

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

**FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2018**

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

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

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**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**COMPANY INFORMATION**

Directors	Mr. Ned Sullivan Ms. Rhoda MacManus (resigned 26th April 2019) Mr. Barry McGovern (resigned 26th April 2019) Mr. Enda Cunningham Ms. Mairead Owens (resigned 15th February 2019) Ms. Philomena Poole Cllr. Mary Hanafin Cllr. Mary Fayne (resigned 28th June 2019) Cllr. Jim Gildea (resigned 28th June 2019) Ms. Therese Moylan Ms. Chrissie Poulter Mr. Conor O'Leary Ms. Mary Henchy (appointed 26th April 2019) Cllr. Deirdre Donnelly (appointed 28th June 2019) Cllr. Juliet O'Connell (appointed 28th June 2019) Mr. Owen Roe (appointed 28th June 2019)
Secretary	James Doyle
Company Number	314064
Charity Number	CHY 13558
Charity Regulator Number	20042578
Registered Office	Pavilion Theatre Dun Laoghaire Co. Dublin
Auditors	JPAS Ltd. 35 Ashton Wood Herbert Road Bray Co. Wicklow
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 2018.

#### 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 Article 45 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. Enda Cunningham
Cllr. Mary Hanafin (elected member)	Cllr. Jim Gildea (elected member)
Ms. Mairead Owens (ex-officio member)	Ms. Philomena Poole (ex-officio member)
Cllr. Mary Fayne (elected member)	Ms. Therese Moylan
Ms. Chrissie Poulter	Mr. Conor O'Leary

On 15th February 2019 Ms. Mairead Owens resigned from the board. On 26th April 2019 Ms. Rhoda McManus and Mr. Barry McGovern resigned from the board and Ms. Mary Henchy was appointed to the board. On 28th June 2019 Cllr. Mary Fayne and Cllr. Jim Gildea were replaced by Cllr. Deirdre Donnelly and Cllr. Juliet O'Connell. On 28th June 2019 Mr. Owen Roe was appointed to the board. There were no other changes in directors between 31st December 2018 and the date of signing the financial statements.

##### 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 2018 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.



## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### DIRECTORS' REPORT

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

#### 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

Our music highlights in 2018 included : Christy Moore, *The Return of Ulysses* (Irish Opera Collective) , Hayes & Cahill, Peter Broderick, *Tales of Hoffmann* (Irish National Opera), Mairtin O'Connor, Olafur Arnalds (at the NCH), *Nina in Me*, Gilbert O Sullivan, *This is How We Fly*, Cara Dillon, Eimear Quinn, *Admission One Shilling* (Patricia Routledge), Celine Byrne, Iarla O Ionáird and Steve Cooney, *A Spoonful of Sherman*, *Shout*, Music Network, Karine Powlart, Federico Albanese, Luka Bloom, Eddi Reader and Little Green Cars.

Theatre and dance highlights included *A Portrait of the Artist as a Young Man* (Rough Magic), *Holy Mary, Lovers* (Brian Friel/Lyric Theatre), *Maz and Bricks* (Fishamble), Mikel Murfi's *The Man in the Woman's Shoes & I Hear You and Rejoice*, *My Left Nut*, Fishamble's *Underneath*, *Waiting for Godot* (Druid), *Importance of Nothing* (Pan Pan), *Here all Night* (Gare St Lazare), *From Under the Bed* (Seamus O Rourke), *Soldier Still* (Junk Ensemble), *Swan Lake* (Teac Damsa), *Los Hombros de Hércules and Wrongheaded* (Liz Roche).

Pavilion Children's programme included performances by *The Speks*, *Susie & Story Shredder* (Bombinate), *We're Going on a Bear Hunt*, *Gruffalo's Child*, *Twinkle Twinkle, Starchasers* (Barnstorm), *Penguins* (Cahoots), *Magic Bookshop*. Other highlights included Michael Harding, Heaney 100, Sebastian Faulks, and *Fatal Voyage: The Story of the Sinking of the RMS Leinster* and *Mountains to Sea Festival* 2018.

#### Cinema

Regular Monday night screenings, Exhibition on Screen, National Theatre Live, Royal Opera House, documentaries and family screenings.

#### Capital Projects

The priority for capital work at Pavilion Theatre during 2018 has been the planning and completion of the first phase of the work towards increasing the height of our rigging system, which is due for completion in August 2019. A separate strand of Fire prevention capital works was carried out in the autumn of 2018 which was financed by Dun Laoghaire Rathdown County Council. A new loop system for hearing impaired patrons was installed in 2018.

#### Patron Donation Fund and Gallery Space

Recipients of 2018 Bursaries, totalling €14,950 included: Bominat Theatre, Branar and Iseult Golden. In October 2018, we announced the following successful applicants of our Studio Space Award: Chaos Factory, Laura Sarah Dowdall, Cathal McGuire, Niamh McCann, *Living Dred* and Clare Monnelly, Emily Gillmor Murphy and Dee Roycroft.

#### FINANCIAL REVIEW

Pavilion Theatre's Arts Council annual programming grant for 2018 was €125,000 and the Dun Laoghaire Rathdown County Council revenue grant was €245,000. The gross income for the year at Pavilion Theatre was €2,099,543. Cinema ticket sales for the 2018 were €159,250.

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### DIRECTORS' REPORT

Pavilion Theatre achieved a net income of €76,889 in 2018, which included a capital charge income of €30,178, patron donations of €26,556, artistic development expenditure of €22,217 and the annual repayment of €25,000 accelerated grant funding from Dun Laoghaire Rathdown County Council

The residual €17,372 is the operating profit for Pavilion Theatre in 2018.

Pavilion Theatre development in activity 2012 to 2018:

	2012	2013	2014	2015	2016	2017	2018
Total Box Office Revenue	683,343	738,650	766,262	836,327	993,920	1,246,238	1,372,045
Total Tickets	50,168	50,786	55,633	65,388	69,524	88,043	85,890
Total Number of Events	308	291	298	335	376	475	472

#### Results For The Year

The results for the year and the balance sheet are set out on pages 9 to 10.

At the year end the company had assets of €1,139,103 (2017: €1,000,294) and liabilities of € (564,571) (2016: € (502,651)). The net funds of the company have increased by €76,889 (2017: €77,330) and the directors are satisfied with the level of retained reserves at the year end. Of the net funds at 31st December 2018 of €574,532, €136,606 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

Capital plans for 2019 include new step-lighting for the auditorium, the completion of the Dept. of Arts Heritage, Regional, Rural and Gaeltacht Affairs grant aided work which includes increasing the height of our rigging system and an upgrade to the Air Handling system.

Planned Performances and Productions include:

##### Theatre

*Postcards from the Ledge* (Landmark), *On Blueberry Hill* (Fishamble), *Furniture* (Druid), *Joxer Daly Esq.*, *Trad* (Livin' Dred), *Charlie's a Clepto*, *Watt*, *Haughey Gregory*, *Brothers of the Brush*, *The Rape of Lucrece* (Gate Theatre), Fishamble's Play for Ireland, and *Us / Them*.

##### Music

Mary Coughlan, Kate le Bon, Music Network, *Orfeo ed Euridice* (Irish National Opera), Rhiannon Giddens & Francesco Turrisi, Hothouse Flowers, Karen Casey, Julie Fowlis & Zoe Conway, Celine Byrne, Peggy Seeger and Vivaldi's *Griselda* (Irish National Opera),

##### Children's

*Milo's Hat Trick* (Cahoots), *Gruffalo*, *Baby's First Christmas* and *Room on the Broom*.



## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### DIRECTORS' REPORT

#### 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, 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 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



Conor O'Leary  
Director



28th June 2019



## 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 2018 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 2018 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 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.



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

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

#### **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

28th June 2019

35 Ashton Wood  
Herbert Road  
Bray  
Co. Wicklow

THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2018

	Note	2018 Unrestricted Funds €	2018 Restricted Funds €	2018 Total Funds €	2017 Total Funds €
<b>Income</b>					
Grants and Donations	2	382,533	26,556	409,089	412,669
<i>Income from Charitable Activities</i>					
Operation of Theatre	3	1,457,735	-	1,457,735	1,342,387
<i>Income from Other Trading Activities</i>					
Trading Operations	4	212,825	-	212,825	191,324
Other Income		19,894	-	19,894	17,932
<b>Total Income</b>		<b>2,072,987</b>	<b>26,556</b>	<b>2,099,543</b>	<b>1,964,312</b>
<b>Expenditure</b>					
<i>Cost of Raising Funds</i>					
Publicity/Marketing		108,161	-	108,161	123,511
<i>Charitable Activities</i>					
Operation of Theatre	5	1,872,215	42,278	1,914,493	1,763,471
<b>Total Expenditure</b>		<b>1,980,376</b>	<b>42,278</b>	<b>2,022,654</b>	<b>1,886,982</b>
<b>Net Income and Net Movement in Funds in the Year</b>		<b>92,611</b>	<b>(15,722)</b>	<b>76,889</b>	<b>77,330</b>
<b>Reconciliation of Funds</b>					
Total Funds Brought Forward		345,315	152,328	497,643	420,313
Total Funds Carried Forward		<b>437,926</b>	<b>136,606</b>	<b>574,532</b>	<b>497,643</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.**

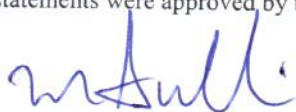
**BALANCE SHEET  
AS AT 31ST DECEMBER 2018**

	Notes	2018 €	2018 €	2017 €	2017 €
<b>Fixed Assets</b>					
Tangible Assets	9		638,792		370,130
<b>Current Assets</b>					
Stock	10	3,081		2,864	
Debtors	11	51,668		57,489	
Cash at Bank		<u>445,562</u>		<u>569,811</u>	
		500,311		630,164	
<b>Current Liabilities</b>					
Creditors: amounts falling due within one year	12	(464,571)		(377,651)	
<b>Net Current Assets/(Liabilities)</b>			<u>35,740</u>		<u>252,513</u>
<b>Total Assets less Current Liabilities</b>			674,532		622,643
<b>Long Term Liabilities:</b>					
Creditors: amounts falling due after more than one year	13		<u>(100,000)</u>		<u>(125,000)</u>
<b>Net Assets</b>			<u>574,532</u>		<u>497,643</u>
<b>Reserves and Funds</b>					
Unrestricted Funds	16		437,926		345,315
Designated Funds	16		-		-
Restricted Funds	16		<u>136,606</u>		<u>152,328</u>
			<u>574,532</u>		<u>497,643</u>


The notes set out on pages 12 to 19 form an integral part of these accounts.

The financial statements were approved by the Board on 28th June 2019 and signed on its behalf by

**Ned Sullivan**  
Director



**Conor O'Leary**  
Director



**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**CASH FLOW STATEMENT  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2018**

	2018 €	2017 €
<b>Cash Flows from Operating Activities</b>		
Net Income	76,889	77,330
Depreciation	66,900	55,394
(Increase)/Decrease in Debtors	5,821	(33,812)
Decrease/(Increase) in Stock	(217)	(990)
Increase /(Decrease) in Creditors	86,920	132,399
(Gain)/Loss on Disposal of Tangibles	-	(955)
Net Cash Flows from Operating Activities	<u>236,313</u>	<u>229,366</u>
<b>Cash Flows From Investing Activities</b>		
Net Cash Inflow from Operating Activities	236,313	229,366
Capital Expenditure	(335,562)	(66,144)
Net Cash Flows from Investing Activities	<u>(99,249)</u>	<u>163,222</u>
<b>Cash Flows From Financing Activities</b>		
Net Cash Inflow/(Outflow) from Investing Activities	(99,249)	163,222
Repayment of Long Term Borrowing	(25,000)	(25,000)
Net Cash Flows from Financing Activities	<u>(124,249)</u>	<u>138,222</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	(124,249)	138,222
Cash and Cash Equivalents at the Beginning of the Financial Year	569,811	431,589
Cash and Cash Equivalents at the End of the Financial Year	<u>445,562</u>	<u>569,811</u>



## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### NOTES ON THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2018

#### 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:

- 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.

## THE PAVILION THEATRE MANAGEMENT COMPANY CLG.

### NOTES ON THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2018

#### 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 Financial Instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

#### 1.13 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.

#### 1.14 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.



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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**

	2018 €	2017 €
Arts Council Revenue Funding (i)	125,000	125,000
DLRCC Revenue Funding	245,000	245,000
Other Grants	-	5,000
Donations and Sponsorship	29,711	28,291
Support in Kind	9,378	9,378
	<u>409,089</u>	<u>412,669</u>

**2.1 Public Funding**

Grantor	Grant	Purpose	Accrued (Deferred) 31 Dec 17 €	Grant Awarded 2018 €	Received In Year 2018 €	Income 2018 €	Accrued (Deferred) 31 Dec 18 €
Arts Council	Venue Funding	Revenue Funding	-	125,000	125,000	125,000	-
County Council	Venue Funding	Revenue Funding	-	245,000	245,000	245,000	-
			<u>-</u>	<u>370,000</u>	<u>370,000</u>	<u>370,000</u>	<u>-</u>

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

**3. Income From Charitable Activities**

	2018 €	2017 €
Income from Theatre Performances	1,267,780	1,171,564
Income from Cinema	159,250	132,306
Capital Levy	30,178	37,131
External Box Office and Booking Fee	527	1,386
	<u>1,457,735</u>	<u>1,342,387</u>

**4. Income From other Trading Activities**

	2018 €	2017 €
Theatre Hires	104,186	94,537
Bar Income	94,897	86,141
Other	13,742	10,646
	<u>212,825</u>	<u>191,324</u>

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**NOTES ON THE FINANCIAL STATEMENTS  
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**5. Analysis of Expenditure on Charitable Activities**

	<b>2018</b>	<b>2017</b>
	<b>€</b>	<b>€</b>
Programme Costs	1,134,374	1,038,269
General Artistic	3,475	3,613
Artistic Development	22,217	22,814
Support Costs (see note 6)	684,988	643,637
Governance Costs (see note 6)	60,061	45,760
Support in Kind	9,378	9,378
	<u>1,914,493</u>	<u>1,763,471</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	113,723	28,542	142,265	Usage
Depreciation	60,898	3,342	64,240	Usage
General Office	20,497	11,563	32,060	Usage
Finance Costs	43,334	825	44,159	Usage
Technical Costs	12,405	-	12,405	All Programme
Payroll Expenses	434,131	-	434,131	Usage
Legal and Professional	-	10,869	10,869	Governance
Audit Fees	-	4,920	4,920	Governance
	<u>684,988</u>	<u>60,061</u>	<u>745,049</u>	

**7. Net Income for the Year**

	<b>2018</b>	<b>2017</b>
	<b>€</b>	<b>€</b>
Net Funds are stated after charging:		
Depreciation on Tangible Assets	66,900	55,394
Auditors' Remuneration	<u>4,920</u>	<u>4,920</u>



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**NOTES ON THE FINANCIAL STATEMENTS  
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**8. Employees**

**Number of Employees**

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

	<b>2018</b>	<b>2017</b>
	<b>Number</b>	<b>Number</b>
Theatre Staff	6	5
Casual Staff	11	11
	<u>17</u>	<u>16</u>

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

	<b>2018</b>	<b>2017</b>
	<b>€</b>	<b>€</b>
Wages and Salaries	401,247	376,822
Employers PRSI	43,449	38,883
Other Retirement Benefit Costs	11,292	9,554
<b>Total Employment Costs</b>	<u>455,988</u>	<u>425,259</u>

The number of higher paid employees was:

	<b>2018</b>	<b>2017</b>
	<b>1</b>	<b>1</b>
€70,000 to €80,000	<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 2018	76,458	481,522	41,836	3,144,847	3,744,663
Additions	1,921	9,261	3,717	320,663	335,562
At 31st December 2018	<u>78,379</u>	<u>490,783</u>	<u>45,553</u>	<u>3,465,510</u>	<u>4,080,225</u>
<b>Depreciation</b>					
At 1st January 2018	68,976	336,779	24,731	2,944,047	3,374,533
Charge for Period	2,277	26,817	6,397	31,409	66,900
At 31st December 2018	<u>71,253</u>	<u>363,596</u>	<u>31,128</u>	<u>2,975,456</u>	<u>3,441,433</u>
<b>Net Book Value</b>					
At 31st December 2017	<u>7,482</u>	<u>144,743</u>	<u>17,105</u>	<u>200,800</u>	<u>370,130</u>
At 31st December 2018	<u>7,126</u>	<u>127,187</u>	<u>14,425</u>	<u>490,054</u>	<u>638,792</u>

**THE PAVILION THEATRE MANAGEMENT COMPANY CLG.**

**NOTES ON THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDING 31ST DECEMBER 2018**

**10. Stock**

	<b>2018</b>	<b>2017</b>
	<b>€</b>	<b>€</b>
Bar Stock	3,081	2,864
	<u>3,081</u>	<u>2,864</u>

**11. Debtors**

	<b>2018</b>	<b>2017</b>
	<b>€</b>	<b>€</b>
Trade Debtors		1,144
Prepayments	31,157	43,479
Sundry Debtors	20,511	12,866
	<u>51,668</u>	<u>57,489</u>

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

	<b>2018</b>	<b>2017</b>
	<b>€</b>	<b>€</b>
Trade Creditors	43,487	77,285
Credit Card	275	2,519
PAYE	7,657	6,357
PRSI	6,138	5,443
Accruals	99,019	70,558
VAT Account	8,234	6,979
Deferred Income	259,362	184,929
Other Creditors	40,399	23,581
	<u>464,571</u>	<u>377,651</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 2019.

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

	<b>2018</b>	<b>2017</b>
	<b>€</b>	<b>€</b>
DLRCC Accelerated Grant	100,000	125,000
	<u>100,000</u>	<u>125,000</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  
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**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 2018 €	Income 2018 €	Expenditure 2018 €	Closing Funds 2018 €
Unrestricted Funds	345,315	2,042,809	(1,950,198)	437,926
Designated Funds	-	30,178	(30,178)	-
Restricted Funds - Donations	5,685	26,556	(22,217)	10,024
Restricted Funds - Capital Grants	146,643	-	(20,061)	126,582
Total	<u>497,643</u>	<u>2,099,543</u>	<u>(2,022,654)</u>	<u>574,532</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 2018 was €Nil (at 31st December 2017 - €Nil).

**19. Retirement Benefits**

	2018 €	2017 €
Retirement Benefits	<u>21,434</u>	<u>17,726</u>
	<u>21,434</u>	<u>17,726</u>

The charity operates an externally funded PRSA fund that covers five full-time 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 2018 was €21,434 (2017: €11,726). 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  
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**20. Analysis of Changes in Net Funds**

	<b>Opening Balance</b>	<b>Cash Flows</b>	<b>Closing Balance</b>
	€	€	€
Cash at Bank and in Hand	569,811	(124,249)	445,562
	<u>569,811</u>	<u>(124,249)</u>	<u>445,562</u>

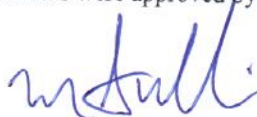
**21. APB Ethical Standards – Provisions Available for Smaller Entities**

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 28th June 2019 and signed on its behalf by:

**Ned Sullivan**  
Director



**Conor O'Leary**  
Director

