Company registration number: SC382211
Charity registration number: SC043059

THE OCCASIONAL CABARET LTD.
TRUSTEES' REPORT AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

Creative Tax Reliefs Limited

The Occasional Cabaret Ltd.
Contents

The trustees present their report and the financial statements for the year ended 31 December 2025.

Objectives and Activities

Aims and Objectives

Aims and Objectives
The charity's objectives, as set out in the objects contained in the company's articles of association, are:
• The advancement of the arts and culture; and
• The advancement of education and community development through the arts
The charity meets those objectives through the creation of touring theatre productions and community education projects with a particular emphasis on fully inclusive programmes.

Achievements and Performance

Main Achievements

The company's work, during the year, was again principally concerned with The Southside Group (TSG) project. This initiative, begun in January 2020, was designed to increase opportunities for adults with learning disabilities to become actively involved in the making of theatre. The project is open to everyone, in the Glasgow area, aged 16+ and no previous drama experience is necessary. The Southside Group currently has 18 members, ranging in age from 20 to 62 and the company is always interested in hearing from potential new members.

Rehearsals over the year continued to take place at Queens Park Govanhill Parish Church (QPGPC), a local Glasgow Southside church accommodating a variety of different community groups. This has proved to be a welcoming and supportive environment for TSG, and the space has worked successfully for both weekly workshops and small-scale performances.

In January 2025, the company undertook a two-week research & development period working on ideas for a new touring production, Mrs Heckleburnie's Ha'penny Theatre. The project involved 6 members of TSG, performing alongside the company's co-Artistic Director, Catherine Gillard, and was produced by the same artistic team that created 'The Monster and Mary Shelley' (2018/19) and 'Another Nice Mess' (2023).

The work developed themes, storyline, set design, costume and musical direction for the eventual production culminating in a day's videoing of scenes, plus a short, public work-in-progress performance. The performance was followed by a Q&A involving the full company answering questions both about the working process and storyline content. Reaction to the performance was overwhelmingly enthusiastic and the company is keen to explore opportunities for the project's future development.

Over the period January to July 2025, the company also continued to develop the new full-TSG production, The Splitting of Latham. Working in collaboration with the Glasgow-based playwright, Michael Duke, further script development and rehearsal led to a second work-in-progress showing that was performed to an audience of 80+ at TSG's rehearsal base in Queen's Park Govanhill Church.

The original intention had been to stage a full production in June 2025 but a delay in securing support from Creative Scotland led to a postponement. With Creative Scotland funding finally confirmed in May 2025, The Splitting of Latham will receive 3 public performances in late-April 2026.

Located in late 1930's Glasgow, at the time of the British Commonwealth Exhibition in Bellahouston Park, The Splitting of Latham further develops the comedic melodrama for which TSG has become known.

"Amazing, entertaining, confident performances. Particularly liked the music – really added to the performance. Loved the energy of the cast. Great opening scene. Look forward to seeing how you develop this." - Audience member, July 2024 showing

Following the performance in July, the TSG winter term specifically focussed on creating a production of Charles Dickens', A Christmas Carol. Having previously featured extracts from this story in The Southside Group's Christmas Tales in 2023, a full production was created and rehearsed from September, leading to a sold-out performance in late November.

Audience reaction included:
'Great night last night, and thank you for all your time and effort getting everyone to the stage that they can go up and perform to a room full of people.'

'I thought it was a lovely show that told the story really well.'

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Main Achievements - continued

'Thanks again for all the hard work and dedication you give to this group. I am so delighted we found you and that DH is part of it, he enjoys it immensely.'

Funding for the year's work was received from the Hugh Fraser Foundation, Merchant's House, Glasgow Life Arts Development Fund, the RTR Foundation, Glasgow Community Area Partnership – Southside Central, the Commonweal Fund, the PF Charitable Trust administered by Foundation Scotland, the Endrick Trust and Creative Scotland.

The company are enormously grateful for the support received from funders, audiences and fellow artists over 2025. The opportunities to keep working and develop new skills throughout the year have been of huge importance. We aim to continue developing what we have achieved into 2026 and extending the reach of the company.

Additional Note

Future Developments
The company is determined to maintain and further develop The Southside Group, continuing weekly sessions and expanding membership.
With funding in place from Creative Scotland, April 2026 will see The Occasion fully produce The Splitting of Latham. Further funding towards the production has been secured from the Conundrum Charitable Trust and The Bellahouston Bequest Fund.
The period May to July 2026, TSG will work with both guest artists and the company's co-Artistic Directors to develop skills, and work on ideas for a new production. This will be further developed over the first two terms of 2027, culminating in a work-in-progress performance in July 2027.
The company also plan to produce a new Christmas show over the winter term which will be performed in early December 2026. Further applications to various trusts and foundations are planned to support the group's work.
Beyond this, the company will continue to engage with theatre networks and advocacy groups, and seek opportunities to extend community engagement and touring performances.

Financial Review

Financial Position

A surplus of £11,077 arose during the year (2024: £4,004). At the year end restricted reserves of £16,397 were unspent (2024: £4,200) and are to be fully utilised in 2026. Unrestricted reserves had an accumulated surplus of £1,094 (2024: £2,214) at the year end.

Principal funding sources
Principal funding sources for the period under review were grants from the RTR Foundation, the PF Charitable Trust administered by Foundation Scotland, the Hugh Fraser Foundation, Merchant's House, Glasgow Life Arts Development Fund, Glasgow Community Area Partnership – Southside Central, the Commonweal Fund, the Endrick Trust and Creative Scotland. The trustees are also very grateful for the significant donations from the local community towards the company's work.

Investment policy
Most of the charity's funds are to be spent in the short term. Accordingly, funds are held in a current account to enable immediate access. The directors will consider alternative investment vehicles should the need arise.

Reserves and going concern policy
The Board has established a way of meeting its target to maintain its reserves at a level equivalent to 3 months' running costs through the Theatre Tax Relief system.
The Board continues to look for additional ways to secure future funding in order to continue to meet its reserve policy objectives. The directors do not believe that this currently causes a going concern issue. They have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to such an issue.

Reserves Policy

As we are currently project funded we will continue to operate diligently within budget restrictions. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces.
A 5% contingency on all expenditure is included within all budgets.
Cashflow projections are prepared annually, are very closely monitored throughout the year and updated as necessary. In the event of any unexpected changes to projected income or spend, this ensures adequate time to make necessary adjustments without endangering the success of projects.
We continue to update our business plan as applicable. We have allowed for diversification of activities and funding sources.

Structure, Governance and Management

Additional Note

The directors of the charitable company ("the charity") are its trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association the directors are elected to serve for a period of one year, after which they must be re-elected at the next Annual General Meeting.
Where a director provides services to the charity or might benefit from any remuneration paid to a connected party for such services, then the maximum amount of remuneration shall be agreed by the trustees. New directors/trustees are recruited though personal contacts and advertised on relevant websites and online form.

Trustee induction and training

All trustees are already familiar with the charity's practical work. On registration as a charity, all trustees were issued with the revised Memorandum and Articles of Association, together with the OSCR publication 'Guidance for Charity Trustees'.

Reference and Administrative Details

Trustees

Catherine Gillard - Trustee
Peter Clerke
Gillian Shaw (resigned 24/05/2025)
Ben Walmsley
Rebecca Robinson
Alison Mussett
Kate Sloan

Charity Number

SC043059

Company Number

SC382211

Principal Address

1/1, 1068 Cathcart Road
Glasgow
G42 9XW

Registered Office

1/1, 1068 Cathcart Road
Glasgow
G42 9XW

Independent Examiner

Nathan Penny ACCA
Creative Tax Reliefs Limited
Image House Farm
Sandy Lane
Lathom
L40 5TU

Statement of Trustees' Responsibilities

The trustees (who are also the directors of The Occasional Cabaret Ltd. for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statement unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgments and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at anytime the financial position of the charitable company and to enable them to ensure that the accounts comply with the Charities and Trustees Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Companies Act 2006. 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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small Company Rules

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The trustees' report was approved by the board of trustees and signed on its behalf by:

Catherine Gillard

Trustee
26/06/2026

Independent Examiner's Report to the Trustees of The Occasional Cabaret Ltd.
For The Year Ended 31 December 2025

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2025.

Responsibilities and Basis of Report

As the charity trustees of the Company (and also its directors for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the 2006 Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

My examination is carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent Examiner's Statement

Since the Charity has prepared its accounts on an accruals basis and is registered in Scotland your examiner must be a member of a body listed in Regulation 11(2) of the Charities Accounts (Scotland) Regulations 2006 (as amended). I confirm that I am qualified to undertake the examination because I am a member of The Association of Chartered Certified Accountants, which is one of the listed bodies.

Nathan Penny ACCA

28/06/2026
Image House Farm
Sandy Lane
Lathom
L40 5TU

The Occasional Cabaret Ltd.
Statement of Financial Activities (including Income and Expenditure Account)
For The Year Ended 31 December 2025

	Notes	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
		£	£	£	£
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	**3**	1,655	34,596	36,251	11,794
Charitable activities:					
Charitable activities		3,080	-	3,080	2,866
Investments	**4**	266	-	266	-
Other	**5**	7,578	-	7,578	19,792
		12,579	34,596	47,175	34,452
EXPENDITURE ON:					
Charitable activities:	**6**				
Charitable activities		(543)	(29,346)	(29,889)	(24,342)
Support Costs		(2,109)	(4,100)	(6,209)	(6,106)
		(13,699)	(22,399)	(36,098)	(30,448)
NET INCOME		(1,120)	12,197	11,077	4,004
NET MOVEMENT IN FUNDS		(1,120)	12,197	11,077	4,004
RECONCILIATION OF FUNDS:					
Total funds brought forward		2,214	4,200	6,414	2,410
TOTAL FUNDS CARRIED FORWARD	**11**	1,094	16,397	17,491	6,414

The notes on pages 9 to 13 form part of these financial statements.

The Occasional Cabaret Ltd.
Comparative Statement of Financial Activities (including Income and Expenditure Account)
For The Year Ended 31 December 2025

				2024
	Notes	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM:				
Donations and legacies	**3**	1,494	10,300	11,794
Charitable activities:				
Charitable activities		2,866	-	2,866
Other	**5**	19,792	-	19,792
		24,152	10,300	34,452
EXPENDITURE ON:				
Charitable activities:	**6**			
Charitable activities		(19,052)	(5,290)	(24,342)
Support Costs		(3,516)	(2,590)	(6,106)
		(22,568)	(7,880)	(30,448)
NET INCOME		1,584	2,420	4,004
NET MOVEMENT IN FUNDS		1,584	2,420	4,004
RECONCILIATION OF FUNDS:				
Total funds brought forward		630	1,780	2,410
TOTAL FUNDS CARRIED FORWARD	**11**	2,214	4,200	6,414

The notes on pages 9 to 13 form part of these financial statements.

The Occasional Cabaret Ltd.
Balance Sheet
As At 31 December 2025

	Notes	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
		£	£	£	£
CURRENT ASSETS					
Cash at bank and in hand		1,730	16,397	18,127	7,050
		1,730	16,397	18,127	7,050
Creditors: Amounts Falling Due Within One Year	**10**	(636)	-	(636)	(636)
NET CURRENT ASSETS (LIABILITIES)		1,094	16,397	17,491	6,414
TOTAL ASSETS LESS CURRENT LIABILITIES		1,094	16,397	17,491	6,414
NET ASSETS		1,094	16,397	17,491	6,414
FUNDS OF THE CHARITY					
Restricted Funds				16,397	4,200
Unrestricted Funds				1,094	2,214
TOTAL FUNDS	**11**			17,491	6,414

For the year ending 31 December 2025 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

On behalf of the board

Catherine Gillard

Trustee
26/06/2026

The notes on pages 9 to 13 form part of these financial statements.

1. General Information

The Occasional Cabaret Ltd. is a company limited by guarantee, incorporated in Scotland, registered number SC382211 and registered charity number SC043059. The registered office is 1/1, 1068 Cathcart Road, Glasgow, G42 9XW.

2. Accounting Policies

2.1. Basis of Preparation of Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) "Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2019)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

The charitable company is a Public Benefit Entity as defined by FRS 102.

2.2. Going Concern Disclosure

At the time of approving the financial statements, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3. Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for a specific purpose.

Restricted funds are to be used for specific purposes as laid down by the donor.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2.4. Incoming Resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.
For donations to be recognised the charity will have been notified of the amounts. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.
Income from government and other grants, whether 'capital grants or revenue grants', are 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. Where a grant is received for a specific purpose, it is included in restricted income and any unexpended portion carried forward as a restricted fund.

2.5. Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. All expenditure was incurred in carrying out the charitable activity of the charity, including the costs of operating.
The charity is not registered for VAT and therefore all expenditure is recorded inclusive of VAT.

3. Income from Donations and Legacies

	Unrestricted funds	Restricted funds	2025 Total funds
	£	£	£
Donations and gifts	1,655	-	1,655
Grants	-	34,596	34,596
	1,655	34,596	36,251

	Unrestricted funds	Restricted funds	2024 Total funds
	£	£	£
Donations and gifts	-	-	-
Grants	1,494	10,300	11,794
	1,494	10,300	11,794

4. **Investment Income**

	2025 Unrestricted funds	2024 Unrestricted funds
	£	£
Other interest receivable	266	-

5. **Other Income**

	2025 Unrestricted funds	2024 Unrestricted funds
	£	£
Theatre Tax Relief	7,578	19,792

6. **Analysis of Expenditure**

	Activities undertaken directly	Support costs (see note 7)	2025 Total
	£	£	£
Charitable activities	29,889	-	29,889
Support Costs	-	6,209	6,209
	29,889	6,209	36,098

			2024
	Activities undertaken directly	**Support costs** (see note 7)	**Total**
	£	**£**	**£**
Charitable activities	24,342	-	24,342
Support Costs	-	6,106	6,106
	24,342	6,106	30,448

7. **Support Costs**

	2025
	Support Costs
	£
General administration:	
General Admin	2,000
Insurance	1,100
Advertising and marketing costs	549
Independent examiner's fees	636
Professional fees	1,110
Other office costs	630
Sundry expenses	184
	6,209

	2024
	Support Costs
	£
General administration:	
Insurance	1,414
Advertising and marketing costs	356
Independent examiner's fees	636
Professional fees	2,880
Other office costs	636
Sundry expenses	184
	6,106

8. **Independent Examiner's Remuneration**

	2025	**2024**
	£	**£**
Independent examination of the financial statements	636	636

9. **Average Number of Employees**

Average number of employees during the year was: NIL (2024: NIL)

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

	2025	2024
	£	£
Accruals and deferred income	636	636

11. **Movement in Funds**

	As at 1 January 2025	Income	Expenditure	As at 31 December 2025
	£	£	£	£
Unrestricted funds				
General:				
General unrestricted fund	2,214	12,579	(13,699)	1,094
Restricted funds				
The Hugh Fraser Foundation	2,000	-	(2,000)	-
The Endrick Trust	-	2,000	(1,000)	1,000
The Merchants House of Glasgow	2,200	-	(2,200)	-
Glasgow Life	-	2,000	(2,000)	-
Glasgow Community Area Partnership – Southside Central	-	2,870	(2,870)	-
Creative Scotland	-	14,976	(3,929)	11,047
Conundrum Charitable Trust	-	1,850	-	1,850
Commonweal Fund	-	400	(400)	-
The PF Charitable Trust administered by Foundation Scotland	-	3,500	(3,500)	-
Bellahouston Bequest	-	2,500	-	2,500
RTR Foundation	-	4,500	(4,500)	-
Total restricted funds	4,200	34,596	(22,399)	16,397
Total funds	6,414	47,175	(36,098)	17,491

	As at 1 January 2024	Income	Expenditure	As at 31 December 2024
	£	£	£	£
Unrestricted funds				
General:				
General unrestricted fund	630	24,152	(22,568)	2,214
Restricted funds				
The William Syson Foundation	-	2,700	(2,700)	-
The W. M. Mann Foundation	-	750	(750)	-
Glasgow Community Mental Health & Wellbeing Fund	1,180	-	(1,180)	-
JTH Charitable Trust	-	250	(250)	-
The Hugh Fraser Foundation	-	2,000	-	2,000
The Endrick Trust	600	-	(600)	-

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The Merchants House of Glasgow	-	2,200	-	2,200
People's Postcode Trust	-	2,400	(2,400)	-
Total restricted funds	1,780	10,300	(7,880)	4,200
Total funds	2,410	34,452	(30,448)	6,414

The William Syson Foundation: Grant to support the work of the Southside Group.
The W. M. Mann Foundation: Grant to support the work of the Southside Group.
Glasgow Community Mental Health & Wellbeing Fund: Grant to support the work of the Southside Group.
The JTH Charitable Trust: Grant to support the work of The Occasion Theatre.
The Hugh Fraser Foundation: Grant to support the work of the Southside Group.
The Endrick Trust: Grant to support the work of the Southside Group.
The Merchants House of Glasgow: Grant to support the work of the Southside Group.
People's Postcode Trust: Grant to support the work of The Occasion Theatre.
Glasgow Life: Grant to support the work of The Occasion Theatre.
Glasgow Community Area Partnership – Southside Central Grant to support the work of The Occasion Theatre.
Creatives Scotland: Grant to support the work of the Southside Group.
Bellahouston Bequest: Grant to support the work of The Occasion Theatre.
RTR Foundation: Grant to support the work of The Occasion Theatre.
The PF Charitable Trust administered by Foundation Scotland: Grant to support the work of The Occasion Theatre.

12. **Transactions with Trustees**

	2025	2024
	£	£
Other Expenses	353	766

Number of trustees reimbursed for expenses during the year was 2 (2024: 1)

13. **Related Party Disclosures**

For the year ending 31 December 2025 it was agreed that the maximum combined amount paid to directors for services would be no more than 50% of the total expenditure for the year, and that less than half the directors would receive remuneration from the company or benefit from remuneration of that nature.
Apart from key management, no director received remuneration for their services as a director during the year.
Catherine Gillard, director, received performance fees of £9,350 during the year (2024:£6,825).
Peter Clerke, director, received performance fees of £7,600 during the year (2024:£6,375).
No trustee or other person related to the charity had any personal interest in any contract or other transaction entered into by the charity during the year (2024:Nil)

14. **Company limited by guarantee**

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

The Occasional Cabaret Ltd.
Detailed Statement of Financial Activities (including Income and Expenditure Account)
For The Year Ended 31 December 2025

	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM:		
Donations and legacies		
Donations and gifts	1,655	-
Grants	34,596	11,794
	36,251	11,794
Charitable Activities:		
Charitable activities		
Income from charitable activities	-	2,866
Membership income	2,470	-
Performance income	610	-
	3,080	2,866
Investments		
Other interest receivable type A	266	-
	266	-
Other		
Theatre Tax Relief	7,578	19,792
	7,578	19,792
	47,175	34,452
EXPENDITURE ON:		
Charitable Activities:		
Charitable activities		
Performance Fees	(24,420)	(21,090)
Production Costs	(5,469)	(3,252)
	(29,889)	(24,342)
Support Costs		
General Admin	(2,000)	-
Insurance	(1,100)	(1,414)
Advertising and marketing costs	(549)	(356)
Independent examiner's fees	(636)	(636)
Professional fees	(1,110)	(2,880)
Other office costs	(630)	(636)
Sundry expenses	(184)	(184)
	(6,209)	(6,106)
	(36,098)	(30,448)
NET INCOME	11,077	4,004