779</u>	<u>24,731</u>	<u>2,944,047</u>	<u>3,374,533</u>
<b>Net Book Value</b>					
At 31st December 2016	<u>8,599</u>	<u>144,929</u>	<u>16,045</u>	<u>188,852</u>	<u>358,425</u>
At 31st December 2017	<u>7,482</u>	<u>144,743</u>	<u>17,105</u>	<u>200,800</u>	<u>370,130</u>

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**NOTES ON THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017**

**10. Stock**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
Bar Stock	2,864	1,874
	<u>2,864</u>	<u>1,874</u>

**11. Debtors**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
Trade Debtors	1,144	1,144
Prepayments	43,479	20,946
Sundry Debtors	12,866	1,587
	<u>57,489</u>	<u>23,677</u>

**12. Creditors: amounts falling due within one year**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
Trade Creditors	77,285	54,498
Credit Card	2,519	301
PAYE	6,357	3,192
PRSI	5,443	5,003
Accruals	70,558	21,763
VAT Account	6,979	5,004
Deferred Income	184,929	144,385
Other Creditors	23,581	11,106
	<u>377,651</u>	<u>245,252</u>

No balances are repayable on demand or have interest accrued

Deferred income for the year comprises advance ticket sales relating to performances and rentals taking place in 2018.

**13. Creditors: amounts falling due after more than one year**

	<b>2017</b>	<b>2016</b>
	<b>€</b>	<b>€</b>
DLRCC Accelerated Grant	125,000	150,000
	<u>125,000</u>	<u>150,000</u>

The DLRCC accelerated grant is being released to the statement of financial activities as income at €25,000 per year over ten years, commencing from 1st January 2013.

**14. Incorporation**

The Pavilion Theatre Management Company CLG. is a Company Limited by Guarantee and, as such, has no issued share capital. In addition, the Company is a Registered Charity, reference number CHY 13558.

# THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

## NOTES ON THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017

### 15. Taxation

The company, as a charitable organisation is exempted from Corporation Tax, Income Tax and Capital Gains Tax.

### 16. Analysis of Charitable Funds

	Opening Funds 2017 €	Income 2017 €	Expenditure 2017 €	Closing Funds 2017 €
Unrestricted Funds	250,751	1,901,540	(1,806,976)	345,315
Designated Funds	-	37,131	(37,131)	-
Restricted Funds	169,562	25,641	(42,875)	152,328
Total	<u>420,313</u>	<u>1,964,312</u>	<u>(1,886,982)</u>	<u>497,643</u>

Unrestricted funds relate to the Pavilion Theatre's prudent reserve.

Restricted funds relate to voluntary patron donations that are to be used exclusively for artistic development and creative projects and capital grants that have been received to assist with the purchase of capital equipment.

Designated funds relate to the capital levy funds received each year that are set aside (as directed by the board) to be used exclusively for the ongoing refurbishment of the theatre.

### 17. Long Term Lease

The Pavilion Theatre Management Company CLG., leases its premises from the Dun Laoghaire Rathdown County Council, and pays a nominal rent of €1.27 per annum.

### 18. Related Party Transactions

The Pavilion Theatre Management Company CLG. and Dun Laoghaire Rathdown County Council share common members. During the year the company received revenue funding amounting to €245,000 from Dun Laoghaire Rathdown County Council. The balance owing to the company at 31st December 2017 was €Nil (at 31st December 2016 - €Nil).

### 19. Retirement Benefits

	2017 €	2016 €
Retirement Benefits	17,726	11,786
	<u>17,726</u>	<u>11,786</u>

The charity operates an externally funded PRSA fund that covers substantially all the employees of the charity. The assets of the scheme are vested in independent trustees for the sole benefit of the employees.

The PRSA charge for 2017 was €17,726 (2016: €11,786). Pension costs which are attributable to a particular activity are allocated directly to that activity. Where pension costs are incurred to further more than one activity they are apportioned between the relevant activities based on the amount of staff time which each activity absorbs. Defined contribution pension costs are paid from unrestricted funds.

THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

NOTES ON THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2017

20. Analysis of Changes in Net Funds

	Opening Balance €	Cash Flows €	Closing Balance €
Cash at Bank and in Hand	431,589	138,222	569,811
	<u>431,589</u>	<u>138,222</u>	<u>569,811</u>

21. APB Ethical Standards – Provisions Available for Smaller Entities

In common with many other organisations of our size and nature the directors engage the auditors to assist in the preparation of the financial statements.

22. Approval of the Financial Statements

The financial statements were approved by the Board on the 27th April 2018 and signed on its behalf by:



Ned Sullivan  
Director



Enda Cunningham  
Director