

The Pavilion Theatre Management Company Company Limited by Guarantee
Annual Report and Audited Financial Statements
for the financial year ended 31 December 2021

KSI Faulkner Orr Limited
Statutory Auditors
Behan House
10 Lower Mount Street
Dublin 2
Ireland

Company Number: 314064
Charity Number: 13558
Charities Regulatory Authority Number: 20042578

The Pavilion Theatre Management Company Company Limited by Guarantee

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The Pavilion Theatre Management Company Company Limited by Guarantee REFERENCE AND ADMINISTRATIVE INFORMATION

Directors	Enda Cunningham Cllr. Mary Hanafin Therese Moylan Chrissie Poulter Conor O'Leary Mary Henchy Cllr. Deirdre Donnelly Cllr. Juliet O'Connell Owen Roe Eamonn Hayes (Appointed 3 December 2021) Ned Sullivan (Resigned 1 November 2021) Philomena Poole (Resigned 20 April 2021)
Company Secretary	Paula Gray (Appointed 21 April 2021) Hugh Murray (Resigned 21 April 2021)
Charity Number	13558
Charities Regulatory Authority Number	20042578
Company Number	314064
Registered Office and Principal Address	Pavilion Theatre Dun Laoghaire Co Dublin
Auditors	KSI Faulkner Orr Limited Statutory Auditors Behan House 10 Lower Mount Street Dublin 2 Ireland
Bankers	Bank of Ireland Upper Georges Street Dun Laoghaire Dublin Ireland
Solicitors	Philip Lee Solicitors 7/8 Wilton Terrace Dublin 2

The Pavilion Theatre Management Company Company Limited by Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2021

The directors present their Directors' Annual Report, combining the Directors' Report and Trustees' Report, and the audited financial statements for the financial year ended 31 December 2021.

The financial statements are prepared in accordance with the Companies Act 2014, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Directors' Report contains the information required to be provided in the Directors' Annual Report under the Statement of Recommended Practice (SORP) guidelines. The directors of the company are also charity trustees for the purpose of charity law and under the company's constitution are known as members of the board of trustees.

In this report the directors of The Pavilion Theatre Management Company Company Limited by Guarantee present a summary of its purpose, governance, activities, achievements and finances for the financial year 2021.

The company is limited by guarantee not having a share capital.

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.

The Pavilion Theatre Management Company Limited by Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2021

Directors and Secretary

The directors who served throughout the financial year, except as noted, were as follows:

Ned Sullivan (Resigned 1 November 2021)
Enda Cunningham
Philomena Poole (Resigned 20 April 2021)
Cllr. Mary Hanafin
Therese Moylan
Chrissie Poulter
Conor O'Leary
Mary Henchy
Cllr. Deirdre Donnelly
Cllr. Juliet O'Connell
Owen Roe
Eamonn Hayes (Appointed 3 December 2021)

In accordance with the Constitution, the directors retire by rotation and, being eligible, offer themselves for re-election.

The secretaries who served during the financial year were;

Paula Gray (Appointed 21 April 2021)
Hugh Murray (Resigned 21 April 2021)

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 2021 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, child safety issues and health and safety of employees, artists and audience.

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:

Pavilion Theatre was closed to the public from January to August 30th 2021 due to Covid 19. During this period in 2021 Pavilion concentrated on a suite of artist development supports alongside an online programme. On reopening in Autumn 2021, the capacity was limited to 50 people, subsequently increasing to 60% capacity

Pavilion Theatre 2021 Online Programme

- To The Lighthouse by Virginia Woolf adapted by Marina Carr
- Hatch Theatre Company / The Everyman / Pavilion Theatre / Cork Midsummer Festival
- By the Seaside featuring Soda Blonde, Junior Brother and Lemoncello
- Pavilion Theatre and Music Network present Patrick Rafter & Fiachra Garvey

Pavilion Theatre Artist Development Programme 2021

Pavilion Commissions and Productions

Dead Centre, Hatch Theatre Company To the Lighthouse, Stefanie Preisner Am I, Cois Céim UNCLE RAY, Verdant Productions Maureen Potter - Oh Yes She Did Ali Hardiman The Death of Pablo

The Pavilion Theatre Management Company Limited by Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2021

Lasta Nasc Young Curators Programme

In 2021 the Nasc Network partners secured funding to run a young curators programme across all eight venues in the network as part of the Brightening Air Festival. The development of a network initiative provided an opportunity for more young people to benefit from this programme and for young curators to work together as a network to share learnings and insights throughout the process. Three young curators from Dun Laoaghaire Rathdown (Julia Appleby, Helen Major and Hannah Kate Ni Shioradain) curated a series of events for Pavilion aimed at young audiences.

Pavilion Play Platform

Pavilion Play Platform was an initiative to support the development of full length plays by professional theatre practitioners. Plays by Eoghan Quinn and John McCarthy were workshopped into fully cast readings in 2021, directed by leading Irish theatre practitioners Annabelle Comyn and Conall Morrison

Pavilion Writing Studio Lab

This project supporting work at its initial stages of development. This studio lab space provides a good-sized, bright workspace at Pavilion Theatre, conducive to supporting artists and makers in theatre and dance to research and develop new work. Artists who participated included Ali Hardiman, Niamh McCann, Annie Keegan, Lisa Nally, Cathal McGuire and Aaron Monaghan and Clare Monnelly.

Wonderfest Online Children's Festival

Pavilion Theatre provided financial support to pay the artists to deliver events and workshops, helping the festival to deliver an innovative and creative digital festival for schools and families. Artists included Oliver Jeffers, Patricia Forde, Eoin Colfer, Askwin Chacko and Muireann Ní Chíobháin.

Foggy Notions Music Residency

The aims of this project were to establish The Pavilion Theatre stage and auditorium as a residency space for emerging musicians to create new work in collaboration with artists from other artistic disciplines such as literature, film, and music. Artists included Lisa O'Neill and Ingrid Lyons, Tolú Makay and Felis Speaks and filmmaker Bob Gallagher.

Outdoor Programme

In association with The Gate Theatre, we presented six performances of In Middletown by Mikel Murfi at Dun Laoaghaire Harbour in July 2021.

Pavilion Theatre 2021 Autumn Stage Programme

Dun Laoghaire Folk Festival (Foggy Notions – Capacity of 50 people)

Junior Brother, Christy Moore, Lisa O'Neill and Ingrid Lyons, Conor O'Brien (Villagers), Mary Wallopers, John Francis Flynn, Lemoncello.

Music – Four of Us, Iarla Ó Lionáird, Úna Monaghan & Kevin Murph, Mairéad Hickey & Anaïs Gaudemard, Kit Downes' Dreamlife of Debris, Hania Rani, IMRAM (John Prine), Alena Baeva & Katia Skanavi, Finghin Collins, Dublin Gospel Choir,

Theatre – Backwards up a Rainbow, Duck Duck Goose (DTF), Beauty Queen of Leenane, Krapps Last Tape, Fight Night, Blackbird, Druid – O' Casey.

Dance - Cois Ceim (DTF)

Talks - Manchán Magan, Danti Dan.

Family - Alice and the Wolf

Comedy – Eilish O'Carroll

Monday Night Cinema plus special screenings.

The Pavilion Theatre Management Company Limited by Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2021

Financial Results

At the end of the financial year the company has assets of €1,338,339 (2020 - €1,280,004) and liabilities of €397,910 (2020 - €325,203). The net assets of the company have decreased by €(14,372).

Financial Review

Pavilion Theatre's Arts Council annual programming grant for 2021 was €182,000 and the Dun Laoghaire Rathdown Council revenue grant was €220,000. An additional Covid grant of €9,564 was received from the Department of Arts, Culture & Heritage for Stream D, the grant went towards the purchase of three new computers, cleaning trolleys, new chairs, bins for public area and communication devices for front of house staff. There was also a €20,000 Building Capacity Support Grant received from the Arts Council which was invested in Pavilion's online streaming and filming equipment.

The total income for 2021 at Pavilion Theatre was €796,488 which included Box Office income of €243,229. Restricted income relating to capital grants, i.e. €20,000 received from Arts Council and €9,564.29 from Department of Arts, Culture and Heritage as well as €2,278 for Capital Levy and €12,307 for Patron Donation when adjusted out, reduced the operating income down to €752,339. Total expenditure for the year was €852,834 which generated a net operating surplus for The Pavilion Theatre of €6,992.

	2014	2015	2016	2017	2018	2019	2020	2021
Total Box Office Revenue	766,262	836,327	993,920	1,246,238	1,372,045	1,593,493	394,871	256,548
Total Tickets	55,633	65,388	69,524	88,043	85,890	100,037	22,374	13,114
Total Number of Events	298	335	376	475	472	465	113	191

Other works included

All 2021 Fire prevention works were completed by November, which included the replacement of 28 fire doors.

Planned Performances and Productions for 2022 include:

Music – Kieran Goss, Vanbrugh and Michael McHale, Bajazet (INO), Mary Coughlan, Andy Irvine and Donal Lunny, Amy Dickson, Frances Black, Celine Byrne, Don Baker, Federico Albanese, Jimmy Webb, Peggy Seeger, Hot House Flowers, Sharon Shannon

Theatre – Man in Woman's Shoes, I Heart You and Rejoice, Once Upon a Bridge (Druid), Shirely Valentine, The Handyman (Seamus O'Rourke), Tarry Flynn, The Examination (Brokentalkers)

Dance – Walls Talk

Family – Wunderground, Opera Collective Alice's Adventures in Wonderland

Comedy – David O'Doherty, Joanne McNally, Des Bishop, Jason Byrne

Monday Night Cinema x 11 screenings, National Theatre and Royal Opera Encores and special screenings.

Reserves Policy

The charity's financial performance is reviewed by the board of directors at each of the five board meetings held during the year. The board of directors are satisfied that robust policies, procedures and budgetary controls are in place. In order to ensure that the resources of the company are not unnecessarily depleted they have adopted a formal reserve policy with a reserve level of €200,000 being maintained. The Policy also outlines the circumstance in which the reserves can be utilised, all of which require advance board approval.

Post Balance Sheet Events

The year 2022 commenced with Covid-19 restrictions continuing to impact opening up of the economy. The theatre returned to full capacity in February and has continued to operate at that level since then.

The Pavilion Theatre Management Company Company Limited by Guarantee DIRECTORS' ANNUAL REPORT

for the financial year ended 31 December 2021

Compliance with Sector-Wide Legislation and Standards

The company engages pro-actively with legislation, standards and codes which are developed for the sector. The Pavilion Theatre Management Company Company Limited by Guarantee subscribes to and is compliant with the following:

The Companies Act 2014

The Charities SORP (FRS 102)

Auditors

The auditors, KSI Faulkner Orr Limited, (Statutory Auditors) have indicated their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

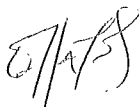
Accounting Records

To ensure that adequate 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 accounting records are located at the company's office at Pavilion Theatre, Dun Laoghaire, Co Dublin.

Approved by the Board of Directors on 24th June 2022 and signed on its behalf by:



Enda Cunningham
Director



Eamonn Hayes
Director

The Pavilion Theatre Management Company Limited by Guarantee DIRECTORS' RESPONSIBILITIES STATEMENT

for the financial year ended 31 December 2021

The directors are responsible for preparing the financial statements in accordance with applicable 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 the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. 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 net income or expenditure 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 apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with the relevant financial reporting framework, 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 operation.

The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and net income or expenditure of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and the Directors' Annual Report comply with 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.

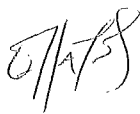
In so far as the directors are aware:

- there is no relevant audit information (information needed by the company's auditor in connection with preparing the auditor's report) of which the company's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Approved by the Board of Directors on 24th June 2022 and signed on its behalf by:



Enda Cunningham
Director



Eamonn Hayes
Director

INDEPENDENT AUDITOR'S REPORT

to the Members of The Pavilion Theatre Management Company Limited by Guarantee

Report on the audit of the financial statements

Opinion

We have audited the company financial statements of The Pavilion Theatre Management Company Limited by Guarantee for the financial year ended 31 December 2021 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 2. 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" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2021 and of its deficit for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", as applied in accordance with the provisions of the Companies Act 2014 and having regard to the Charities SORP; and
- have been properly 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 described below 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 ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Audits of Small Entities, in the circumstances set out in note 4 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

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

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

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 the Companies Act 2014

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

- the information given in the Directors' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

INDEPENDENT AUDITOR'S REPORT

to the Members of The Pavilion Theatre Management Company Limited by Guarantee

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' Annual 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 complied with by the company. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 9, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they 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, if applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

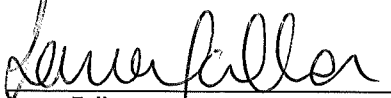
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITOR'S REPORT

to the Members of The Pavilion Theatre Management Company Limited
by Guarantee

The purpose of our audit work and to whom we owe our responsibilities

Our 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 we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Laura Fallon
for and on behalf of
KSI FAULKNER ORR LIMITED
Statutory Auditors
Behan House
10 Lower Mount Street
Dublin 2
Ireland

.....24/6/2022

The Pavilion Theatre Management Company Company Limited by Guarantee

STATEMENT OF FINANCIAL ACTIVITIES

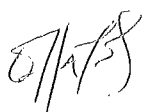
(Incorporating an Income and Expenditure Account)
for the financial year ended 31 December 2021

	Notes	Unrestricted Funds 2021 €	Restricted Funds 2021 €	Total 2021 €	Unrestricted Funds 2020 €	Restricted Funds 2020 €	Total 2020 €
Income							
Donations and legacies							
- Grants from governments and other co-funders	5.1	453,362	41,602	494,964	475,614	80,969	556,583
Charitable activities	5.2	265,933	2,278	268,211	416,040	6,673	422,713
Other trading activities	5.3	35,562	-	35,562	48,068	-	48,068
Other income	5.4	104,969	-	104,969	63,277	-	63,277
Total income		859,826	43,880	903,706	1,002,999	87,642	1,090,641
Expenditure							
Raising funds	6.1	49,874	-	49,874	66,679	-	66,679
Charitable activities	6.2	802,960	65,244	868,204	1,016,206	26,624	1,042,830
Total Expenditure		852,834	65,244	918,078	1,082,885	26,624	1,109,509
Net income/(expenditure)		6,992	(21,364)	(14,372)	(79,886)	61,018	(18,868)
Transfers between funds		53,241	(53,241)	-	-	-	-
Net movement in funds for the financial year		60,233	(74,605)	(14,372)	(79,886)	61,018	(18,868)
Reconciliation of funds							
Balances brought forward at 1 January 2021	18	456,012	498,789	954,801	535,898	437,771	973,669
Balances carried forward at 31 December 2021		516,245	424,184	940,429	456,012	498,789	954,801

The Statement of Financial Activities includes all gains and losses recognised in the financial year.
All income and expenditure relate to continuing activities.

Approved by the Board of Directors on 24th June 2022 and signed on its behalf by:


Enda Cunningham
Director



Eamonn Hayes
Director

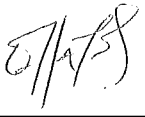
The Pavilion Theatre Management Company Company Limited by Guarantee
BALANCE SHEET

as at 31 December 2021

	Notes	2021 €	2020 €
Fixed Assets			
Tangible assets	11	710,421	757,360
Current Assets			
Stocks	12	809	1,497
Debtors	13	9,046	22,905
Cash at bank and in hand		618,063	498,242
		627,918	522,644
Creditors: Amounts falling due within one year	14	(372,910)	(275,203)
Net Current Assets		255,008	247,441
Total Assets less Current Liabilities		965,429	1,004,801
Creditors: amounts falling due after more than one year	16	(25,000)	(50,000)
Net Assets		940,429	954,801
Funds			
Restricted trust funds		424,184	498,789
General fund (unrestricted)		516,245	456,012
Total funds	18	940,429	954,801

Approved by the Board of Directors on 24th June 2022 and signed on its behalf by:


 Enda Cunningham
 Director


 Eamonn Hayes
 Director

The Pavilion Theatre Management Company Company Limited by Guarantee
STATEMENT OF CASH FLOWS

for the financial year ended 31 December 2021

	Notes	2021 €	2020 €
Cash flows from operating activities			
Net movement in funds		(14,372)	(18,868)
Adjustments for:			
Depreciation		123,347	95,646
Amortisation of capital grants received		(25,000)	(25,000)
		<u>83,975</u>	<u>51,778</u>
Movements in working capital:			
Movement in stocks		688	1,772
Movement in debtors		13,859	181,857
Movement in creditors		97,707	(274,696)
		<u>196,229</u>	<u>(39,289)</u>
Cash flows from investing activities			
Payments to acquire tangible assets		(76,408)	(17,393)
Receipts from sales of tangible assets		-	400
		<u>(76,408)</u>	<u>(16,993)</u>
Net cash generated from investment activities			
		<u>(76,408)</u>	<u>(16,993)</u>
Net increase in cash and cash equivalents		119,821	(56,282)
Cash and cash equivalents at 1 January 2021		498,242	554,524
Cash and cash equivalents at 31 December 2021	20	<u>618,063</u>	<u>498,242</u>

The Pavilion Theatre Management Company Company Limited by Guarantee

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2021

1. GENERAL INFORMATION

The Pavilion Theatre Management Company Company Limited by Guarantee is a company limited by guarantee incorporated in the Republic of Ireland. The registered office of the company is Pavilion Theatre, Dun Laoghaire, Co Dublin which is also the principal place of activity of the company. The financial statements have been presented in Euro (€) which is also the functional currency of the company.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Basis of preparation

The financial statements have been prepared on the going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102".

The company has applied the Charities SORP on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland. As permitted by the Companies Act 2014, the company has varied the standard formats in that act for the Statement of Financial Activities and the Balance Sheet. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with section 4.7, 10.6 and 15.2 of that SORP.

Statement of compliance

The financial statements of the company for the financial year ended 31 December 2021 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102".

Fund accounting

The following are the categories of funds maintained:

Restricted funds

Restricted funds represent income received which can only be used for particular purposes, as specified by the donors. Such purposes are within the overall objectives of the company.

Unrestricted funds

Unrestricted funds consist of General and Designated funds.

- General funds represent amounts which are expendable at the discretion of the board, in furtherance of the objectives of the company.
- Designated funds comprise unrestricted funds that the board has, at its discretion, set aside for particular purposes. These designations have an administrative purpose only, and do not legally restrict the board's discretion to apply the fund.

The Pavilion Theatre Management Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 December 2021

continued

Income

Income is recognised by inclusion in the Statement of Financial Activities only when the company is legally entitled to the income, performance conditions attached to the item(s) of income have been met, the amounts involved can be measured with sufficient reliability and it is probable that the income will be received by the company.

Income from charitable activities

Income from charitable activities include income earned from the supply of services under contractual arrangements and from performance related grants which have conditions that specify the provision of particular services to be provided by the company. Income from government and other co-funders is recognised when the company is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreements. Where a grant is received in advance, its recognition is deferred and included in creditors. Where entitlement occurs before income is received, it is accrued in debtors.

Grants from governments and other co-funders typically include one of the following types of conditions:

- Performance based conditions: whereby the company is contractually entitled to funding only to the extent that the core objectives of the grant agreement are achieved. Where the company is meeting the core objectives of a grant agreement, it recognises the related expenditure, to the extent that it is reimbursable by the donor, as income.

-Time based conditions: whereby the company is contractually entitled to funding on the condition that it is utilised in a particular period. In these cases the company recognises the income to the extent it is utilised within the period specified in the agreement.

In the absence of such conditions, assuming that receipt is probable and the amount can be reliably measured, grant income is recognised once the company is notified of entitlement.

Grants received towards capital expenditure are credited to the Statement of Financial Activities when received or receivable, whichever is earlier.

Expenditure

Expenditure is analysed between costs of charitable activities and raising funds. The costs of each activity are separately accumulated and disclosed, and analysed according to their major components. Expenditure is recognised when a legal or constructive obligation exists as a result of a past event, a transfer of economic benefits is required in settlement and the amount of the obligation can be reliably measured. Support costs are those functions that assist the work of the company but cannot be attributed to one activity. Such costs are allocated to activities in proportion to staff time spent or other suitable measure for each activity.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible fixed assets, less their estimated residual value, over their expected useful lives as follows:

Theatre Equipment	- 10% Straight line
Fixtures and fittings	- 10% Straight line
Office Equipment	- 20% Straight line
Computer Equipment	- 33.33% Straight line

The Pavilion Theatre Management Company Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS

continued

for the financial year ended 31 December 2021

Inventories

Inventories are stated at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items. Cost includes all costs incurred in the normal course of business in bringing them to their present location and condition. Inventories comprise fundraising materials. It is not considered practicable to value inventories of unsold donated goods at the financial year end.

Debtors

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income recognised by the company from government agencies and other co-funders, but not yet received at financial year end, is included in debtors.

Creditors

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

Cash at bank and in hand

Cash at bank and in hand comprises cash on deposit at banks requiring less than three months notice of withdrawal.

Taxation

No current or deferred taxation arises as the company has been granted charitable exemption.

Retirement benefits

Retirement benefits are met by payments to a PRSA fund. Contributions payable to the fund 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.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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 fixtures and fittings

Long lived assets, consisting primarily of fixtures and fittings, 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.

4. PROVISIONS AVAILABLE FOR AUDITS OF SMALL ENTITIES

In common with many other charitable companies of our size and nature, we use our auditors to prepare and submit returns to the Revenue Commissioners and to assist with the preparation of the financial statements.

The Pavilion Theatre Management Company Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued
for the financial year ended 31 December 2021

5. INCOME				
5.1 DONATIONS AND LEGACIES	Unrestricted Funds	Restricted Funds	2021	2020
	€	€	€	€
Arts Council Revenue Funding	182,000	-	182,000	140,000
DLRCC Revenue Funding	245,000	-	245,000	245,000
Other Grants	16,984	29,564	46,548	129,586
Donations and Sponsorship	-	12,038	12,038	32,619
Support in Kind	9,378	-	9,378	9,378
	<u>453,362</u>	<u>41,602</u>	<u>494,964</u>	<u>556,583</u>
5.2 CHARITABLE ACTIVITIES	Unrestricted Funds	Restricted Funds	2021	2020
	€	€	€	€
Income from Theatre Performances	225,783	-	225,783	345,522
Income from Cinema	18,120	-	18,120	65,267
Capital Levy	-	2,278	2,278	6,673
External Box Office and Booking Fee	22,030	-	22,030	5,251
	<u>265,933</u>	<u>2,278</u>	<u>268,211</u>	<u>422,713</u>
5.3 OTHER TRADING ACTIVITIES	Unrestricted Funds	Restricted Funds	2021	2020
	€	€	€	€
Theatre Hires	33,081	-	33,081	23,140
Bar Income	12	-	12	21,786
Other	2,469	-	2,469	3,142
	<u>35,562</u>	<u>-</u>	<u>35,562</u>	<u>48,068</u>
5.4 OTHER INCOME	Unrestricted Funds	Restricted Funds	2021	2020
	€	€	€	€
Other income	7,131	-	7,131	3,052
Covid-19 Wage Subsidy	97,838	-	97,838	60,225
	<u>104,969</u>	<u>-</u>	<u>104,969</u>	<u>63,277</u>
6. EXPENDITURE				
6.1 RAISING FUNDS			2021	2020
			€	€
Raising funds			<u>49,874</u>	<u>66,679</u>

The Pavilion Theatre Management Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS

continued

for the financial year ended 31 December 2021

6.2	CHARITABLE ACTIVITIES	Direct Costs €	Support Costs €	2021 €	2020 €
	Programme Costs	211,319	-	211,319	296,227
	General Artistic	1,833	-	1,833	3,827
	Artistic Development	91,102	-	91,102	79,804
	Support Costs	-	474,276	474,276	540,150
	Governance Costs	-	80,296	80,296	113,444
	Support In Kind	9,378	-	9,378	9,378
		<u>313,632</u>	<u>554,572</u>	<u>868,204</u>	<u>1,042,830</u>
6.3	SUPPORT COSTS		Charitable Activities €	2021 €	2020 €
	General Management		33,655	33,655	46,304
	General Management - Governance		43,135	43,135	43,077
	Depreciation		109,727	109,727	86,469
	Depreciation - Governance		6,975	6,975	3,837
	General Office		9,669	9,669	8,242
	General Office - Governance		18,779	18,779	13,220
	Finance Costs		17,980	17,980	27,738
	Finance Costs - Governance		196	196	385
	Technical Costs		7,978	7,978	6,217
	Payroll Expenses		297,756	297,756	365,180
	Legal and Professional		3,736	3,736	35,051
	Audit Fees		4,986	4,986	17,874
			<u>554,572</u>	<u>554,572</u>	<u>653,594</u>
7.	ANALYSIS OF SUPPORT COSTS	Basis of Apportionment		2021 €	2020 €
	General Management	Usage		33,655	46,304
	General Management - Governance	Usage		43,135	43,077
	Depreciation	Usage		109,727	86,469
	Depreciation - Governance	Usage		6,975	3,837
	General Office	Usage		9,669	8,242
	General Office - Governance	Usage		18,779	13,220
	Finance Costs	Usage		17,980	27,738
	Finance Costs - Governance	Usage		196	385
	Technical Costs	All Programme		7,978	6,217
	Payroll Expenses	Usage		297,756	365,180
	Legal and Professional	Governance		3,736	35,051
	Audit Fees	Governance		4,986	17,874
				<u>554,572</u>	<u>653,594</u>
8.	NET INCOME			2021 €	2020 €
	Net Income is stated after charging/(crediting):				
	Depreciation of tangible assets			123,347	95,646
	Amortisation of creditors: amounts falling due after more than one year			<u>(25,000)</u>	<u>(25,000)</u>

The Pavilion Theatre Management Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued
for the financial year ended 31 December 2021

9. EMPLOYEES AND REMUNERATION

Number of employees

The average number of persons employed (including executive directors) during the financial year was as follows:

	2021 Number	2020 Number
Theatre Staff	7	6
Casual Staff	5	4
	<u>12</u>	<u>10</u>

The staff costs comprise:

	2021 €	2020 €
Wages and salaries	299,869	353,813
Social security costs	7,596	26,727
Pension costs	10,519	11,292
	<u>317,984</u>	<u>391,832</u>

10. EMPLOYEE BENEFITS

The number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell within the bands below were:

	Number of Employees	Number of Employees
€90,000 - €100,000	<u>1</u>	<u>1</u>

11. TANGIBLE FIXED ASSETS

	Theatre Equipment	Fixtures and fittings	Office Equipment	Computer Equipment	Total
	€	€	€	€	€
Cost					
At 1 January 2021	496,851	3,754,642	82,724	46,491	4,380,708
Additions	58,730	2,728	895	14,055	76,408
At 31 December 2021	<u>555,581</u>	<u>3,757,370</u>	<u>83,619</u>	<u>60,546</u>	<u>4,457,116</u>
Depreciation					
At 1 January 2021	410,844	3,098,234	75,506	38,764	3,623,348
Charge for the financial year	23,444	89,058	3,334	7,511	123,347
At 31 December 2021	<u>434,288</u>	<u>3,187,292</u>	<u>78,840</u>	<u>46,275</u>	<u>3,746,695</u>
Net book value					
At 31 December 2021	<u>121,293</u>	<u>570,078</u>	<u>4,779</u>	<u>14,271</u>	<u>710,421</u>
At 31 December 2020	<u>86,007</u>	<u>656,408</u>	<u>7,218</u>	<u>7,727</u>	<u>757,360</u>

12. STOCKS

	2021 €	2020 €
Finished goods and goods for resale	<u>809</u>	<u>1,497</u>

The Pavilion Theatre Management Company Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued
for the financial year ended 31 December 2021

13. DEBTORS	2021	2020
	€	€
Trade debtors	-	1,332
Other debtors	1,376	15,774
Prepayments	7,670	5,799
	<u>9,046</u>	<u>22,905</u>
14. CREDITORS	2021	2020
Amounts falling due within one year	€	€
Trade creditors	37,387	8,841
Taxation and social security costs	60,619	55,047
Other creditors	125,568	123,537
Accruals	20,062	47,015
Deferred Income	129,274	40,763
	<u>372,910</u>	<u>275,203</u>
15. PENSION COSTS - DEFINED CONTRIBUTION		
The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Pension costs amounted to €10,519 (2020 - €11,292).		
16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2021	2020
	€	€
Capital grants received and receivable		
At 1 January 2021	250,000	250,000
Amortisation		
At 1 January 2021	(200,000)	(175,000)
Amortised in financial year	(25,000)	(25,000)
At 31 December 2021	<u>(225,000)</u>	<u>(200,000)</u>
Net book value		
At 31 December 2021	<u>25,000</u>	<u>50,000</u>
At 1 January 2021	<u>50,000</u>	<u>75,000</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.		
17. RESERVES	2021	2020
	€	€
At 1 January 2021	954,801	973,669
Deficit for the financial year	(14,372)	(18,868)
At 31 December 2021	<u>940,429</u>	<u>954,801</u>

The Pavilion Theatre Management Company Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued
for the financial year ended 31 December 2021

18. FUNDS

18.1 RECONCILIATION OF MOVEMENT IN FUNDS	Unrestricted Funds €	Restricted Funds €	Total Funds €
At 1 January 2020	535,898	437,771	973,669
Movement during the financial year	(79,886)	61,018	(18,868)
At 31 December 2020	456,012	498,789	954,801
Movement during the financial year	60,233	(74,605)	14,372
At 31 December 2021	516,245	424,184	940,429

18.2 ANALYSIS OF MOVEMENTS ON FUNDS

	Balance 1 January 2021 €	Income €	Expenditure €	Transfers between funds €	Balance 31 December 2021 €
Restricted funds					
Restricted Funds - Donations	25,407	12,038	-	-	37,445
Restricted Funds - Capital	473,382	31,842	(65,244)	(53,241)	386,739
	<u>498,789</u>	<u>43,880</u>	<u>(65,244)</u>	<u>(53,241)</u>	<u>424,184</u>
Unrestricted funds					
Unrestricted General	456,012	859,826	(852,834)	53,241	516,245
	<u>456,012</u>	<u>859,826</u>	<u>(852,834)</u>	<u>53,241</u>	<u>516,245</u>
Total funds	954,801	903,706	918,078	-	940,429

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.

19. STATUS

The company is limited by guarantee not having a share capital.

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members, or within one financial year thereafter, for the payment of the debts and liabilities of the company contracted before they ceased to be members, and the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, not exceeding € 1.

20. CASH AND CASH EQUIVALENTS

	2021 €	2020 €
Cash and bank balances	618,063	498,242

21. POST-BALANCE SHEET EVENTS

The year 2022 commenced with Covid-19 restrictions continuing to impact opening up of the economy. The theatre returned to full capacity in February and has continued to operate at that level since then.

The Pavilion Theatre Management Company Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS

continued

for the financial year ended 31 December 2021

22. State funding

Grantor	Arts Council
Grant	Strategic Funding 2021
Purpose	Revenue Funding
At 31 December 2020	€35,000
Total Grant Received in 2021	€170,000
Term of Grant	01/01/2021-31/12/2021
Amount of grant reflected in 2021:	€170,000
Fund (deferred) or due at financial year end	€0
Capital Grant	No
Restriction on use	Yes
Grantor	Arts Council
Grant	Strategic Funding 2022
Purpose	Revenue Funding
Total Grant Received in 2021	€51,250
Term of Grant	01/01/2021-31/12/2021
Amount of grant reflected in 2021:	€0
Fund (deferred) or due at financial year end	(€51,250)
Capital Grant	No
Restriction on use	Yes
Grantor	Arts Council
Grant	Capacity Building Support Grant
Purpose	Revenue Funding
Total Grant Received in 2021	€20,000
Term of Grant	01/01/2021-31/12/2021
Amount of grant reflected in 2021:	€20,000
Fund (deferred) or due at financial year end	€0
Capital Grant	No
Restriction on use	Yes
Grantor	Dept of Tourism, Culture, Arts, Gaeltacht, Sports & Media
Grant	Covid-19 Capital Grant
Purpose	Capital Funding
Total Grant Received in 2021	€9,564
Term of Grant	01/01/2021-31/12/2021
Amount of grant reflected in 2021:	€9,564
Fund (deferred) or due at financial year end	€0
Capital Grant	Yes
Restriction on use	Yes
Grantor	Dun Laoghaire Rathdown County Council
Grant	Strategic Funding
Purpose	Revenue Funding
Pre 2021	€25,000
Total Grant Received in 2021	€220,000
Term of Grant	01/01/2021-31/12/2021
Amount of grant reflected in 2021:	€245,000
Fund (deferred) or due at financial year end	€0
Capital Grant	No
Restriction on use	Yes

The Pavilion Theatre Management Company Company Limited by Guarantee
NOTES TO THE FINANCIAL STATEMENTS continued
for the financial year ended 31 December 2021

23. LONG TERM LEASE

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

24. 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 €220,000 from Dun Laoghaire Rathdown County Council. The balance owing to the company at 31st December 2021 was €Nil (at 31st December 2020 - €Nil).

25. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the Board of Directors on 24th June 2022

THE PAVILION THEATRE MANAGEMENT COMPANY CLG
SUPPLEMENTARY INFORMATION
RELATING TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021
NOT COVERED BY THE REPORT OF THE AUDITORS
THE FOLLOWING PAGES DO NOT FORM PART OF THE AUDITED FINANCIAL STATEMENTS

The Pavilion Theatre Management Company CLG

(A company limited by guarantee, without a share capital)

SUPPLEMENTARY INFORMATION RELATING TO THE FINANCIAL STATEMENTS**Appendix I: Detailed Statement of Financial Activities**

For the Year-Ended 31st December 2021

	2021 €	2020 €
Income (Appendix II)		
Grants & Donations	494,964	556,583
Income from Charitable Activities	268,211	422,713
Income from Other Trading Activities	35,562	48,068
Other Income	104,969	63,277
Total Income	<u>903,706</u>	<u>1,090,641</u>
Expenditure (Appendix III & IV)		
Artistic Direction	778,530	920,007
Publicity & Marketing	49,874	66,679
Governance Costs	80,296	113,445
Support in Kind	9,378	9,378
Total expenditure	<u>918,078</u>	<u>1,109,509</u>
Net Income	<u>(14,372)</u>	<u>(18,868)</u>

The Pavilion Theatre Management Company CLG
(A company limited by guarantee, without a share capital)
SUPPLEMENTARY INFORMATION RELATING TO THE FINANCIAL STATEMENTS

Appendix II: Income
For the Year-Ended 31st December 2021

	2021 €	2020 €
Grants and Donations		
Arts Council Revenue Funding	182,000	140,000
DLRCC Revenue Funding	245,000	245,000
Other Grants	46,548	129,586
Sponsorship/Patron Members	12,038	32,619
Support in Kind	9,378	9,378
	<u>494,964</u>	<u>556,583</u>
Income from Charitable Activities		
Box Office	220,007	314,103
External Box Office	21,832	5,251
Capital Levy	2,278	6,673
Box Office Split	5,776	31,376
Booking Fee	198	43
Cinema Income	18,120	65,267
	<u>268,211</u>	<u>422,713</u>
Income from Other Trading Activities		
Theatre Hires	33,081	23,140
Programme/Merchandise Sales	2,469	3,142
Bar Sales	12	21,786
	<u>35,562</u>	<u>48,068</u>
Other Income		
Technical Recharges	7,131	3,052
Other Income	-	-
Covid-19 Wage Subsidy	97,838	60,225
	<u>104,969</u>	<u>63,277</u>

The Pavilion Theatre Management Company CLG

(A company limited by guarantee, without a share capital)

SUPPLEMENTARY INFORMATION RELATING TO THE FINANCIAL STATEMENTS**Appendix III: Expenditure**

For the Year-Ended 31st December 2021

Artistic Direction	2021	2020
	€	€
General Artistic		
Programme Costs	-	3,190
Travel	1,109	89
Accommodation	168	-
Tickets	457	396
Research and Development	99	153
Programming		
Hospitality	689	267
Box Office Split	15,246	127,707
Guarantees	72,872	44,403
Box Office Hire Sales	74,321	83,410
Programme Sales	1,129	2,185
Cinema Costs	5,015	23,777
Accommodation/Travel	1,305	403
Royalty	9,215	10,088
Other Programming Costs	31,527	3,988
Consultancy		
Artistic Development Programme	91,102	79,804
Support Costs	<u>474,276</u>	<u>540,147</u>
	<u>778,530</u>	<u>920,007</u>

The Pavilion Theatre Management Company CLG
(A company limited by guarantee, without a share capital)
SUPPLEMENTARY INFORMATION RELATING TO THE FINANCIAL STATEMENTS

Appendix IV: Expenditure
For the Year-Ended 31st December 2021

	2021	2020
	€	€
Publicity and Marketing		
Post/Mailshot	2,875	5,878
Public Relations	7,239	3,818
General Marketing	4,748	6,472
Printing & Reproduction	2,735	9,672
Social Media	3,127	3,529
Graphic Design	2,453	1,780
Support Costs	26,697	35,530
	<u>49,874</u>	<u>66,679</u>
	2021	2020
	€	€
Governance Costs		
General Office	71,378	60,135
Finance Costs	196	385
Legal and Other Professional	3,736	35,051
Audit and Accountancy	4,986	17,874
	<u>80,296</u>	<u>113,445</u>

The Pavilion Theatre Management Company CLG
(A company limited by guarantee, without a share capital)
SUPPLEMENTARY INFORMATION RELATING TO THE FINANCIAL STATEMENTS

Appendix V: Detailed Support Costs
For the Year-Ended 31st December 2021

	2021	2020
Detailed Support Costs	€	€
Building Maintenance	9,153	5,337
Cleaning and Canteen	1,686	4,578
Rubbish Removal	747	770
Technical Repairs and Renewals	7,978	5,012
Water Rates	-	984
Light and Heat	29,447	25,123
General Management Other	4,164	2,125
Service Charge	18,313	22,850
Insurance	9,659	11,867
Contracted Staff & Mileage	-	1,268
Health & Safety	5,501	6,781
Bar Supplies	688	10,618
<i>Depreciation on:</i>		
Theatre Equipment	23,444	21,349
Fixtures and Fittings	89,058	68,174
Office Equipment	3,334	2,616
Computer Equipment	7,511	3,507
Post & Stationery	259	20
IT	14,105	11,097
IMRO/PPI	1,613	961
Subscriptions	1,453	920
Office Supplies	359	573
Telephone	4,806	4,215
Courier	375	42
Travel	106	151
Volunteer expenses	175	370
Audit Fees	4,837	4,920
Accounting Fees	149	12,954
Legal Fees	3,736	35,051
Bank Charges	306	615
Merchant Fees	6,678	9,757
Internet Sale Charges	9,351	10,507
Architect Fees/ Consulting	1,850	2,250
Piano Tuning	190	480
Equipment Hire	-	454
Stage Work	-	5,283
Payroll Expenses	317,789	391,832
Recruitment and Peninsula	3,328	3,230
Training	4,288	480
Total Management and Administration	586,436	689,122

Note: Support costs are allocated between publicity/marketing, production costs, artistic direction, governance costs and exceptional costs. Where costs cannot be directly attributable, they are allocated on a basis consistent with the use of resources.

