

# THE PHOENIX THEATRE & ARTS CENTRE

England & Wales · Charity number 1166858

## Details

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|             |   |
|-------------|---|
| Other names | BARBADOS HOUSE ASSOCIATION                              |
| Status      | Registered  |
| Legal form  | CIO   |
| Registered  | 2016-05-03  |
| Register    | <a href="#">View on the Charity Commission register</a> |

## Contact

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**Address**                      The Phoenix Theatre & Arts Centre  
Station Road  
Bordon  
Hampshire  
GU35 0LR

**Phone**                        01420 472664

**Email**                        [info@phoenixarts.co.uk](mailto:info@phoenixarts.co.uk)

**Website**                     [www.phoenixarts.co.uk](http://www.phoenixarts.co.uk)

## Activities

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**Objects:** FOR THE PURPOSE OF PROVIDING FACILITIES TO ADVANCE EDUCATION AND TO PROVIDE FACILITIES IN THE INTEREST OF SOCIAL WELFARE FOR RECREATION AND LEISURE TIME OCCUPATION FOR THE PUBLIC AT LARGE WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE.

**Activities:** We provide facilities to advance education and to provide facilities in the interest of social welfare for recreation and leisure-time occupation, to establish or to secure the establishment of a Community Arts Centre and to maintain and manage or to co-operate with any local authority in the maintenance and management of such a Centre for the activities promoted by the Association.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

## Geography

- Hampshire

## Finances

| Period end | Income   | Expenditure | Assets | Employees |
|------------|----------|-------------|--------|-----------|
| 2025-03-31 | £285,371 | £309,711    | -      | -         |
| 2024-03-31 | £332,096 | £316,565    | -      | -         |
| 2023-03-31 | £207,423 | £228,829    | -      | -         |
| 2022-03-31 | £254,603 | £208,480    | -      | -         |
| 2021-03-31 | £163,831 | £149,222    | -      | -         |

## Trustees

| Name                       | Role  | Appointed  |
|----------------------------|-------|------------|
| <b>Eric Wayne Clifford</b> | Chair | 2020-01-14 |
| BRENT SIGLEY               |       | 2020-01-14 |
| DAVINA SYLVIA HUDSON       |       | 2020-01-14 |
| Elaine Miles               |       | 2020-01-14 |
| Grant Dawkins              |       | 2020-01-14 |
| JIM MILES                  |       | 2020-01-14 |
| PAUL GRAHAM EDWARDS        |       | 2020-01-14 |

**THE PHOENIX THEATRE & ARTS CENTRE**

England & Wales - Charity number 1166858

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# Accounts

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## **The Phoenix Theatre & Arts Centre**

**Trustees' Annual Report & Statement of Accounts**

**1 April 2024 / 31 March 2025**



### **Phoenix Arts**

**Station Road, Bordon, Hampshire, GU35 0LR**

**CIO Charity No. 1166858**



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## Administrative Information

The Phoenix Theatre & Arts Centre is a CIO Registered Charity (Number 1166858). The primary objectives, management and operation of the Association are laid down in its Constitution, which is based on the Model Constitution recommended by the National Federation of Community Organisations (Community Matters).

### Trustees for the Period 1/4/2024 – 31/3/2025

|                                     |   |
|-------------------------------------|---|
| Davina Hudson                       | President   |
| Eric Clifford                       | Chair   |
| Jim Miles                           | Vice-Chair  |
| Brent Sigley                        | Treasurer   |
| Paul Edwards                        | Secretary   |
| Elaine Miles                        |   |
| Maureen Reid                        |   |
| Nick Tupper                         |   |
| Sarah Bawtree                       |   |
| Paul Burgess                        |   |
| Grant Dawkins                       | Representative of the Deadwater Valley Trust      |
| Cllr Penny Flux                     | Representative of East Hampshire District Council |
| Cllr James Fryer / Cllr Linda Delve | Representative of Whitehill Town Council          |
| Cllr Lynn Malikoff-Johnston         | Reserve Representative of Whitehill Town Council  |

### Bankers:

Lloyds TSB plc, 75 Castle Street, Farnham, Surrey, GU9 7LT

### Independent Examiner:

Michelle Wise, Wise Accountancy Services [www.wiseaccountancyservices.com](http://www.wiseaccountancyservices.com)

# *Creating Community*

## **Primary Aims**

The Objectives laid down in the Constitution are:

- (a) Providing facilities to advance education and to provide facilities in the interest of social welfare for recreation and leisure-time occupation
- (b) To establish or to secure the establishment of a Community Arts Centre and to maintain and manage or to co-operate with any local authority in the maintenance and management of such a centre for the activities promoted by the Association and its constituent bodies, without distinction of sex or of political, religious, or other opinions.

The principal activities of the charity reflect its objectives in that they provide opportunities for the wider public to have access to a variety of arts based activities and provide educational programmes and learning through the arts to all ages and abilities. To achieve this The Phoenix Theatre & Arts Centre:

- Offers a broad programme of drama, music and theatre performances, both professional and amateur, at the theatre venue
- Provides a programme of art and drama activities for children and young people at the centre
- Delivers a programme of learning opportunities in visual and performing arts for adults with learning disabilities
- Delivers an Adult Learning Programme in the creative arts in Whitehill & Bordon
- Provides workshops in the arts to schools and community groups as one-off or longer-term projects
- Offers artists studio space available for rent
- Offers conference / meeting rooms
- Provides rooms available to hire for band practises and other rehearsals
- Is home to an amateur theatrical group, The Phoenix Players, in which members of the community participate to perform plays at The Phoenix Theatre

## **Management**

In accordance with its Constitution, the policy and affairs of the Association are determined by the Council which meets monthly. The members of the Council are also the Charity Management Trustees.

The Council consists of:

- The Officers of the Association
- The representatives appointed by the constituent bodies / sections
- Representatives of the full members
- One representative of the junior members
- Up to four co-opted members
- Representatives from funding bodies

Members of the Association are invited to nominate new Trustees when the notice of the AGM is issued.

A CEO is appointed by the Trustees to manage the day to day operations of the charity. To facilitate effective operations, the CEO has delegated authority for operational matters such as artistic and performance related activity policy, finance and staffing. The parameter of the authority is laid out by the Trustees who review this as appropriate.

## Reserves Policy

A charity has an obligation to disburse money raised for its charitable objectives, without delay. However, all organisations need a certain level of cash reserves to ensure their smooth day-to-day running. The Trustees feel that it would be appropriate to build up a cash reserve of 20 - 25% of the annual running costs to cover operational requirements but are prepared to run the Association with a lower level of reserves in pursuance of our charitable objectives.

## Public Benefit

The Charity Trustees understand the Charity Commissions guidance on public benefit and in accordance with the objectives of the organisation recognise that the charity operates primarily to provide public benefit in advancement of the arts and also through the advancement of education and community development. To facilitate this, work the charity maintains the fabric of a community arts centre in addition to providing arts related activities within the community.

## Staffing

The staff for the year comprised the following:

- 1 x full-time CEO
- 1 x full-time Operations & Administrative Manager
- 1 x part-time Marketing Manager
- 1 x part-time Marketing Assistant
- 1 x full-time Theatre Technician
- 1 x part-time Cleaner
- Freelance, self-employed artists and actors are engaged to run workshops and to perform in productions under the Phoenix Arts umbrella
- Volunteer Bar Staff
- Volunteer Front of House Staff
- Volunteer Box Office Staff
- Volunteer Office Staff
- Volunteer Theatre Technicians
- Volunteers who distribute Marketing print locally

## Funding Bodies

Revenue funding has been received from:

- Arts Council England
- Whitehill Town Council

Project Funding has been received from:

- East Hampshire District Councillors devolved budget

## Annual Report by the Chair of the Board of Trustees 2024-25

2024 saw a summer and autumn closure of The Phoenix for a major refurbishment of the building. October 2024 marked the completion of this second phase of the work and we celebrated the occasion in style, reopening the venue with a real bang, with the young Taiko drummers from Farnham performing at our Open Day on Saturday 26 October. We welcomed over 300 people from the local community into the building which everyone now remarks has genuine kerbside appeal with our frontage transformed with its striking exterior decoration. Inside, the whole building is now fully accessible to wheelchair users with the installation of a lift and new electric doors to both front and back. Another very welcome improvement (among many) is the installation of air-conditioning in the theatre - just in time, with the very hot summer we have experienced this year. Also, with the installation of 34 solar panels on our southern and eastern facing roofs, we are now generating much of the electricity we use and exporting some to the National Grid.

We are very grateful for the substantial Section 106 grant awarded us by East Hampshire District Council, which enabled us to transform our building, and we must also offer huge thanks to those who brought about that transformation, the contractors: The Stenball Group, the architects: Witcher Crawford Associates and Ross Hammond from WBRC who oversaw the project as our Quantity Surveyor. The whole process of delivery was not without its problems, but the results certainly make it more than worthwhile.

Our building is much loved by the community, having been the home of The Phoenix Theatre & Arts Centre for over 40 years. Today there is a vibrant atmosphere about the place, thanks to the local residents who love coming here and the staff who work so hard to deliver the activities we produce, the entertainment we book, the whole range of classes in which to participate, and our work with people with disabilities. Importantly we also provide a venue for local performers (60 acts under the age of 24 took part recently at our hugely successful inaugural Rising Music Festival). Over the past year, and utilising the Arts Council England NPO funding we secured in 2023, we have continued to develop our overall programme with particular highlights for me being a series of art exhibitions highlighting the talent on our doorstep, the brilliant and inclusive Kathakali project with Barbara Vijayakumar, our Sensory Disco for those with SEN and the return of Dyad with Austen's Women. Blue Hawaii, one of Maureen Reid's excellent special events sold out in minutes and at Christmas the wonderful Snow Play by Lyngo Theatre signaled our intention to bring to bring the very best in family entertainment to the venue.

We could not deliver all our activities without the hard work, dedication, skill and tremendous enthusiasm shown by the Phoenix Arts team led by Rob Allerston CEO, with the support of Rachel Jackson, Operations & Administrative Manager, Sally McIlhone, Marketing Manager, Amy Wheeler,

Marketing Assistant, Louis Anderson, Creative Venue Technician Apprentice and our very talented and creative Dance Officer, Elizabeth Blake. Elizabeth is also a successful actress and playwright; her one woman play about Clarice Cliff, directed by Brenda Longman, enjoyed an enthusiastic reception and sold out on a recent tour. Our Board of Trustees recognizes and wishes to thank all the Phoenix Arts team for their tremendous contribution to the ongoing success of Phoenix Arts, enabling us to achieve very much more than our limited capacity and financial resources might lead people to believe could be as possible.

We must be starkly realistic in acknowledging that we could not continue to operate at our present level of activity and be as successful as we are without the continued financial support from our partners. Our Arts Council England NPO grant is monitored by Ruth Kapadia, and we are extremely grateful for her tremendous support and invaluable advice. James Child, Director of the Whitehill & Bordon Regeneration Company and Andy Tree, Leader of Whitehill Town Council and his fellow councillors also provide great support to us. We are also extremely grateful for those councillors who regularly attend our quarterly full Board meetings, Linda Delve, Lynn Malikoff-Johnston and Penny Flux (EHDC). Grant Dawkins represents the Deadwater Valley Trust on the Board - DVT has offices and workshops in our building and Grant's knowledge and expert advice has been greatly appreciated over many years.

On a personal note, as Chair, I would like to thank all the members of the Board for their continued support to Rob, the rest of the Phoenix Arts Team and myself during the past year; a year that has not been without its problems. All the members of the Board have, in their different ways, contributed to the smooth running of the organisation, making possible the success of Phoenix Arts for another year. I count myself very fortunate that my fellow Trustees have a wealth of experience and skills to bring, they are:

Davina Hudson: President (Health & Safety).

Brent Sigley: Treasurer (Former Chief Accountant of Ambassador Theatres).

Jim Miles: Deputy Chair (Organisation, Management issues and Health & Safety), following a long career as a Director in local government responsible for Arts and Heritage matters.

Elaine Miles: a highly experienced solicitor who advises us on Legal and Employment matters.

Paul Edwards: (Minutes Secretary and Volunteer Coordinator).

Maureen Reid (Bar Manager and Special Events Organiser).

Sarah Bawtree: (Safeguarding and Bar work, and invaluable support to the work of the office).

Nick Tupper: retired Head of Department (CDT) Farnborough Sixth-Form College (Health & Safety - Technical Adviser and our in-house DIY expert).

Paul Burgess: (Invaluable work on Building Maintenance).

On behalf of the Board and the Phoenix Arts Team I would like to thank all those who volunteer both at The Phoenix and at our outside events and who provide a warm welcome to our audiences. Not for nothing is our reputation as 'Hampshire's friendliest little theatre'.

Phoenix Arts is recognised by Arts Council England as an invaluable asset to Hampshire's cultural life, and we are very grateful that they continue to invest and support us in delivering our artistic vision to Whitehill & Bordon, East Hampshire and beyond. We have a strong track record under the leadership of our CEO Rob Allerston of facilitating creative opportunities for local performers and artists as well as providing a wide-ranging programme of live events. For many years we have brought the arts into the

local community and given creative opportunities to young people and disadvantaged groups. We also have a well-earned reputation in the industry for our work with people with disabilities.

On behalf of the Board and the Phoenix Arts team, I promise that we will continue our drive, in association with our partners, to deliver high quality community focused arts and entertainment in Whitehill & Bordon and continue our commitment to make the arts accessible to all - as we have done successfully for many years.

Eric Clifford: Chair of the Board of Trustees  
July 2025

## **Annual Report by the Treasurer for Year Ending 31 March 2025**

The result for this last financial year recorded a loss of £24,340. Much of this loss is attributable to the closure of the building for close to 4 months whilst the renovation and upgrading of the facilities took place following the award of the grant of close to £499,000. Although there were some increases arising from Sponsorship, Phoenix Players and Arts Workshops, there were significant falls in incoming resources in those activities which would be expected to suffer from the closure. These were Theatre bar takings, Theatre ticket sales, and room hire. Overall the incoming resources from these activities fell by £21,215 as compared to the 2023 -2024 year. However, the incoming resources were also affected by a reduction in the Whitehill Town Council grant by £5,675. This is not a function of the closure, but by the constraints on the council to make distributions to what they consider are deserving causes. Whilst the theatre was closed the overhead costs still had to be paid, some of which have shown significant increases. One such item is insurance which stood at £10,337.78 for the year. However, costs directly related to Theatre bar takings and ticket sales did fall, but by only £2,339. As can be seen by comparing the loss of income from these activities of £21,215 compared to the reduction in costs has not trended down in line with the reduction in income. I believe much of this impact is due to suppliers passing on their increases in costs through price increases which the Phoenix needs to follow. I have, therefore, urged the trustees to review the pricing and put in place pricing strategies to help the Phoenix remain viable. I fully understand the reluctance to impose price increases upon patrons who have modest disposable incomes but, unfortunately, the Phoenix is in no different a position as many of us face in our daily lives. The cash position deteriorated over the course of the year from £67,511 to £56,119 and has continued to decline significantly since the year end. As you will all clearly be aware there has been substantial improvements to the facilities and general state of the building including a new lift, solar panels, repairs and improvements to the roof, new facias to the front and new entrance doors amongst other things. The costs of these enhancements were to be covered by the £499,000 grant mentioned earlier, but there has been an overrun on costs due to cost increases and some additional items. This amounted to just under £16,000. Whilst I have heard comments dismissing the over run as insignificant compared to the total expenditure, it is a very significant percentage of the current cash resources. We now have £23,662 of assets compared to £2,383 in the previous year, Much of that is attributable to the cost over run on the building refurbishment. The rest of the costs incurred were covered by the grant so the Phoenix does not need to show it as an asset. It is imperative that spending be strictly controlled and every opportunity to improve the cash flow is pursued over the next few months particularly as the summer months can be quieter. There was a £14,079 write off of bad debts last year which of course had a detrimental impact on the cash position then and there has been a further write off of two debtors this year. I must emphasize that Rachel has pursued the slow payers over the last year assiduously particularly following the state of affairs she inherited from the previous year, but sometimes if the amounts are relatively small the cost of pursuing the debt any further can equal

or exceed the amount to be collected and requires a lot of time that can be employed more productively elsewhere. I apologise for the somewhat negative report this evening, but I think that now more than ever it is absolutely necessary to work together and to keep one another informed of issues in advance to avoid or at least mitigate the worst of outcomes. I would particularly like to thank Rob and Rachel for their help, support and assistance and the Trustees when working as a team.

Brent Sigley: Phoenix Treasurer  
July 2025

## A Footnote from the CEO

As I reflect on the financial year 2024-25 and the challenges we have faced, I look at the former Barbados House and recognise the many improvements we have made to the former Army School. These improvements completed in October 2024 mean we are now primed to make the most of an upturn that surely has to come, and when it does, Team Phoenix, including staff, trustees and the brilliant volunteers, will lead that upturn and I remain confident we can emerge stronger and more resilient.

I'd therefore like to thank everyone that played their part in the refurbishment of the Phoenix Theatre & Arts Centre, some of whom won't be known to you because they quietly go about their business, out of the limelight and without a fanfare. Two of those are Sue and Daphne and the reason why the raised borders to the west of the building are constantly blooming. I'd like to thank them both and even if they don't receive the recognition they deserve their hard work is noted and acknowledged by me.

Remember we, Phoenix Theatre & Arts Centre, are a community centre for the arts to be proud of, where the impossible is possible and creativity is championed by all that contribute to its success.

Rob Allerston: CEO  
July 2025

## Annual Health & Safety Task Force Report

The Health & Safety Task Force has the following members:

Rachel Jackson (Chair) from January 2024

Eric Clifford

Jim Miles

Davina Hudson

Nick Tupper

Sarah Bawtree

The Health & Safety Task Force meets quarterly.

Based on the excellent foundations laid by Ted Wood, Linda Gouldsmith and David Birch, we have continued to review the scheduled inspections needed in the building and of the management systems involved.

A calendar programme of tasks is reviewed at each meeting so that all aspects of The Phoenix health and safety management system are regularly checked for necessity, practicality and implementation. Checks are carried out by the Health and Safety Task Force through walk-around inspections of the building, the examination of documents, physical checks on lights, signs, fire alarms, extinguishers and first aid boxes etc.

During the year we carried over a simple system of quantified risk assessment to sharpen focus on those aspects of activities and tasks which have the greatest potential to cause harm. The Health and Safety Task Force will

now implement this system across all our audited activities.

# Appendix A

Independently Examined Accounts for the  
Year Ended 31 March 2025

## **Independent examiner's report to the trustees of The Phoenix Theatre & Arts Centre (‘the Company’)**

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

### **Responsibilities and basis of report**

As the charity's 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 requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

### **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants (CIMA), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: *Michelle Wise*

Name: Michelle Wise

Chartered Institute of Management Accountants

Address: 5 Vixen Drive, Aldershot, Hampshire, GU12 4FN

Date: 18th July 2024

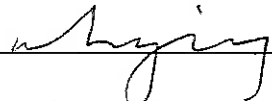


The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2025

Balance Sheet

|  | Notes | Unrestricted<br>£ | Restricted<br>Funds<br>£ | Total<br>2025<br>£ | Total<br>2024<br>£ |
|--|-------|-------------------|--------------------------|--------------------|--------------------|
| <b>Fixed Assets</b>                            |       |                   |                          |                    |                    |
| Computer equipment                             | 6     | 23,662            | -                        | 23,662             | 2,383              |
|  |       | <u>23,662</u>     | <u>-</u>                 | <u>23,662</u>      | <u>2,383</u>       |
| <b>Current Assets</b>                          |       |                   |                          |                    |                    |
| Stock and work in progress                     |       | 1,980             | -                        | 1,980              | 1,833              |
| Debtors  | 7     | 1,664             | -                        | 1,664              | 20,457             |
| Cash at bank & in hand                         |       | 56,119            | -                        | 56,119             | 67,511             |
| <b>Total Current Assets</b>                    |       | <u>59,763</u>     | <u>-</u>                 | <u>59,763</u>      | <u>89,801</u>      |
| Creditors: amounts falling due within one year | 8     | 33,478            | -                        | 33,478             | 17,897             |
| <b>Net current assets/(liabilities)</b>        |       | <u>26,285</u>     | <u>-</u>                 | <u>26,285</u>      | <u>71,905</u>      |
| <b>Total assets less current liabilities</b>   |       | <u>49,948</u>     | <u>-</u>                 | <u>49,948</u>      | <u>74,288</u>      |
| Creditors: amounts falling due after one year  | 8     | -                 | -                        | -                  | -                  |
| <b>Net assets</b>                              |       | <u>49,948</u>     | <u>-</u>                 | <u>49,948</u>      | <u>74,288</u>      |
| <b>Funds Of The Charity</b>                    |       |                   |                          |                    |                    |
| Unrestricted funds                             | 9     | 49,948            | -                        | 49,948             | 74,288             |
| Restricted funds                               |       | -                 | -                        | -                  | -                  |
| <b>Total Funds</b>                             |       | <u>49,948</u>     | <u>-</u>                 | <u>49,948</u>      | <u>74,288</u>      |

Signed on behalf of the trustees

  
BR SIGLEY

Print name BR SIGLEY (K1111)

Print name BR SIGLEY

Date of approval: 22/7/25  
0

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2025

**Statement of Financial Activities**

|   | Unrestrict<br>ed Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2025<br>£ | Total<br>2024<br>£ |
|---|-----------------------------|--------------------------|--------------------|--------------------|
| <b>Incoming Resources (Note 2)</b>                  |                             |                          |                    |                    |
| Incoming resources from generated funds             | -                           | -                        | -                  | -                  |
| Voluntary income                                    | 1,176                       | -                        | 1,176              | 1,681              |
| Activities for generating funds                     | 22,898                      | -                        | 22,898             | 30,293             |
| Investment income                                   | 1,017                       | -                        | 1,017              | 1,001              |
| Incoming resources from other charitable activities | 260,279                     | -                        | 260,279            | 299,121            |
| Other incoming resources                            | -                           | -                        | -                  | -                  |
| <b>Total Incoming Resources</b>                     | <b>285,371</b>              | <b>-</b>                 | <b>285,371</b>     | <b>332,096</b>     |
| <b>Resources Expended (Notes 3 - 5)</b>             |                             |                          |                    |                    |
| Costs of generating funds                           |                             |                          |                    |                    |
| Costs of generating voluntary income                | -                           | -                        | -                  | -                  |
| Fundraising trading costs                           | 9,036                       | -                        | 9,036              | 9,036              |
| Charitable activities                               | 300,495                     | -                        | 300,495            | 300,495            |
| Governance costs                                    | 180                         | -                        | 180                | 180                |
| <b>Total Resources Expended</b>                     | <b>309,711</b>              | <b>-</b>                 | <b>309,711</b>     | <b>309,711</b>     |
| <i>Net incoming/(outgoing)</i>                      | (24,340)                    |                          | (24,340)           | 15,531             |
| Total funds brought forward                         | 74,288                      |                          | 74,288             | 58,757             |
| Total funds transferred in                          |                             |                          |                    | -                  |
| <b>Total Funds Carried Forward</b>                  | <b>49,948</b>               | <b>-</b>                 | <b>49,948</b>      | <b>74,288</b>      |

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2025

Note 2 Analysis of incoming resources

|   |   | 2025           | 2024           |        |
|---|---|----------------|----------------|--------|
|   |   | £              | £              |        |
| Voluntary income                              | Donations                                   | 1,034          | 1,463          |        |
|   | Barbados House Association Membership       | 143            | 218            |        |
| <b>Total</b>                                  |   | <b>1,176</b>   | <b>1,681</b>   |        |
| Activities for generating funds               | Theatre bar takings                         | 22,898         | 30,293         |        |
|   | Amazon.co.uk royalty payments               | -              | -              |        |
| <b>Total</b>                                  |   | <b>22,898</b>  | <b>30,293</b>  |        |
| Investment income                             | COIF deposit fund income                    | 1,017          | 1,001          |        |
| <b>Total</b>                                  |   | <b>1,017</b>   | <b>1,001</b>   |        |
| Incoming resources from charitable activities | <b>Grants:</b>                              |                |                |        |
|   | East Hampshire District Council             | -              | -              |        |
|   | Hampshire County Council                    |                |                |        |
|   | Whitehill Town Council                      |                |                |        |
|   | Just Giving - <i>Arts Centre</i>            | -              | -              |        |
|   | Whitehill Town Council - <i>Arts Centre</i> | 14,800         | 20,475         | 5,675  |
|   | Arts Council England                        | 81,232         | 81,148         |        |
|   | Annington Homes                             |                |                |        |
|   | WBRC Contribution                           | -              | -              |        |
|   | <b>Other activities:</b>                    |                |                |        |
|   | Arts Workshops                              | 9,760          | 22,544         |        |
|   | Phoenix Players                             | 10,279         | 4,593          |        |
|   | Phoenix Theatre Productions                 |                |                |        |
|   | Arts Projects                               | 47,341         | 64,344         |        |
| Theatre                                       | 78,193                                      | 85,019         |                |        |
| Sponsorship                                   | 6,180                                       | 950            |                |        |
| Room Hire                                     | 12,494                                      | 19,488         |                |        |
| Other Income - Sundries                       | -   | 560            |                |        |
| <b>Total</b>                                  |   | <b>260,279</b> | <b>299,121</b> |        |
| <b>Restricted Funds:</b>                      |   |                |                |        |
|   |   |                |                |        |
|   |   | 285,371        |                |        |
|   |   | 160,926        | 199,144        | 38,218 |



**THE PHOENIX THEATRE & ARTS CENTRE**

England & Wales - Charity number 1166858

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# Accounts

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# PHOENIX ARTS

## The Phoenix Theatre & Arts Centre

### Trustees' Annual Report & Statement of Accounts

1 April 2023/31 March 2024



**Phoenix Arts**

Station Road, Bordon, Hampshire, GU35 0LR

**CIO Charity No. 1166858**



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## Administrative Information

The Phoenix Theatre & Arts Centre is a CIO Registered Charity (Number 1166858). The primary objectives, management and operation of the Association are laid down in its Constitution, which is based on the Model Constitution recommended by the National Federation of Community Organisations (Community Matters).

### Trustees for the Period 1/4/2023 – 31/3/2024

|                             |   |
|-----------------------------|---|
| Davina Hudson               | President   |
| Eric Clifford               | Chair   |
| Jim Miles                   | Vice-Chair  |
| Brent Sigley                | Treasurer   |
| Paul Edwards                | Secretary   |
| Elaine Miles                |   |
| Maureen Reid                |   |
| Nick Tupper                 |   |
| Sarah Bawtree               | Co-opted  |
| David Cartwright Forbes     | Co-opted  |
| Grant Dawkins               | Representative of the Deadwater Valley Trust      |
| Cllr Penny Flux             | Representative of East Hampshire District Council |
| Cllr James Fryer            | Representative of Whitehill Town Council          |
| Cllr Lynn Malikoff-Johnston | Reserve Representative of Whitehill Town Council  |

### Bankers:

Lloyds TSB plc, 75 Castle Street, Farnham, Surrey, GU9 7LT

### Independent Examiner:

Michelle Wise, Wise Accountancy Services [www.wiseaccountancyservices.com](http://www.wiseaccountancyservices.com)



# Creating Community

## Primary Aims

The Objectives laid down in the Constitution are:

- (a) Providing facilities to advance education and to provide facilities in the interest of social welfare for recreation and leisure-time occupation
- (b) To establish or to secure the establishment of a Community Arts Centre and to maintain and manage or to co-operate with any local authority in the maintenance and management of such a centre for the activities promoted by the Association and its constituent bodies, without distinction of sex or of political, religious, or other opinions.

The principal activities of the charity reflect its objectives in that they provide opportunities for the wider public to have access to a variety of arts based activities and provide educational programmes and learning through the arts to all ages and abilities. To achieve this The Phoenix Theatre & Arts Centre:

- Offers a broad programme of drama, music and theatre performances, both professional and amateur, at the theatre venue
- Provides a programme of art and drama activities for children and young people at the centre
- Delivers a programme of learning opportunities in visual and performing arts for adults with learning disabilities
- Delivers an Adult Learning Programme in the creative arts in Whitehill & Bordon
- Provides workshops in the arts to schools and community groups as one-off or longer-term projects
- Offers artists studio space available for rent
- Offers conference / meeting rooms
- Provides rooms available to hire for band practises and other rehearsals
- Is home to an amateur theatrical group, The Phoenix Players, in which members of the community participate to perform plays at The Phoenix Theatre

## Management

In accordance with its Constitution, the policy and affairs of the Association are determined by the Council which meets monthly. The members of the Council are also the Charity Management Trustees.

The Council consists of:

- The Officers of the Association
- The representatives appointed by the constituent bodies / sections
- Representatives of the full members
- One representative of the junior members
- Up to four co-opted members
- Representatives from funding bodies



Members of the Association are invited to nominate new Trustees when the notice of the AGM is issued.

A CEO is appointed by the Trustees to manage the day to day operations of the charity. To facilitate effective operations, the CEO has delegated authority for operational matters such as artistic and performance related activity policy, finance and staffing. The parameter of the authority is laid out by the Trustees who review this as appropriate.

## Reserves Policy

A charity has an obligation to disburse money raised for its charitable objectives, without delay. However, all organisations need a certain level of cash reserves to ensure their smooth day-to-day running. The Trustees feel that it would be appropriate to build up a cash reserve of 20 - 25% of the annual running costs to cover operational requirements but are prepared to run the Association with a lower level of reserves in pursuance of our charitable objectives.

## Public Benefit

The Charity Trustees understand the Charity Commissions guidance on public benefit and in accordance with the objectives of the organisation recognise that the charity operates primarily to provide public benefit in advancement of the arts and also through the advancement of education and community development. To facilitate this, work the charity maintains the fabric of a community arts centre in addition to providing arts related activities within the community.

## Staffing

The staff for the year comprised the following:

- 1 x full-time CEO
- 1 x full-time Operations Coordinator
- 1 x full-time Marketing Officer
- 1 x part-time Marketing Assistant
- 1 x full-time Theatre Technician
- 1 x part-time Cleaner
- Freelance, self-employed artists and actors are engaged to run workshops and to perform in productions under the Phoenix Arts umbrella
- Volunteer Bar Staff
- Volunteer Front of House Staff
- Volunteer Box Office Staff
- Volunteer Office Staff
- Volunteer Theatre Technicians
- Volunteers who distribute Marketing print locally



## Funding Bodies

Revenue funding has been received from:

- Arts Council England
- Whitehill Town Council

Project Funding has been received from:

- East Hampshire District Councillors devolved budget

## Annual Report by the Chair of the Board of Trustees 2023-24

Looking back over the past twelve months, I can report that Phoenix Arts has had a good year; Of the utmost importance to us, the first Annual Review of our partnership with Arts Council England at end of Year 1 of our NPO funding was extremely positive, reflecting the excellent progress we have made. It has been a steep learning curve, and we are working hard to continue to deliver on our various activities. We will return to this next year, to give a full report at the halfway stage of what is now a four-year project with ACE.

This month of July marks the start of the second and final phase of the refurbishment of our building. Originally built as an Army School, it is now over 100 years old and has been a theatre and community arts centre for the past 40 years. Having stabilised the structure of the building and made a number of improvements to it during the first phase of the refurbishment, it was clear that in some respects it still wasn't fully fit for public use. Therefore, under this second phase we are improving the physical access to the building, with disabled entrances both front and back, and installing an internal lift to the first floor, so that the building is fully accessible for wheel-chair users; also installing air conditioning in the theatre. We are also installing 34 solar panels on the south facing roof to generate our own electricity as well as improving the front fascia of the building and making other improvements internally. All this will enable us to continue our work as the driving force for arts and culture, not only in Whitehill & Bordon but also as the only full-time venue and arts organisation in the whole of East Hampshire.

Plans are under discussion regarding a second venue (a 200-300 seat entertainment space) in the Mess Hall of the old Sergeants' Mess building. This is adjacent to The Shed in the Town Square. It is important to emphasise that the existing Phoenix building will remain open and continue as our base should we move up to another level of operation and run the new venue in partnership with the W.B.R.C.

The Phoenix Theatre & Arts Centre is a hugely popular community asset, offering a wide range of entertainment, including drama, music and theatre performances as well as attracting big name comedians throughout the year. Important as that is, it is fundamental to our existence that we are also seen as a meeting place for all local people, coming together to take part in the various activities we offer, whether attending classes and workshops, being offered the opportunity to be creative, promoting well-being or just having a space to meet up together.

As well as our theatre performances we provide a range of activities for children and young adults with a programme of art, music, drama and dance. Our Youth Theatre includes various groups for ages from 4 to 20. This gives opportunities for like-minded young people to come together in supportive groups led by theatre professionals to be creative and learn theatre making skills. We offer two opportunities for dance classes, firstly *Firebird Dance* for 4 to 7 year-olds, with the aim of developing confidence,



coordination and rhythm. Secondly, *Street Nation* is aimed at 4 to 11 year-olds, and aims to create a dance community through the power of movement.

Through our partnership with Backbeat Collective, there is an opportunity for young musicians to come together on Saturday mornings to develop their instrumental skills. Recently we gave the Petersfield Area Schools String Orchestra the opportunity to play a concert at the venue, allowing them to present their work to a whole new audience. Additionally, we have just announced that we will run a youth-focused music festival called *The Rising Festival* with partners including Backbeat Collective, Y+ and the Whitehill & Bordon Community Trust.

Over many years we have gained widespread recognition for the work we do with adults with learning disabilities, offering them a programme of learning opportunities in the visual and performing arts. Highlights are our two classes in Drumming and Music & Movement; they also have fun at our regular Friday morning relaxed Sensory Discos.

We offer a wide range of opportunities for adults to come and have fun as well as improving their fitness and wellbeing by offering classes such as *Dance Fitness* and the ever popular *Dance Picnic*. Importantly, there is always the chance to take a moment to unwind and socialise over refreshments afterwards. This Autumn our Dance Officer will be launching another new Dance Project aimed at professional dancers or those who are returning to dance. We also offer a Pilates class.

For many years we have provided workshops in the arts to schools and community groups in Hampshire, most recently through the work of our Outreach Consultant Sarah Burch. She has developed a new relationship with two schools in Alton - Amery Hill and Eggars. We successfully delivered four Domestic Abuse Workshops to Year 9 and 10 students at Eggars at the end of June. Subsequently, the School sent us a message thanking "the Phoenix Arts team for providing such a quality experience for our students". In consultation with the School we are developing further issue-based plays and workshops, firstly around the problem of Vaping, which we expect to offer early in 2025. We are also addressing wellbeing and mental health issues locally with our relaunched *Turn My Camera On* initiative with Oakmoor School providing direct referral for their students. Our Activity Partners Y+ will utilise the Centre as a safe space to help and support these referrals.

Our workshop/meeting rooms at the Phoenix are available for community use as well as hire for conferences, band practices and other rehearsals. Following another successful Open Art Exhibition in our downstairs lounge this Spring, a local artist, Christopher Cole, is currently showcasing an exhibition of over 60 pieces of his work under the title *Light Elusive*. Two groups that regular meet in the building are the ladies of the Handmaidens' Craft Group and the Board Gamers. I am pleased to say that the local Muslim community also meets in one of our rooms on a regular basis.

We are, of course, proud of our own amateur dramatics group, The Phoenix Players, who stage a wide range of shows during the year, including plays, musicals, comedies and their ever-popular pantomime. I have no doubt that this extraordinary range of activities provides real social benefit to the local community, enhancing the quality of many people's lives.

The Phoenix Board of Trustees would like again to thank Andy Tree, the Leader of Whitehill & Bordon Town Council, and his fellow Councillors, for their continuing financial support, without which it would be impossible for us to continue to run Phoenix Arts as we do. We are always open to opportunities to work in partnership with the Council, to assist them in delivering their goals for the local community. Ideally, this would be through the vehicle of a three year Service Level Agreement (SLA) which would remove our uncertainty over future levels of funding. This would give us the confidence to achieve our



ambitious long-term targets for Phoenix Arts and its key role in the development of a vibrant arts scene in the town, including the existing Phoenix building, the Shed, and the proposed Mess Hall venue.

We would also like to thank East Hampshire District Council for its continued support and assistance, especially for fully funding the second phase of our refurbishment, the cost of which is being met from the EHDC Section 106 fund, made up from contributions from local developers. In this, the detailed practical advice from Danielle Freedman-Brown, our EHDC consultant adviser has proved invaluable.

We would also like to express our very real appreciation to our Phoenix Arts partner, James Child, and his team at the Whitehill & Bordon Regeneration Company for their continued invaluable support and other advice. Working with them as our partner, we are ambitious in our plans to work to develop the arts and wider cultural sector in Whitehill & Bordon as the key component and driving force in the success of the development of the new town centre.

The Board recognises the tremendous contribution that Rob Allerston, our C.E.O., provides through his leadership and continued personal dedication; over the years this has ensured the continuing success of Phoenix Arts. On a personal note, it is particularly gratifying to me that over the years Rob and I have developed a very positive and supportive working relationship. In many respects Rob has had a challenging and stressful year, particularly at the end of 2023 when our Operations Director and Marketing Officer both left to further their careers, followed a couple of months later by the departure of our Administrator.

Although this provoked something of an issue for the organisation at the time, I am delighted to be able to inform you that this has all proved a bit of a silver lining. We have outsourced our accounts to a local accounting firm and made hugely positive appointments, with the arrival of Rachel Jackson as our brilliant new Operations Coordinator, Sally McIlhone as our imaginative new Marketing Officer and Amy Wheeler as her fast learning Marketing Assistant. They have been joined by Sarah Burch as our Outreach Consultant, so we have moved forward very positively and effectively as an organisation. Our Creative Venue Technician Sam Cole comes to the end of his apprenticeship this month, and I would like to thank him on behalf of the Board for the hard work and commitment he has put in over the last two years and wish him well in his future career. He will be providing mentoring for his successor Apprentice.

Finally, I would like to thank Liz Blake, our Dance Officer, who makes a huge contribution through her work with *Dance Picnic* and activities for people with disabilities, as well as running several classes both at The Phoenix and out in the community. It gives me great pleasure to tell you about Liz's other great achievement this year; this is her new play about Clarice Cliff, titled *Sunshine on a Plate*, about the legendary ceramics designer, who rose from very humble beginnings to become the hugely successful Art Director of a famous commercial firm, and whose Art Deco work is highly collectible today. Directed by Brenda Longman and developed under the Phoenix Arts umbrella, the first three performances sold out, here at the Phoenix, in Petersfield and at the very prestigious Everyman Theatre in Cheltenham. All these venues are keen to put on further performances, such was the demand for tickets. With a Spring tour being planned for 2025 she has our full support and best wishes for the future of this brilliant work. As part of our New Writing Programme we have three other plays currently in development, *The Booth* by Cavan Syrad, *The Butterfly* by Claire Jackson and *The Play's the Thing* by local theatre group 440 Theatre.

Our building is always busy and there is a real buzz about the place. The Board of Trustees would like to thank all our staff for their commitment and ongoing contribution to the success of Phoenix Arts.



On a personal note, as Chair, I would like to thank the members of the Board for their continued support to Rob and myself during the past year. All the members of the Board have, in their different ways, contributed to the smooth running of our organisation, making possible the success of the Phoenix Arts venture, they are:

Jim Miles: Deputy Chair (Organisation and Management issues and Health & Safety)

Brent Sigley: Treasurer

Davina Hudson: President (Health & Safety)

Nick Tupper: (Health & Safety and in-house DIY)

Elaine Miles: (Legal & Employment Issues Adviser)

Paul Edwards: (Minutes Secretary and Volunteer Coordinator)

Maureen Reid: (Bar Manager and Special Events Organiser)

Sarah Bawtree: (Co-opted Trustee with responsibility for Safeguarding and Bar work, who provides invaluable support to the work of our office).

David Cartwright-Forbes (Co-opted Trustee, Business Advice)

Grant Dawkins represents the Deadwater Trust, which has offices in our building, and whose knowledge and expert advice has been greatly appreciated during the preparations for the refurbishment of the building.

Finally, on behalf of the Board and Members I would like to thank all those who volunteer, both at the Phoenix itself and in our work outside the building in any and every capacity on our behalf. They steward, sell tickets, staff the bar and undertake anything else we ask of them.

I would particularly like to mention Susie, Ros, Bev, Sarah, Maureen and Nick for their regular commitment, continuing to provide a very warm welcome to all our patrons. It is that which fully justifies our reputation, which we always strive to maintain, as 'Hampshire's friendliest little Theatre'.

The Phoenix is recognised by Arts Council England as a welcoming venue which is a key and vital part of Hampshire's cultural life, in which they are pleased to invest. We have a strong track record of facilitating creative opportunities for local artists, as well as providing a wide-ranging programme of live events. We have a proven track record of bringing the arts into the local community and giving creative opportunities to young people and disadvantaged groups.

On behalf of the Board and staff, I pledge that we will continue our drive to deliver community-focused arts and entertainment in Whitehill & Bordon and continue our commitment to make the arts accessible to all - as we have done so successfully for so many years.

Eric Clifford: Chair of the Board of Trustees

July 2024

## **Annual Report by the Treasurer for Year Ending 31 March 2024**

The year has ended with a surplus of £15,531 compared to a loss of £21,404. However, part of the reason the improved position in the current year is attributable to the unspent funds received from the Arts Council following our successful application for funding.

This funding has been a great boost to The Phoenix not just from a financial perspective but it also gives those involved a greater sense that the Phoenix has an optimistic future.

The funding is £80,234 per year for 3 years, but the Arts Council has recently announced that this could be extendable to 4 years. The Phoenix received the full £80,234 for the



current year which largely explains why Incoming resources from other than charitable activities has increased from £188,985 in 2023 to £299,121 in 2024.

Expenditure of £58,085 was spent in the year against the Arts Council funding. The unspent residue £22,063 represented 27.5% of the funding provided. Ideally the Arts Council would like to see the residue after expenditure for the year to be as close as possible to 15%, however they do accept that as this is the first year of funding there is inevitably some settling down as to which projects can be undertaken and when. In spite of the underspend a number of different projects have been undertaken such as Talking Together, New Writing Programme, Turn My Camera On, Widening Participation Scheme, New Music and Dance. The funding has also enabled us to employ an Operations Coordinator, Rachel Jackson who is managing many different responsibilities extremely well.

As mentioned above our grant income increased significantly with the Arts Council funding. The Whitehill Town Council funding increased in 2024 over 2023, although sadly this appears not to be the case in the new financial year. Pleasingly funds raised other activities as shown in Note 2 of the accounts have all almost without exception increased. The only exception in fact being Sponsorship.

Bar takings rose significantly to £30,293 from £16,551 in 2023. This is an impressive increase in one year. In relation to the bar a new computerised sales and stock system has been installed which following some inevitable glitches seems to be performing as advertised. On the expenditure side the direct costs related to the earning of the income above has increased but in line with the increase in income.

Overhead costs have been stable, although salaries did increase to £102,168 from £96,503 partly due to the recruitment of new staff members to replace those leaving.

The obvious and perturbing cost to the Phoenix is the Bad debt write-off. This arose after a review of amounts owed to the Phoenix following the departure of the administrator. There were several balances going back to 2017 which had not been paid by customers and not chased up. These balances were deemed to be too old and without sufficient documentary evidence unlikely to be collectable.

I am pleased to say Rachel is monitoring slow payers and reminding them of their responsibility to pay the amounts due going forward.

As a result of this write-off the amount called debtors in the balance sheet has fallen to £20,457 from £31,340 in 2023. Much of this fall is attributed to the bad debt write-off. Stock levels have increased to £1,833 from £688 in the previous year, this will be due to the increased activity in the bar. Monitoring stock levels has also become easier because the new computerised bar system known as Square keeps account of stock levels continuously. Our cash position has improved over the previous year due in part to the Arts Council funding but also due to the increased economic activity. Cash at 31 March 2024 stood at £67,511 compared to £47,808 at 31 March 2023.

Creditors, that is the amount we owe others has decreased to £17,897 from £21,079 which means we are not over burdened with liabilities.

During the financial year in addition to introducing Square we have implemented a new



accounting system called Xero. This replaced our previous system called Sage. The new system is much user friendly and automated. It also helped us more readily identify the bad debts mentioned above.

With the departure of the Administrator we decided to outsource the bookkeeping functions on Xero to Mad about Bookkeeping. The quotation to do this work was approximately £11,500 compared to the administrators salary of £22,000. We thought this arrangement was worth a trial and thus we went ahead with it but we are also keeping the working relationship under review. As many of you are aware the new works on the upgrades to the building enabled by the S106 funding has commenced. As the theatre will be closed for the next few months the ability of the Phoenix to maintain the fund earning levels for these months will be curtailed, so funding levels will have to be carefully managed.

On the other hand the future benefits arising from the increased visibility and accessibility to the building it is anticipated will encourage all within our community to take part in our activities.

Brent Sigley: Treasurer  
July 2024

## A Footnote from the CEO

Thinking back to Monday 29 November 2010 and my first day as Director of The Phoenix Theatre & Arts Centre, I gave myself 6 initial challenges. They were...

1. Secure building lease from DIO
2. Identify funding opportunities and make applications
3. Produce a 4-year Business Plan
4. Define the Artistic Direction of the Centre
5. Maximise all income streams
6. Marketing and audience development

Returning to those early targets it's good to see progress has been made against them all. However the world has moved on and with a pandemic (mostly) behind us, confrontations on the global stage and major concerns over global warming we can't stand still. I'll therefore be working with the team to reach our true potential and with their skill and imagination give the community of Whitehill & Bordon and those across East Hampshire, a Centre to be proud of, where the impossible is possible and creativity is championed by all.

Rob Allerston: CEO  
July 2024



## Annual Health & Safety Task Force Report

The Health & Safety Task Force has the following members:

Rob Allerston (Chair)

Rachel Jackson (Chair) from January 2024

Eric Clifford

Jim Miles

Davina Hudson

Nick Tupper

Sarah Bawtree

The Health & Safety Task Force meets quarterly.

Based on the excellent foundations laid by Ted Wood, Linda Gouldsmith and David Birch, we have continued to review the scheduled inspections needed in the building and of the management systems involved.

A calendar programme of tasks is reviewed at each meeting so that all aspects of The Phoenix health and safety management system are regularly checked for necessity, practicality and implementation. Checks are carried out by the Health and Safety Task Force through walk-around inspections of the building, the examination of documents, physical checks on lights, signs, fire alarms, extinguishers and first aid boxes etc.

During the year we carried over a simple system of quantified risk assessment to sharpen focus on those aspects of activities and tasks which have the greatest potential to cause harm. The Health and Safety Task Force will now implement this system across all our audited activities.

With major enhancement works on the building about to begin and a number of areas of concern now resolved, the Health and Safety Task Force, along with the CEO / Operations Coordinator, will use this positive window to ensure health and safety monitoring is continuous and building wide.



# Appendix A

Independently Examined Accounts for the Year  
Ended 31 March 2024



## **Independent examiner's report to the trustees of The Phoenix Theatre & Arts Centre (‘the Company’)**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

### **Responsibilities and basis of report**

As the charity's trustees of the Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

### **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants (CIMA), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report to enable a proper understanding of the accounts to be reached.

Signed: *Michelle Wise*

Name: Michelle Wise

Chartered Institute of Management Accountants

Address: 5 Vixen Drive, Aldershot, Hampshire, GU12 4FN

Date: 12th July 2024



The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2024

**Statement of Financial Activities**

|  | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|--|----------------------------|--------------------------|--------------------|--------------------|
| <b>Incoming Resources (Note 2)</b>                         |                            |                          |                    |                    |
| <b>Incoming resources from generated funds</b>             | -                          | -                        | -                  | -                  |
| Voluntary income   | 1,681                      | -                        | 1,681              | 1,516              |
| Activities for generating funds                            | 30,293                     | -                        | 30,293             | 16,551             |
| Investment income  | 1,001                      | -                        | 1,001              | 370                |
| <b>Incoming resources from other charitable activities</b> | 299,121                    | -                        | 299,121            | 188,985            |
| <b>Other incoming resources</b>                            | -                          | -                        | -                  | -                  |
| <b><i>Total Incoming Resources</i></b>                     | <b>332,096</b>             | <b>-</b>                 | <b>332,096</b>     | <b>207,422</b>     |
| <b>Resources Expended (Notes 3 - 5)</b>                    |                            |                          |                    |                    |
| <b>Costs of generating funds</b>                           |                            |                          |                    |                    |
| Costs of generating voluntary income                       | -                          | -                        | -                  | -                  |
| Fundraising trading costs                                  | 9,758                      | -                        | 9,758              | 6,707              |
| <b>Charitable activities</b>                               | 306,627                    | -                        | 306,627            | 222,020            |
| <b>Governance costs</b>                                    | 180                        | -                        | 180                | 100                |
| <b><i>Total Resources Expended</i></b>                     | <b>316,565</b>             | <b>-</b>                 | <b>316,565</b>     | <b>228,827</b>     |
| <b><i>Net incoming/(outgoing) resources</i></b>            | 15,531                     | -                        | 15,531             | (21,404)           |
| <b>Total funds brought forward</b>                         | 58,757                     | -                        | 58,757             | 80,161             |
| <b>Total funds transferred in</b>                          | 0                          | -                        | 0                  | -                  |
| <b><i>Total Funds Carried Forward</i></b>                  | <b>74,288</b>              | <b>-</b>                 | <b>74,288</b>      | <b>58,757</b>      |

The notes on pages 14-22 also form an integral part of these accounts



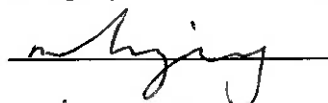

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2024

Balance Sheet

|   | Notes | Unrestricted Funds<br>£ | Restricted Funds<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|---|-------|-------------------------|-----------------------|--------------------|--------------------|
| <b>Fixed Assets</b>                                   |       |                         |                       |                    |                    |
| Computer equipment                                    | 6     | 2,383                   | -                     | 2,383              | -                  |
|   |       | <u>2,383</u>            | <u>-</u>              | <u>2,383</u>       | <u>-</u>           |
| <b>Current Assets</b>                                 |       |                         |                       |                    |                    |
| Stock and work in progress                            |       | 1,833                   | -                     | 1,833              | 688                |
| Debtors   | 7     | 20,457                  | -                     | 20,457             | 31,340             |
| Cash at bank & in hand                                |       | 67,511                  | -                     | 67,511             | 47,808             |
| <b>Total Current Assets</b>                           |       | <u>89,801</u>           | <u>-</u>              | <u>89,801</u>      | <u>79,836</u>      |
| <b>Creditors: amounts falling due within one year</b> | 8     | 17,897                  | -                     | 17,897             | 21,079             |
| <b>Net current assets/(liabilities)</b>               |       | <u>71,905</u>           | <u>-</u>              | <u>71,905</u>      | <u>58,757</u>      |
| <b>Total assets less current liabilities</b>          |       | <u>74,288</u>           | <u>-</u>              | <u>74,288</u>      | <u>58,757</u>      |
| <b>Creditors: amounts falling due after one year</b>  | 8     | -                       | -                     | -                  | -                  |
| <b>Net assets</b>                                     |       | <u>74,288</u>           | <u>-</u>              | <u>74,288</u>      | <u>58,757</u>      |
| <b>Funds Of The Charity</b>                           |       |                         |                       |                    |                    |
| Unrestricted funds                                    | 9     | 74,288                  | -                     | 74,288             | 58,757             |
| Restricted funds                                      |       | -                       | -                     | -                  | -                  |
| <b>Total Funds</b>                                    |       | <u>74,288</u>           | <u>-</u>              | <u>74,288</u>      | <u>58,757</u>      |

The notes on pages 14 - 22 also form an integral part of these accounts

Signed on behalf of the trustees

Print name

BRENT SIGLEY

Print name

ERIC U. CLIFTON

Date of approval:

16 July 2024



## **Notes To The Accounts**

### **Note 1 Accounting Policies**

#### **Basis of Accounting**

These Accounts have been prepared under the basis of historic cost in accordance with applicable accounting standards and follow recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2005) and with the Charities Act 1993

#### **Incoming Resources**

Incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income, and the amount can be quantified with reasonable accuracy.

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources and related expenditure are reported gross in the SoFA.

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised.

#### **Intangible Income**

Intangible income, which comprises donated services, is included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised when there is no financial cost borne by a third party.

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

#### **Resources Expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis.

#### **Stock**

Bar stock is stated at the lower of cost or net realisable value.

#### **Fund accounting**

Funds held by the charity are either:

- Unrestricted funds. These are funds which can be used in accordance with the charitable objectives at the discretion of the trustees.
- Restricted funds. These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.



The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2024

**Note 2 Analysis of incoming resources**

|  |   | 2024           | 2023          |
|--|---|----------------|---------------|
|  |   | £              | £             |
| <b>Voluntary income</b>                              | Donations   | 1,463          | 1,131         |
|  | Barbados House Association Membership                           | 218            | 385           |
|  | <b>Total</b>  | <b>1,681</b>   | <b>1,516</b>  |
| <b>Activities for generating funds</b>               | Theatre bar takings   | 30,293         | 16,551        |
|  | Amazon.co.uk royalty payments                                   | -              | -             |
|  | <b>Total</b>  | <b>30,293</b>  | <b>16,551</b> |
| <b>Investment income</b>                             | COIF deposit fund income  | 1,001          | 370           |
|  | <b>Total</b>  | <b>1,001</b>   | <b>370</b>    |
| <b>Incoming resources from charitable activities</b> | <b>Grants:</b>  |                |               |
|  | East Hampshire District Council - <i>Arts centre</i>            | -              | 909           |
|  | Hampshire County Council - <i>Culture &amp; Recreation Fund</i> |                |               |
|  | Hampshire County Council - <i>Cllr Grant Adam Carew</i>         |                |               |
|  | Headley Parish Council - <i>Arts Centre</i>                     |                |               |
|  | Just Giving - <i>Arts Centre</i>                                | -              | -             |
|  | Whitehill Town Council - <i>Arts Centre</i>                     | 20,475         | 18,490        |
|  | Arts Council England  | 81,148         | 7,500         |
|  | Annington Homes   |                |               |
|  | HMRC Furlough Grant   | -              | -             |
|  | <b>Other activities:</b>  |                |               |
|  | Arts workshops  | 22,544         | 28,522        |
|  | Phoenix Players   | 4,593          | 5,839         |
|  | Phoenix Theatre Company/Productions                             |                |               |
|  | Arts projects   | 64,344         | 48,412        |
|  | Theatre   | 85,019         | 61,450        |
|  | Sponsorship   | 950            | 1,125         |
| Room Hire  | 19,488  | 16,680         |               |
| Other Income - Sundries                              | 560   | 60             |               |
| <b>Total</b>   | <b>299,121</b>  | <b>188,985</b> |               |
| <b>Restricted Funds:</b>                             |   | -              | -             |







**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2024**

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**Note 4      Trustee Expenses**

|   | 2024 |  | 2023 |
|---|------|--|------|
| Number of trustees who were paid expenses | -    |  | -    |

**Note 5      Paid Employees**

**5.1 Staff Costs**

|  | 2024           |  | 2023          |
|--|----------------|--|---------------|
|  | £              |  | £             |
| Gross wages, salaries and benefits in kind | 98,771         |  | 81,560        |
| Employer's National Insurance costs        | 3,397          |  | 2,457         |
| <b>Total Staff Costs</b>                   | <b>102,168</b> |  | <b>84,017</b> |

**5.2 Average number of full-time equivalent employees in the year**

|  |                       | 2024     |  | 2023     |
|--|-----------------------|----------|--|----------|
| Part of the charity in which the<br>Employees work | Fundraising           | -        |  | -        |
|  | Charitable activities | 5        |  | 3        |
|  | Other                 | -        |  | -        |
|  | <b>Total</b>          | <b>3</b> |  | <b>3</b> |



The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2024

**Note 6 Fixed Assets**

|                               | Computer<br>Equipment<br>£ |
|-------------------------------|----------------------------|
| <b>Cost</b>                   |                            |
| Opening balance 1 April 2023  | 5,726                      |
| Additions                     | 2,383                      |
| Closing balance 31 March 2024 | <u>8,109</u>               |
| <b>Depreciation</b>           |                            |
| Opening balance 1 April 2023  | 5,726                      |
| Depreciation                  |                            |
| Closing balance 31 March 2024 | <u>5,726</u>               |
| Carrying amount 31 March 2024 | <u>2,383</u>               |
| Carrying amount 31 March 2023 | <u>- 0</u>                 |

**Note 7 Debtors and Prepayments**

| Analysis of debtors            | Amounts Falling due within one<br>year |                      |
|--------------------------------|--|----------------------|
|                                | 2024                                   | 2023                 |
|                                | £                                      | £                    |
| Trade debtors                  | 18,600                                 | 16,479               |
| Prepayments and Accrued income | 82                                     | 101                  |
| Other debtors                  | 1,775                                  | -                    |
| <b>Total</b>                   | <u><u>20,457</u></u>                   | <u><u>16,580</u></u> |

**Note 8 Creditors and Accruals**

| Analysis of Creditors   | Amounts Falling due within one<br>year |                      |
|---|--|----------------------|
|   | 2024                                   | 2023                 |
|   | £                                      | £                    |
| Trade creditors   | 15,971                                 | 12,720               |
| Other taxes and Social security costs   | -                                      | -                    |
| Accruals and Deferred income  | 1,746                                  | 12,873               |
| Advanced sales and other deferred income  | -                                      | -                    |
| Unexpended grants - Arts Council  | -                                      | -                    |
| Unexpended grants - East Hampshire District Council-Marketing role contribution | -                                      | -                    |
| Unexpended grants - East Hampshire District Council-Marketing role contribution | -                                      | -                    |
| Accred examiners fees   | 180                                    | 300                  |
| <b>Total</b>  | <u><u>17,897</u></u>                   | <u><u>25,893</u></u> |











**THE PHOENIX THEATRE & ARTS CENTRE**

England & Wales - Charity number 1166858

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# Accounts

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# PHOENIX ARTS

## Trustees' Annual Report & Statement of Accounts 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023



*du*  
4 July 2023

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## **Administrative Information**

The Phoenix Theatre & Arts Centre is a CIO Registered Charity (Number 1166858). The primary objectives, management and operations of the Association are laid down in its Constitution, which is based on the Model Constitution recommended by the National Federation of Community Organisations (Community Matters).

## **Trustees For The Period 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023**

|                         |   |
|-------------------------|---|
| Davina Hudson           | President   |
| Eric Clifford           | Chair   |
| Jim Miles               | Vice-Chair  |
| Brent Sigley            | Treasurer   |
| Paul Edwards            | Secretary   |
| Sarah Bawtree           | Safeguarding                                      |
| David Cartwright Forbes |   |
| Elaine Miles            |   |
| Maureen Reid            |   |
| Nick Tupper             |   |
| Grant Dawkins           | Representative Of Deadwater Valley Trust          |
| Cllr Trevor Maroney     | Representative Of East Hampshire District Council |
| Cllr James Fryer        | Representative Of Whitehill Town Council          |

## **Bankers**

Lloyds PLC, 75 Castle Street, Farnham, Surrey, GU9 7LT

## **Independent Examiner**

MA Accounting, Wolfe Mead, Farnham Road, Bordon, GU35 0NH

## Creating Community

### Primary Aims

The Objectives laid down in the Constitution are:

- (A) Providing facilities to advance education and to provide facilities in the interest of social welfare for recreation and leisure-time occupation.
- (B) To establish or to secure the establishment of a Community Arts Centre and to maintain and manage or to co-operate with any local authority in the maintenance and management of such a centre for the activities promoted by the Association and its consistent bodies, without distinction of sex or of political, religious, or other opinions.

The principal activities of the charity reflect its objectives in that they provide opportunities for the wider public to have access to a variety of arts-based activities and provide educational programmes and learning through the arts to all ages and abilities. To achieve this The Phoenix:

- Offers a broad programme of drama, music, and theatre performances, both professional and amateur, at the theatre venue.
- Provides a programme of art and drama activities for children and young people at the centre.
- Delivers a programme of learning opportunities in visual and performing arts for adults with learning disabilities.
- Delivers an Adult Learning Programme in the creative arts in Whitehill and Bordon
- Provides workshops in the arts to schools and community groups as one off or longer-term projects.
- Offers artist's studio space available for rent.
- Offers conference/meeting rooms.
- Provides rooms available to hire for band practices and other rehearsals.
- Is home to an amateur theatrical group, Phoenix Players, in which members of the community participate in performing plays at The Phoenix Theatre.

## **Management**

In accordance with its Constitution, the policy and affairs of the Association are determined by the Council which meets monthly. The members of the Council are also the Charity Management Trustees.

The Council consists of:

- The Officers of the Association
- The representatives appointed by the constituent bodies/sections
- Representatives of the full members
- One representative of the junior members
- Up to four co-opted members
- Representatives from funding bodies

Members of the Association are invited to nominate new Trustees when the notice of the AGM is issued.

A Director is appointed by the Trustees to manage the day to day operations of the charity. To facilitate effective operations, the Director has delegated authority for operational matters such as artistic and performance-related activity policy, finance and staffing. The parameter of the authority is laid out by the Trustees who review this as appropriate.

## **Reserves Policy**

A charity has an obligation to disburse money raised for its charitable objectives, without delay. However, all organisations need a certain level of cash reserves to ensure their smooth day-to-day running. The Trustees feel that it would be appropriate to build up a cash reserve of 20-25% of the annual running costs to cover operational requirements but are prepared to run the Association with a lower level of reserves in pursuance of our charitable objectives.

## **Public Benefit**

The Charity Trustees understand the Charity Commission's guidance on public benefit and in accordance with the objectives of the organisation recognise that the charity operates primarily to provide public benefit in advancement of the arts and through the advancement of education and community development. To facilitate this, work the charity maintains the fabric of a community arts centre in addition to providing arts-related activities within the community.

## **Staffing**

The staff for the year comprise of the following:

- 1 x full-time Director
- 1 x full-time Administrator
- 1 x full-time Operations & Project Coordinator
- 1 x full-time Marketing & Systems Coordinator
- 1 x part-time Audience & Community Engagement Officer
- 1 x part-time Cleaner
- 1 x 1-day-a-week Marketing Assistant
- Freelance, self-employed artists and actors are engaged to run workshops and to work as part of The Phoenix Theatre Company
- Volunteers who aid in operating the Bar, Front Of House, Box Office, Office, Theatre Technicians and distributing brochures and flyers

## **Funding Bodies**

Revenue funding has been received from:

- Arts Council England
- Whitehill Town Council

Project Funding has been received from:

- East Hampshire District Council devolved budget

## Chair's Report

Review of the year 2022 - 2023

Our A.G.M has usually previously been held in November each year, but following the decision of Arts Council England to award us the highly prestigious National Portfolio Organisation status it is now necessary to move it to nearer the end of our financial year.

Arts Council England's new ten-year Strategic Plan, 'Let's Create', which we have now committed ourselves to supporting, commenced in April this year and identifies three outcomes:

- a) Creative people
- b) Cultural communities
- c) A creative and cultural country.

Our role in achieving these outcomes in Whitehill & Bordon is based on the Activity Plan we have drawn up which sets out 10 projects which are specifically aimed at giving more people (and a greater range of people - particularly those sections of our community who are under-represented in the arts) the opportunity to engage in creativity and culture. This is in many ways a major development of the work that we have been doing for many years under our mission banner 'Arts for All'. The ten projects are:

### 1. Staffing Restructure

We are pleased to announce the appointment of Dan Hill as our new Operations & Project Coordinator. Dan will work closely with Rob Allerston who now takes on the role as CEO to focus on NPO project work and its successful delivery. Dan has over twenty years' experience working in theatres and arts centres and has a wealth of directing and producing experience, as well as the administrative skills that will be fundamental to The Phoenix moving forward successfully in the coming years.

### 2. Disability Arts

For many years our work with the disabled in the communities of Whitehill & Bordon, with outreach activities in Alton, Basingstoke, Havant and Hayling Island, has been central to our ethos. Classes have included Music and Movement, Drumming, Street Dance and Drama. We are always looking at ways to develop this area of our work with new activities such as the recently introduced 'Dragonfly Accessible Performance'. We are also proud of the positive and rewarding relationship we have developed over many years with the Frozen Light Theatre Company, which has a national reputation for its work involving sensory perception with the severely disabled. Our Dance Officer Liz Blake in particular, has worked very successfully in our Disability Arts programmes with two local schools, Holly Lodge and Undershaw School in Hindhead.

### **3. Talking Together**

This has been one of our most notable projects for many years, involving important partnerships with the police, education and health sector, addressing the issue of domestic abuse through extensive school workshops, targeting 9+ ages and touring under the banner 'Talking Together'. Working primarily within the neighbouring area of Rushmoor (Aldershot & Farnborough) which ACE now designates as an area of priority, 'Talking Together' has been seen by over 30,000 young adults. We will further develop this project, and we will roll it out to students in the wider East Hampshire area, starting in the very near future with two performances at our local school, Oakmoor.

### **4. Turn My Camera On: arts-based youth project**

This is a new project for 2023 primarily aimed at young people aged 12 to 21 with mental health problems who have been referred to the programme by local medical services. We will be working with an organisation which is based at The Phoenix Theatre, Project 94 (Sport for Kids) as our associate facilitators, to support positive mental health using 5 major art-form genres. This has grown out of our successful issue-based work in the community undertaken during the Covid Pandemic.

### **5. New Writing Programme**

This programme also had its origins in lockdown and was nurtured through the pandemic. We held our first Writers Scratch Night in March 2022 and a second will take place on July 6. This offers writers a platform ultimately to produce their work in association with Phoenix Arts. Our ambition is to then tour these productions to various communities across East Hampshire. Arts Council England particularly noted that one aspect of this project was our commitment to empower community participants, including in the way that it is the community itself which chooses which plays get developed and toured in their area.

### **6. Subsidised Ticket Scheme**

With targeted input from our Audience & Community Engagement Officer, Jen Clarke, this scheme will encourage engagement with members of the community who either can't afford to come to events or view the arts as not being for them. We will introduce a subsidised ticket offer in quarters 1,2,3, and 4, initially targeting family audiences with a single across-the-board ticket price of £5 per family. We will also be undertaking further audience research, with the formation of a Young Persons Focus Group for those aged 13 to 18.

### **7. Intergenerational Dance**

Our Dance Officer, Liz Blake, has successfully run socially based dance classes for several years under the title of 'Dance Picnic'; she currently runs two sessions on a Tuesday morning at the Phoenix. Liz and Rob feel the time is right to explore intergenerational dance and performance, bringing together the successful elements and diverse age ranges of our imaginative dance programme.

## **8. Supporting Wellbeing**

This programme will further develop our already successful classes and work in supporting good health and wellbeing. Three examples are Chairobics, Entertaining Dementia and Dance Picnic. We will be taking art-based exercises out to the community.

## **9. New Music**

We have set up a new Music School on Saturday mornings at The Phoenix Theatre to help aspiring young musicians develop their talents and technical know-how. This is already proving to be very successful, including the help we have given to a very talented young pianist (a Ukrainian refugee now living in Alton). We have also set up a new music venue at The Phoenix Theatre which we have named 'The Classroom', in addition to the facility at The Cube (in The Shed) which gives young musicians the opportunity to perform together and develop their own music.

## **10. Creative Venue Apprentice Technician**

This is a scheme run in partnership with the Whitehill & Bordon Regeneration Company aimed at addressing the shortage of graduate theatre technicians. The partnership supports events at all the venues run by Phoenix Arts.

Arts Council England recognises that the projects we will be undertaking are based on clear suitable data and an in-depth knowledge of the communities we serve. The programme will build on strong, long-term community partnerships including WBRC for the town, as well as each tier of local authorities and key partners from the health, education and criminal justice sectors.

With these ten programmes, in addition to our existing range of work, we are confident that we can build on the confidence that Arts Council England has shown in us over the coming three years.

The Board of Trustees would like again to thank Andy Tree, the Leader of Whitehill & Bordon Town Council, and his fellow Councillors, for their continuing financial support, without which it would be impossible for us to continue to run the Phoenix Arts in its present form. We are always open to opportunities to work with them in partnership, to assist them to deliver their goals in the local community.

We would also like to thank East Hampshire District Council for its continued support and assistance, especially the detailed practical advice made available to us by two of their officers, Kate Hillerby and Harriet Coombes. A special mention and thanks are also due to their former District Councillor, Trevor Maloney, who until recently represented them on our Board, always making sound and valuable contributions to our monthly meetings.

The Board would also wish to express our very real appreciation to our Phoenix Arts partner, James Child, and his staff at the Whitehill & Bordon Regeneration Company for their continued invaluable

financial support and other advice. Working with them as our partner, we are ambitious in our plans to work to develop the arts and wider cultural sector in Whitehill & Bordon as the key component and driving force in the success of the development of the new town centre.

As part of that drive, we are proud to offer a full range of events on our new, enhanced website, where we offer activities to suit every taste, both here at The Phoenix and at our little sister venue The Cube, in the Shed.

The successful delivery of our programmes is due to our great staff team, led by our Director, Rob Allerston, whose leadership and personal dedication to Phoenix Arts has brought us to the highly successful position in which we find ourselves. Rob is supported by Thomas Hiller (Marketing & Systems Coordinator), Keri Smith (Administrator), Jen Clarke (Audience & Community Engagement Officer) and I must also give a special mention to Sam Cole, our Creative Venue Apprentice Technician, who is employed in partnership with WBRC. He has worked tremendously hard during his first year and achieved a mark of 89% in a recent major project as part of his studies with Chichester University. I must also thank Shirley Morgan, who does the vital job of keeping our building clean and tidy. Finally, I would like to thank Liz Blake, our resident Dance Officer, who makes a huge contribution through her work with Dance Picnic and activities for people with disabilities, as well as running several classes here at The Phoenix and out in the community. The Board of Trustees thank all our staff for their commitment and ongoing contribution to the success of Phoenix Arts.

On a personal note, as Chair, I would like to thank the members of the Board for their continued support to Rob and myself during the past year. All the members of the Board have, in their different ways, contributed to the smooth running of our organisation, making possible the success of the Phoenix Arts venture:

Jim Miles: Deputy Chairman (organisational and management matters and Health & Safety)

Brent Sigley: Treasurer

Davina Hudson: President (Health & Safety)

Nick Tupper: (Health & Safety and in-house DIY expert)

Elaine Miles: (Legal & Employment Issues Adviser)

Paul Edwards: (Minutes Secretary and Volunteer Coordinator)

Maureen Reid: (Bar Manager and Special Events organiser)

Sarah Bawtree: (newly Co-opted Trustee with responsibility for safeguarding and Bar work).

Finally, on behalf of the Board and members, I would like to thank all those who volunteer at the Phoenix itself and in our work beyond the building in any capacity on our behalf.

I would like this year to give special thanks to Daphne Chennell and Sue Kerr for taking over the special responsibility of looking after the flower beds at The Phoenix and making them so attractive. Our volunteers continue to provide a very warm welcome to all our patrons, and it is that which fully justifies our reputation, which we always strive to maintain, as "Hampshire's friendliest little Theatre".

The Phoenix is recognised by Arts Council England as a welcoming venue which is a key and vital part of Hampshire's cultural life, and a venue in which they are pleased to invest. We have a strong track record of facilitating creative opportunities for local artists, as well as putting on a wide-ranging programme of live events. We have a proven track record of bringing the arts into the local community and working with young people and disadvantaged groups.

On behalf of the Board and Rob, I pledge that we will continue our drive to deliver community-focused arts in Whitehill & Bordon and continue our commitment to make arts accessible to all, as we have done successfully for so many years.

Eric Clifford

Chair of the Board of Trustees

July 2023

## Treasurer's Report

Treasurers report for the year ended 31 March 2023

As stated in last year's annual report the 2022 year was a tale of two halves; the emergence from COVID and the return to the activities the Phoenix strives to provide the community. The 2022 - 2023 year has continued its emergence into a more normal pre-COVID environment.

However, the impact of COVID was still observable when comparing the 2022 year with the 2023 year. The Net (outgoing)/incoming resources as shown in the Statement of Financial Activities (SOFA) has outgoing resources of £21,709 for the 2023 year compared to £46,121 incoming resources for the 2022 year. I have attached an Appendix to the Financial statements to illustrate the points I wish to make. The normal operating activities of the Phoenix (see note 1 and 2 in the Appendix) have increased significantly in the 2022-23 year compared to the 2021-22 year. Theatre, Arts Workshops, Phoenix Players, Arts Projects, Room Hire plus the Bar and even some sponsorship are all up on the previous year. As can be seen Other Activities which include all of the above activities except Bar have increased from £98,920 to £162,087. Bar increased from £12,929 to £16,551. I think more importantly looking further down the Appendix page the surplus on these activities has substantially improved. This surplus which is the income from the activities minus the direct costs related to producing those activities has risen from £32,684 to £87,765. This surplus helps us cover our overhead costs which have increased overall by less than £10 thousand to £137,651 from £128,998. Whilst salaries have increased due to new staff in the period, these additional costs have been offset by grants. However, Premises costs have decreased to £6,050 from £15,846 helped in part by the installation of a new boiler, removing a worry that has been ongoing for years.

What the foregoing is leading me to illustrate is that whilst we have improved our operating activities in the 2023 year compared to 2022, we have still ended up with a deficit in the year, whereas the 2022 year with significantly lower surpluses on operating activities and an overall surplus was achieved. Overall, there was a deficit before grants, but after taking account of overheads, of £48,305 whereas the deficit in 2022 was £95,482. However, 2022 benefited from grants of £141,604 whilst 2023 benefited from grants of only £26,899. Much of the uplift in grants in 2022 came from the Arts Council COVID assistance grants which were not required to be paid back provided we met certain underspend conditions. I think we still need to focus ourselves on receiving support in the form of operating grants probably at least in the medium term, which should be distinguished from those most vital strategic grants which we strive to receive from the Arts Council England and Section 106 funding. It should not be forgotten that further improvements in activity surpluses whilst controlling costs and further exploration of new strategies are all on the table.

The above has focused on the Incoming and Outgoing activities for the year which leads to the financial position at year-end as portrayed by the Balance sheet. The amount we expect to receive from our customers (Debtors) has increased upon the previous year to £31,340. This is largely due to the increase in operating activities. The amount which we expect to pay our trade suppliers has also increased whilst amounts payable to other suppliers has decreased. Cash has decreased from £88,101 to £47,808, largely due to the fall-off in Grant funding.

We are only a short way into the new financial year, but I am very confident that the Phoenix is going to progress well with the very able and experienced hands of Dan Hill to support Rob in developing the potential of the Phoenix. They are also ably assisted by Jen, Keri, Thom, Sam, Sophia and Liz who have all played their individual parts, and as a team they can drive Phoenix Arts to be a more significant player in the Arts and within its community.

Brent Sigley

Treasurer,

July 2023

## **A Footnote From The Director**

2022 will always be remembered as the year we secured Arts Council England National Portfolio Organisation funding. A great achievement for us all, and as I look at the next 3 years, and a team that now includes Dan Hill, I'm excited at our potential and where we can take a community that deserves the best of arts delivery. I'd like to thank the Trustees for their continued support, and I promise to continue to deliver their aspirations and our driver towards regional recognition. Their hard work must never be forgotten or indeed taken for granted.

Rob Allerston

Director

## **Annual Health & Safety Task Force Report**

The Health & Safety Task Force has the following members:

|               |               |
|---------------|---------------|
| Rob Allerston | Davina Hudson |
| Eric Clifford | Keri Smith    |
| Jim Miles     | Nick Tupper   |

The Health & Safety Task Force meets quarterly.

A calendar of programmes of tasks is reviewed at each meeting so that all aspects of The Phoenix Health & Safety management system are regularly checked for necessity, practicality and implementation. During our quarterly meetings, checks are carried out including inspecting the building, examining documents, carrying out physical checks on lights, signs, fire alarms, extinguishers and first aid boxes, etc.

During the year The Health & Safety Task Force implemented their new quantified risk assessment which has allowed them to gain a sharper focus on elements of activities and tasks which could cause harm.

If Phoenix Arts were to be awarded Section 106 funding more development work can be carried out internally and externally on The Phoenix Theatre. This would allow The Health & Safety Task Force to be able to resolve areas they have concerns.

**Appendix A**  
Independently Examined Accounts for the Year  
Ended 31<sup>st</sup> March 2023

**Independent examiner's report to the Trustees of**

**BARBADOS HOUSE ASSOCIATION / THE PHOENIX THEATRE & ARTS CENTRE**

I report on the accounts of the Association for the year ended 31 March 2023, which are set out on pages 12 to 20.

**Respective responsibilities of the trustees and the examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Act) and that an independent examination is needed.

It is my responsibility to:

- Examine the accounts under section 145 of the Act:
- To follow the procedures laid down in the General Directions given by the Charity Commissioners under section 145(5)(b) of the Act; and
- To state whether particular matters have come to my attention.

**Basis of independent examiner's report**

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

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements
- to keep accounting records in accordance with section 130 of the 2011 Act; and
  - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Miss Jodi Bishop MAAT  
MA Accountancy Group  
Wolfe Mead  
Farnham Road  
Bordon  
GU35 0NH  
<https://maaccountancygroup.co.uk/>

14 June 2023



**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2023**

**Statement of Financial Activities**

|  | <b>Unrestricted<br/>Funds</b> | <b>Restricted<br/>Funds</b> | <b>Total<br/>2023</b> | <b>Total<br/>2022</b> |
|--|-------------------------------|-----------------------------|-----------------------|-----------------------|
|  | £                             | £                           | £                     | £                     |
| <b>Incoming Resources (Note 2)</b>                         |                               |                             |                       |                       |
| <b>Incoming resources from generated funds</b>             | -                             | -                           | -                     | -                     |
| Voluntary income   | 1,516                         | -                           | 1,516                 | 1,135                 |
| Activities for generating funds                            | 16,551                        | -                           | 16,551                | 12,929                |
| Investment income  | 370                           | -                           | 370                   | 13                    |
| <b>Incoming resources from other charitable activities</b> | 188,985                       | -                           | 188,985               | 240,524               |
| <b>Other incoming resources</b>                            | -                             | -                           | -                     | -                     |
| <b><i>Total Incoming Resources</i></b>                     | <b>207,423</b>                | <b>-</b>                    | <b>207,423</b>        | <b>254,601</b>        |
| <b>Resources Expended (Notes 3 - 5)</b>                    |                               |                             |                       |                       |
| <b>Costs of generating funds</b>                           |                               |                             |                       |                       |
| Costs of generating voluntary income                       | -                             | -                           | -                     | -                     |
| Fundraising trading costs                                  | 6,707                         | -                           | 6,707                 | 5,086                 |
| <b>Charitable activities</b>                               | 222,022                       | -                           | 222,022               | 203,294               |
| <b>Governance costs</b>                                    | 100                           | -                           | 100                   | 100                   |
| <b><i>Total Resources Expended</i></b>                     | <b>228,829</b>                | <b>-</b>                    | <b>228,829</b>        | <b>208,480</b>        |
| <b>Net (outgoing)/incoming resources</b>                   | (21,406)                      | -                           | (21,406)              | 46,121                |
| <b>Total funds brought forward</b>                         | 80,163                        | -                           | 80,163                | 34,042                |
| <b>Total funds transferred in</b>                          | 0                             | -                           | 0                     | -                     |
| <b><i>Total Funds Carried Forward</i></b>                  | <b>58,757</b>                 | <b>-</b>                    | <b>58,757</b>         | <b>80,163</b>         |

The notes on pages 14-20 also form an integral part of these accounts

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2023**

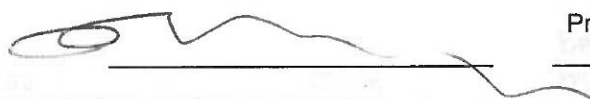
**Balance Sheet**

|   | Notes | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2023<br>£ | Total<br>2022<br>£ |
|---|-------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Fixed Assets</b>                                   |       |                            |                          |                    |                    |
| Computer equipment                                    | 6     | - 0                        | -                        | 0                  | 478                |
|   |       | - 0                        | -                        | 0                  | 478                |
| <b>Current Assets</b>                                 |       |                            |                          |                    |                    |
| Stock and work in progress                            |       | 688                        | -                        | 688                | 898                |
| Debtors   | 7     | 31,340                     | -                        | 31,340             | 16,580             |
| Cash at bank & in hand                                |       | 47,808                     | -                        | 47,808             | 88,101             |
| <b>Total Current Assets</b>                           |       | <b>79,836</b>              | -                        | <b>79,836</b>      | <b>105,579</b>     |
| <b>Creditors: amounts falling due within one year</b> | 8     | 21,079                     | -                        | 21,079             | 25,894             |
| <b>Net current assets/(liabilities)</b>               |       | <b>58,757</b>              | -                        | <b>58,757</b>      | <b>79,685</b>      |
| <b>Total assets less current liabilities</b>          |       | <b>58,757</b>              | -                        | <b>58,757</b>      | <b>80,163</b>      |
| <b>Creditors: amounts falling due after one year</b>  | 8     | -                          | -                        | -                  | -                  |
| <b>Net assets</b>                                     |       | <b>58,757</b>              | -                        | <b>58,757</b>      | <b>80,163</b>      |
| <b>Funds Of The Charity</b>                           |       |                            |                          |                    |                    |
| Unrestricted funds                                    | 9     | 58,757                     | -                        | 58,757             | 80,163             |
| Restricted funds                                      |       | -                          | -                        | -                  | -                  |
| <b>Total Funds</b>                                    |       | <b>58,757</b>              | -                        | <b>58,757</b>      | <b>80,163</b>      |

The notes on pages 14 - 20 also form an integral part of these accounts

Signed on behalf of the trustees \_\_\_\_\_

Print name \_\_\_\_\_



Print name

ROB AUGERSON

Date of approval: 4 JUL 2023

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2023**

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## **Notes To The Accounts**

### **Note 1 Accounting Policies**

#### **Basis of Accounting**

These Accounts have been prepared under the basis of historic cost in accordance with applicable accounting standards and follow recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2005) and with the Charities Act 1993

#### **Incoming Resources**

Incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income, and the amount can be quantified with reasonable accuracy.

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources and related expenditure are reported gross in the SoFA.

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised.

#### **Intangible Income**

Intangible income, which comprises donated services, is included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised when there is no financial cost borne by a third party.

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

#### **Resources Expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis.

#### **Stock**

Bar stock is stated at the lower of cost or net realisable value.

#### **Fund accounting**

Funds held by the charity are either:

- Unrestricted funds. These are funds which can be used in accordance with the charitable objectives at the discretion of the trustees.
- Restricted funds. These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

#### **Covid 19 Pandemic**

During the mandatory lockdown periods caused by the COVID 19 pandemic which fell within the financial year ended 31 March 2021 all of the employees except the Arts director were furloughed.

The statement of Financial activities includes a grant from HMRC to assist in covering the costs of furloughed employees. This grant covered 80% of the costs of employing furloughed employees. The furlough grant is separately disclosed in note 2.

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2023**

**Note 2 Analysis of incoming resources**

|  |   | 2023<br>£     | 2022<br>£      |
|--|---|---------------|----------------|
| <b>Voluntary income</b>                              | Donations   | 1,131         | 487            |
|  | Barbados House Association Membership                           | 385           | 649            |
| <b>Total</b>   |   | <b>1,516</b>  | <b>1,136</b>   |
| <b>Activities for generating funds</b>               | Theatre bar takings   | 16,551        | 12,929         |
|  | Amazon.co.uk royalty payments                                   | -             | -              |
| <b>Total</b>   |   | <b>16,551</b> | <b>12,929</b>  |
| <b>Investment income</b>                             | COIF deposit fund income  | 370           | 13             |
|  | <b>Total</b>  |               | <b>370</b>     |
| <b>Incoming resources from charitable activities</b> | <b>Grants:</b>  |               |                |
|  | East Hampshire District Council - <i>Arts centre</i>            | 909           | 52,939         |
|  | Hampshire County Council - <i>Culture &amp; Recreation Fund</i> |               | -              |
|  | Hampshire County Council - <i>Cllr Grant Adam Carew</i>         |               | -              |
|  | Headley Parish Council - <i>Arts Centre</i>                     |               | -              |
|  | Just Giving - <i>Arts Centre</i>                                | -             | 15,665         |
|  | Whitehill Town Council - <i>Arts Centre</i>                     | 18,490        | 17,467         |
|  | Arts Council England  | 7,500         | 55,077         |
|  | Annington Homes   |               | -              |
|  | HMRC Furlough Grant   | -             | 456            |
|  | <b>Other activities:</b>  |               |                |
|  | Arts workshops  | 28,522        | 20,829         |
|  | Phoenix Players   | 5,839         | 22             |
|  | Phoenix Theatre Company/Productions                             |               | -              |
|  | Arts projects   | 48,412        | 15,435         |
|  | Theatre   | 61,450        | 52,397         |
|  | Sponsorship   | 1,125         | -              |
|  | Room Hire   | 16,680        | 10,237         |
|  | Other Income - Sundries   | 60            | -              |
|  | <b>Total</b>  |               | <b>188,985</b> |
| <b>Restricted Funds:</b>                             |   | -             | -              |

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2023**

**Note 3****Analysis of resources expended**

|                                  |                             | 2023<br>£      | 2022<br>£      |
|----------------------------------|-----------------------------|----------------|----------------|
| <b>Fundraising trading costs</b> | Cost of Bar sales           | 6,707          | 5,086          |
|                                  | <b>Total</b>                | <b>6,707</b>   | <b>5,086</b>   |
| <b>Charitable activities</b>     | Arts Workshops              | 11,350         | 9,179          |
|                                  | Phoenix Players             | 3,279          | -              |
|                                  | Room Hire                   | 752            | -              |
|                                  | Arts Projects               | 11,377         | 10,060         |
|                                  | Theatre                     | 57,408         | 54,840         |
|                                  | Premises Costs              | 6,050          | 15,846         |
|                                  | Staff Costs                 | 96,503         | 84,018         |
|                                  | Office Costs                | 32,497         | 27,535         |
|                                  | Marketing                   | 2,501          | 1,499          |
|                                  | Interest expense            | 306            | 317            |
|                                  | <b>Total</b>                | <b>222,022</b> | <b>203,294</b> |
| <b>Governance Costs</b>          | Independent examination fee | 100            | 100            |
|                                  | <b>Total</b>                | <b>100</b>     | <b>100</b>     |
| <b>Restricted Funds</b>          |                             | -              | -              |
|                                  | <b>Total</b>                | <b>-</b>       | <b>-</b>       |

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2023**

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**Note 4      Trustee Expenses**

|   | 2023 | 2022 |
|---|------|------|
| Number of trustees who were paid expenses | -    | -    |

**Note 5      Paid Employees**

**5.1 Staff Costs**

|  | 2023<br>£     | 2022<br>£     |
|--|---------------|---------------|
| Gross wages, salaries and benefits in kind | 94,167        | 81,560        |
| Employer's National Insurance costs        | 2,336         | 2,457         |
| <b>Total Staff Costs</b>                   | <b>96,503</b> | <b>84,017</b> |

**5.2 Average number of full-time equivalent employees in the year**

|  |                          | 2023     | 2022     |
|--|--------------------------|----------|----------|
| Part of the charity in which the<br>Employees work | Fundraising              | -        | -        |
|  | Charitable<br>activities | 5        | 3        |
|  | Other                    | -        | -        |
|  | <b>Total</b>             | <b>5</b> | <b>3</b> |

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March**  
**2023**

**Note 6 Fixed Assets**

|                               | <b>Computer<br/>Equipment<br/>£</b> |
|-------------------------------|-------------------------------------|
| <b>Cost</b>                   |                                     |
| Opening balance 1 April 2022  | 5,726                               |
| Additions                     | -                                   |
| Closing balance 31 March 2023 | <u>5,726</u>                        |
| <b>Depreciation</b>           |                                     |
| Opening balance 1 April 2022  | 5,248                               |
| Depreciation                  | 478                                 |
| Closing balance 31 March 2023 | <u>5,726</u>                        |
| Carrying amount 31 March 2023 | <u>0</u>                            |
| Carrying amount 31 March 2022 | <u>478</u>                          |

**Note 7 Debtors and Prepayments**

| Analysis of debtors            | <b>Amounts Falling due<br/>within one year</b> |                      |
|--------------------------------|--|----------------------|
|                                | <b>2023<br/>£</b>                              | <b>2022<br/>£</b>    |
| Trade debtors                  | 29,321   | 16,479               |
| Prepayments and Accrued income | 82   | 101                  |
| Other debtors                  | 1,937  | -                    |
| <b>Total</b>                   | <b><u>31,340</u></b>                           | <b><u>16,580</u></b> |

**Note 8 Creditors and Accruals**

| Analysis of Creditors   | <b>Amounts Falling due<br/>within one year</b> |                      |
|---|--|----------------------|
|   | <b>2023<br/>£</b>                              | <b>2022<br/>£</b>    |
| Trade creditors   | 16,353   | 12,720               |
| Other taxes and Social security costs   | 2,007  | -                    |
| Accruals and Deferred income  | 2,319  | 12,873               |
| Advanced sales and other deferred income  | -  | -                    |
| Unexpended grants - Arts Council  | -  | -                    |
| Unexpended grants - East Hampshire District Council-<br>Marketing role contribution | -  | -                    |
| Unexpended grants - East Hampshire District Council-<br>Marketing role contribution | -  | -                    |
| Accred examiners fees   | 400  | 300                  |
| <b>Total</b>  | <b><u>21,079</u></b>                           | <b><u>25,893</u></b> |



**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2023**

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**Note 11 Transactions With Related Parties**

**11.1 Remuneration and benefits**

No remuneration or any other benefits were paid to a trustee or other related parties by the charity this financial year (2023) or in the previous financial year (2022).

**11.2 Loans**

|                                       | Name of trustee or connected party | Legal Authority | Amount Owing |        |
|---------------------------------------|------------------------------------|-----------------|--------------|--------|
|                                       |                                    |                 | 2023 £       | 2022 £ |
| Due to trustees and related parties   |                                    |                 | None         | None   |
| Due from trustees and related parties |                                    |                 | None         | None   |

**11.3 Other transaction(s) with trustees and related parties**

| Name of trustee or related party | Relationship to charity | Description of the transaction | 2023 £ |  | 2022 £ |  |
|----------------------------------|-------------------------|--------------------------------|--------|--|--------|--|
|                                  |                         |                                |        |  |        |  |
| None                             | None                    | None                           | None   |  | None   |  |
|                                  |                         |                                |        |  |        |  |
|                                  |                         |                                |        |  |        |  |

**The Phoenix Theatre & Arts Centre****Statement of Contribution to Overheads****This is not a formal document; it is only to assist with understanding**

|  | 2023          | 2022           | Note |
|--|---------------|----------------|------|
| <b>Extracted from Note 2</b>                         |               |                |      |
| Theatre bar takings                                  | 16,551        | 12,929         |      |
| Cost of Bar sales                                    | 6,707         | 5,086          |      |
|  | 9,843         | 7,843          | 1    |
| Voluntary Income                                     | 1,516         | 1,136          |      |
| Investment Income                                    | 370           | 13             |      |
| <b>Grants:</b>                                       |               |                |      |
| East Hampshire District Council - <i>arts centre</i> | 909           | 52,939         |      |
| Hampshire County Council - <i>theatre programme</i>  |               |                |      |
| Just Giving - <i>Arts Centre</i>                     |               | 15,665         |      |
| Arts Council England                                 | 7,500         | 55,077         |      |
| HMRC Furlough Grant                                  |               | 456            |      |
| Whitehill Town Council - <i>Arts Centre</i>          | 18,490        | 17,467         |      |
|  | <b>26,899</b> | <b>141,604</b> |      |
| <b>Other activities:</b>                             |               |                |      |
| Arts workshops                                       | 28,522        | 20,829         |      |
| Phoenix Players                                      | 5,839         | 22             |      |
| Phoenix Theatre Company/Productions                  | -             | -              |      |
| Arts projects  | 48,412        | 15,435         |      |
| Theatre Sponsorship                                  | 61,450        | 52,397         |      |
| Room Hire  | 1,125         |                |      |
|  | 16,680        | 10,237         |      |

|   |                    |                    |              |
|---|--------------------|--------------------|--------------|
| Other Income - Sundries   | 60                 | -                  |              |
| <b>Total</b>  | <b>162,087</b>     | <b>98,920</b>      | <b>2</b>     |
| <b>Extracted from Note 3</b>                                    |                    |                    |              |
| Arts Workshops  | 11,350             | 9,179              |              |
| Phoenix Players   | 3,279              | -                  |              |
| Room Hire   | 752                | -                  |              |
| Arts Projects   | 11,377             | 10,060             |              |
| Theatre   | 57,408             | 54,840             |              |
| <b>Theatre related direct costs</b>                             | <b>84,165</b>      | <b>74,079</b>      | <b>3</b>     |
| <b>Total surplus from Theatre activities</b>                    | <b>87,765</b>      | <b>32,684</b>      | <b>1+2-3</b> |
| <b><u>Overhead costs</u></b>                                    |                    |                    |              |
| Premises Costs  | 6,050              | 15,846             |              |
| Staff Costs   | 96,503             | 84,018             |              |
| Office Costs  | 32,497             | 27,535             |              |
| Marketing   | 2,501              | 1,499              |              |
| Interest expense  | 306                | 317                |              |
| <b>Total Overhead costs</b>                                     | <b>137,857</b>     | <b>129,215</b>     |              |
| <b><u>The Phoenix Theatre &amp; Arts Centre</u></b>             |                    |                    |              |
| <b><u>Contribution to Overheads from Theatre activities</u></b> | <b><u>2023</u></b> | <b><u>2022</u></b> |              |
| Income by activity minus direct costs by activity ( as above)   |                    |                    |              |
| Bar   | 9,843              | 7,843              |              |

|  |                 |                |                 |
|--|-----------------|----------------|-----------------|
| Arts workshops   | 17,172          | 11,650         |                 |
| Phoenix Players  | 2,560           |                | 22              |
| Phoenix Theatre Company/Productions  | -               |                | -               |
| Arts projects  | 37,035          |                | 5,375           |
| Theatre  | 4,042           | -              | 2,443           |
| Sponsorship  | 1,125           |                | -               |
| Room Hire  | 15,928          | 10,237         |                 |
| Other income - Sundries  | 60              |                | -               |
| <b>Total surplus from Theatre activities</b>   | <b>87,765</b>   | <b>32,684</b>  |                 |
| <b><u>Overheads</u></b>  |                 |                |                 |
| Premises Costs   | 6,050           | 15,846         |                 |
| Staff Costs  | 96,503          | 84,018         |                 |
| Office Costs   | 32,497          | 27,535         |                 |
| Marketing  | 2,501           |                | 1,499           |
| Governance costs   | 100             |                | 100             |
| <b>Total overheads</b>   | <b>137,651</b>  | <b>128,998</b> |                 |
| <b><u>Other income/Expense</u></b>   |                 |                |                 |
| Voluntary income   | 1,516           |                | 1,136           |
| Investment income  | 370             |                | 13              |
| Interest Expense   | (306)           |                | (317)           |
| <b><u>Deficit before Grants received</u></b>   | <b>(48,305)</b> |                | <b>(95,482)</b> |
| Grants received  | 26,899          | 141,604        |                 |
| <b><u>Net (deficit)/surplus for the year (See Statement of Financial Activities)</u></b> | <b>(21,407)</b> |                | <b>46,122</b>   |

**THE PHOENIX THEATRE & ARTS CENTRE**

England & Wales - Charity number 1166858

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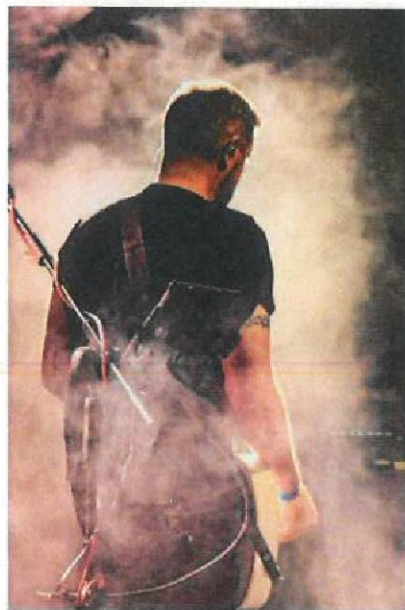
# Accounts

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# Phoenix Arts

## Trustees' Annual Report & Statement of Accounts 1 April 2021 / 31 March 2022



**Phoenix Arts**

Station Road, Bordon, Hampshire, GU35 0LR

**CIO Charity No. 1166858**

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## Administrative Information

The Phoenix Theatre & Arts Centre is a CIO Registered Charity (Number 1166858). The primary objectives, management and operation of the Association are laid down in its Constitution, which is based on the Model Constitution recommended by the National Federation of Community Organisations (Community Matters).

### Trustees for the Period 1/4/2021 – 31/3/2022

|                     |   |
|---------------------|---|
| Davina Hudson       | President   |
| Eric Clifford       | Chair   |
| Jim Miles           | Vice-Chair  |
| Brent Sigley        | Treasurer   |
| Paul Edwards        | Secretary   |
| Elaine Miles        |   |
| Maureen Reid        |   |
| Nick Tupper         |   |
| Grant Dawkins       | Representative of the Deadwater Valley Trust      |
| Cllr Trevor Maroney | Representative of East Hampshire District Council |
| Cllr Bisi Kennard   | Representative of Whitehill Town Council          |
| Cllr James Fryer    | Representative of Whitehill Town Council          |

### Bankers:

Lloyds TSB plc, 75 Castle Street, Farnham, Surrey, GU9 7LT

### Independent Examiner:

Emily Durrant (FCCA), Accounts Manager, MA Accounting, Wolfe Mead, Farnham Road, Bordon, GU35 0NH

## *Creating Community*

### **Primary Aims**

The Objectives laid down in the Constitution are:

- (a) Providing facilities to advance education and to provide facilities in the interest of social welfare for recreation and leisure-time occupation
- (b) To establish or to secure the establishment of a Community Arts Centre and to maintain and manage or to co-operate with any local authority in the maintenance and management of such a centre for the activities promoted by the Association and its constituent bodies, without distinction of sex or of political, religious, or other opinions.

The principal activities of the charity reflect its objectives in that they provide opportunities for the wider public to have access to a variety of arts based activities and provide educational programmes and learning through the arts to all ages and abilities. To achieve this The Phoenix:

- Offers a broad programme of drama, music and theatre performances, both professional and amateur, at the theatre venue
- Provides a programme of art and drama activities for children and young people at the centre
- Delivers a programme of learning opportunities in visual and performing arts for adults with learning disabilities
- Delivers an Adult Learning Programme in the creative arts in Whitehill and Bordon
- Provides workshops in the arts to schools and community groups as one off or longer-term projects
- Offers artists studio space available for rent
- Offers conference / meeting rooms
- Provides rooms available to hire for band practises and other rehearsals
- Is home to an amateur theatrical group, The Phoenix Players, in which members of the community participate to perform plays at The Phoenix Theatre

### **Management**

In accordance with its Constitution, the policy and affairs of the Association are determined by the Council which meets monthly. The members of the Council are also the Charity Management Trustees.

The Council consists of:

- The Officers of the Association
- The representatives appointed by the constituent bodies / sections
- Representatives of the full members
- One representative of the junior members
- Up to four co-opted members
- Representatives from funding bodies

Members of the Association are invited to nominate new Trustees when the notice of the AGM is issued.

A Director is appointed by the Trustees to manage the day to day operations of the charity. To facilitate effective operations, the Director has delegated authority for operational matters such as artistic and performance related activity policy, finance and staffing. The parameter of the authority is laid out by the Trustees who review this as appropriate.

## Reserves Policy

A charity has an obligation to disburse money raised for its charitable objectives, without delay. However, all organisations need a certain level of cash reserves to ensure their smooth day-to-day running. The Trustees feel that it would be appropriate to build up a cash reserve of 20 - 25% of the annual running costs to cover operational requirements but are prepared to run the Association with a lower level of reserves in pursuance of our charitable objectives.

## Public Benefit

The Charity Trustees understand the Charity Commissions guidance on public benefit and in accordance with the objectives of the organisation recognise that the charity operates primarily to provide public benefit in advancement of the arts and also through the advancement of education and community development. To facilitate this, work the charity maintains the fabric of a community arts centre in addition to providing arts related activities within the community.

## Staffing

The staff for the year comprised the following:

- 1 x full-time Director
- 1 x full-time Administrator
- 1 x part-time Audience & Community Engagement Officer
- 1 x part-time Marketing Officer
- 1 x part-time Marketing Assistant
- 1 x part-time Cleaner
- Freelance, self-employed artists and actors are engaged to run workshops and to work as part of The Phoenix Theatre Company
- Volunteer Bar Staff
- Volunteer Front of House Staff
- Volunteer Box Office Staff
- Volunteer Office Staff
- Volunteer Theatre Technicians
- Volunteers who distribute Marketing print locally

## Funding Bodies

Revenue funding has been received from:

- Arts Council England
- Whitehill Town Council

Project Funding has been received from:

- East Hants District Councillors devolved budget

## Chairman's Report

Review of the Year 2021-2022

Looking back at the end of 2022 we can clearly see a number of positive changes at The Phoenix this year which represent milestones in its history and development. On 4 November we received the news that The Phoenix had been awarded the prestigious National Portfolio Organisation status by Arts Council England. This crucial funding is received by relatively few arts organisations across the country. The Phoenix was awarded this prestigious status due to its skill and dedication over many years in bringing the arts to the local community and its vision for enhancing this work into the future.

Phil Gibby, the Area Director, South West, of Arts Council England said, "We are delighted to be welcoming The Phoenix Theatre & Arts Centre into the 2023-2026 National Portfolio. This welcoming venue is an important part of Hampshire's cultural life, and we are pleased to be investing in it. The Phoenix has a strong track record of facilitating creative opportunities for local artists as well as their programme of live events. This funding helps us (ACE) achieve the ambition of our ten-year strategy, *Let's Create*, particularly around supporting people to develop their creative skills and potential."

Rob Allerston, our Director commented:

"With this decision Arts Council England has recognised the hard work of many people and our drive to deliver community-focused arts in Whitehill & Bordon. Personally, I'm excited by the opportunities this will unlock and the creative voice it will offer to so many."

The announcement means that The Phoenix will receive revenue funding of £81,233 a year for three years, bringing much needed financial security to enable us as an organisation to move up to another level of operation. We will deliver a diverse mix of entertainment and community arts projects at The Phoenix, as well as The Cube, and beyond, in local schools and working with people with disabilities. The Board of Trustees would like to express our sincerest thanks to those people whose hard work secured the grant: our Director Rob Allerston, Deputy Chair Jim Miles, Treasurer Brent Sigley, and two dedicated officers at East Hampshire District Council, Kate Hillerby and Harriet Coombes. They all spent many hours completing a most complex and demanding Arts Council application form.

The Board of Trustees would also especially like to thank Andy Tree, the Leader of Whitehill Town Council and his fellow Councillors for their invaluable continued financial support to The Phoenix with the Major Grant award we receive from them each year. We look forward to continuing to work with them in partnership to deliver our shared goals, particularly in our issue-based work, which they recognise provides an invaluable contribution to the local community.

As an organisation we are highly ambitious and will continue to work hard to develop and support the arts and wider cultural sector here in Whitehill & Bordon, where The Phoenix plays such an important key role.

Here I can tell you about the second major development of the year, the forging of a tremendous working partnership with the Bordon & Whitehill Regeneration Company, under the umbrella of 'Phoenix Arts'. This agreement has already set in place several important changes in the way we operate: first, the introduction a new ticketing system (Ticketsource) that is already enabling higher ticket sales for our Christmas and other shows. Secondly, the commissioning of a new shared Phoenix Arts website - this will go live at the beginning of February 2023 and will enable access across the board to all our venues in one place and enable our patrons to purchase tickets for these direct. Also, as a result of this partnership, Tom Hiller, previously our Marketing Assistant, now works full-time in a new role in which he is able to take on a wider range of responsibilities in which his considerable skills will come to the fore.

Together, the Bordon & Whitehill Regeneration Company and The Phoenix believe that arts and culture will be the driving force behind the success of the development of our new town centre. The presence of a theatre in a town, and other arts facilities where people can get together to enjoy themselves, make a town an attractive place to live, visit and socialise; these facilities provide wide social and educational benefits, by offering the experiences provided by performances of music, drama, dance and comedy; the arts have an ever-increasing role to play in helping us all to live fulfilled lives. Provision for the arts is vitally important for the role it plays in bringing communities together. We should all recognise how important that is for the new residents who have already moved to Whitehill & Bordon and those arriving over the next few years. The arts help the people in the town to integrate and promote individual well-being, providing a focus for the younger generation growing up here. As an illustration of this, it is worth looking back to our first big partnership event on Saturday, 9 July 2022 in the Town Square, when the Alton Concert Orchestra performed *A Summer Night at the Proms*, attended by over 800 people who experienced a hugely enjoyable evening. It was truly an evening to remember.

Phoenix Arts will contribute to the creation of a happier, more vibrant community that we can all be proud to be a part of, and will be a key factor in attracting people to come and live here.

The continued support given to us by the outside representatives on our Board is greatly appreciated: Councillor Bisi Kennard (Whitehill Town Council), Councillor Trevor Maroney (East Hampshire District Council), and Grant Dawkins (Deadwater Valley Trust). The Board would also like again to express our very real appreciation to James Child and his staff at the Whitehill & Bordon Regeneration Company for their invaluable continued financial support and advice

The Board is extremely grateful for the tremendous contribution that Rob Allerston, our Director, provides through the leadership and personal dedication that makes such a success of The Phoenix. He has had an incredibly busy year: as well as being the driving force behind Phoenix Arts he took on the additional responsibility of leading on our Arts Council NPO application, which (as referred to above) took several months to complete. The Board would like to thank Keri Smith, our Administrator, Jenni Clarke, who is now our Community Engagement Officer, Tom Hiller, taking on the new role of Marketing & Systems Coordinator and our new Marketing Assistant Ellie Henry for their ongoing contributions to the continued success of The Phoenix. I must also mention Sam Cole, our new Apprentice Creative Venue Technician, who, whilst studying with Chichester University is based at the Phoenix; Sam is employed in partnership with WBRC - he is very enthusiastic, shows a willingness to learn and is already running the sound and lighting of some productions on his own.

We are proud to offer a full range of events to suit every taste both here at The Phoenix and our little sister venue The Cube (at the Shed). In the past year events have included the Indian Dance form, Kathakali, The Hundred-Watt Club (an Evening of Burlesque and Vaudeville), LDN Wrestling, Farnham Music and Drama presenting *Little Women: the Musical* which sold out all 4 performances, and 5T'S

Brass presenting an evening of wonderful music on Armistice Day. In the field of drama, two productions in particular produced memorable evenings: a thought-provoking play about slavery titled *Sold*, which Rob had seen at the Edinburgh Festival in 2019 and Rebecca Vaughan returning to the Phoenix with *A Room of One's Own*, a work which she both adapted and performed. These two events were both part of Rob's Theatre Club nights, at which a Question & Answer session is held after the performances. Two other memorable events were the special cinema evening on St. George's Day organised by Maureen Reid and Sue Bass, when we showed the 1950s film *Passport to Pimlico* and included A Fish & Chip Supper and a drink to go with it. Secondly, our Phoenix Beer Festival, at the end of September, was a hugely successful community event with lots of live music and dancing; many thanks must go to the Sea Scouts led by Lee Lewis, who provided all the catering.

I must not forget to thank Elizabeth Blake, our Dance Officer, for all the work and contribution she makes to the success of The Phoenix, both on site and outside in the community. She also took the one-woman show which she wrote and produced about the legendary dancer, Isadora Duncan, to the Edinburgh Festival this summer where it received excellent reviews.

On a personal note, I would like to thank members of the Board for their continued support to both Rob and me during the past year: I should mention the invaluable work carried out by our Treasurer Brent Sigley, Minutes Secretary Paul Edwards, and the work undertaken by Jim Miles, our Deputy Chair, who has assisted me in various organisational and management matters throughout the year. Jim, together with Davina Hudson, Nick Tupper, and myself, are small team working with Rob and Keri on Health & Safety matters at the venue. I am extremely grateful to all the other members of the Board, particularly Elaine Miles for her work on legal and employment issues (it's helpful to have a solicitor on the Board) and all those who in different ways have contributed to the smooth running of our organisation, making possible our success. A special word of thanks is due to Maureen Reid, who joined the Board in 2020 and has taken over responsibility for the Bar as well as being one of our most regular volunteers; she even persuaded her husband John to come along and volunteer. Maureen and fellow volunteer Sue Bass were recognised for their work as volunteers when they were awarded the Whitehill & Bordon Town Council Community Award this year.

Finally, I would like to thank all those who work both in The Phoenix and outside the building in any capacity on our behalf. And last, but very far from least, I thank all our volunteers, who between them steward, sell tickets, staff the Bar, and undertake anything else we ask of them at the many events we hold each year. The difficult task of coordinating and organising our volunteers has been done by Paul Edwards with consummate efficiency, and our thanks go to him. Our volunteers continue to provide a very warm welcome to all our patrons, and it is that which fully justifies our reputation as 'Hampshire's friendliest little Theatre'.

Phoenix Arts is the driving force in the area for the arts and culture, and on behalf of the Board, our Director, Rob Allerston, and working closely with our partners the Whitehill & Bordon Regeneration Company, I pledge to continue our commitment to make the arts accessible to all - something we have done successfully for so many years.

Eric W Clifford  
Chair of the Board of Trustees

## Treasurer's Report

For the Year Ending 31 March 2022

The 2021 year was one in which the Phoenix was in a state of hibernation with respect to its traditional activities. The 2022 year was a tale of two halves; the emergence from COVID and the return to the activities the Phoenix strives to provide the community.

Two specific activities which particularly illustrate the emergence from Covid in 2022 are the Theatre and bar. These two clearly go hand in hand. Bar takings were £12,929 in 2022 whereas they were £60 in the 2021 financial year. Similarly, the Theatre performances rose to £52,397 in 2022 from £8,753 in 2021. One item of note went the other way, notably the HMRC furlough grant which fell to £456 in 2022 from £14,514 in 2021. I think that these three captions perfectly illustrate our return to a more normal state of affairs during the course of the 2022 financial year.

During the year the Phoenix received grants totalling £141,148 compared to £85,622 in 2021, excluding the furlough grants mentioned earlier. The 2022 grants were substantially enhanced by the East Hampshire District Council who provided £52,939. Also continuing to support us through the 2022 year was Arts Council England who increased their support to £55,077 from £46,622 in 2021. This along with their most recent and very generous announcement demonstrates their faith in our contribution to the Arts and the wider community.

Income increased to £240,524 in 2022 from £157,890 in 2021, which is to be expected as the Phoenix emerges from a relatively inactive state. Costs as a consequence of the revival of normal services to the community have increased as a consequence, most notably costs related to providing theatre performances. Staff costs have also increased to £84,018 from £65,041 in 2021. Much of that increase has arisen from Rob's involvement in bringing the shed into being, but those costs have been funded by the East Hampshire District Council grants mentioned above. The overall costs for the year were £203,294 versus £148,881 in 2021. A surplus for the year of £46,123 has therefore been recorded. Expenditure for the year was not as high as the Arts Council provided us to meet costs, but they have allowed us to credit that to reserves.

The balance sheet reserves position is stronger compared to 2021. The uplift in reserves in the 2022 year has been contributed to by the Arts Council allowing the theatre to retain the underspend on the grants provided. This means that the amounts which showed as unexpended grants in 2021 of £64,849 was under spent during the 2022 year. The liabilities position for 2022 has now returned to more normal levels with the release of the grant liabilities.

The cash position at year end of £88,000 has continued to decline as reliance on our cash reserves to fund operating activities. The Phoenix needs continued support from the wider community in the form of operating grants and the loyalty of the public it serves. The recent grant announcements are to enable longer term infrastructure enhancements to the Phoenix's services to the community and should not be confused with the need to be supported by local operating grants.

Finally, I am grateful to the staff and trustees for their support during the year. There have been some exciting developments in technology in such areas as ticket bookings and analysis of where our community support is coming from so that we can target those areas of greatest potential. The trustees and director have worked diligently and tirelessly to bring the success in grant applications that the Phoenix has received.

Brent Sigley  
Treasurer

## A Footnote from the Director

We stand on the boundary of an exciting future. The news that we had secured Arts Council England National Portfolio Organisation (NPO) status towards the end of 2022 is testimony to the staff and many volunteers that have given so much of their time over the last 40 years. Their part in our success must never be forgotten, and as we embrace the many opportunity's NPO status will give us I promise to honour their contribution and continue to deliver the vision for The Phoenix so many have shared with me since I took on the role of Director in November 2010.

Rob Allerston  
Director

## Annual Health & Safety Task Force Report

The Health & Safety Task Force has the following members:

Rob Allerston (Chair)  
Eric Clifford  
Jim Miles  
Davina Hudson  
Keri Smith

The Health & Safety Task Force meets quarterly.

Based on the excellent foundations laid by Ted Wood, Linda Gouldsmith and David Birch, we have continued to review the scheduled inspections needed in the building and of the management systems involved.

A calendar programme of tasks is reviewed at each meeting so that all aspects of The Phoenix Health and Safety management system are regularly checked for necessity, practicality and implementation. Checks are carried out by the Health & Safety Task Force through walk-around inspections of the building, the examination of documents, physical checks on lights, signs, fire alarms, extinguishers and first aid boxes etc.

During the year we carried over a simple system of quantified risk assessment to sharpen focus on those aspects of activities and tasks which have the greatest potential to cause harm. The Health & Safety Task Force will now implement this system across all our audited activities.

With major enhancement works on the building now completed and a number of areas of concern now resolved, the Health & Safety Task Force, along with the Director, will use this positive window to ensure health and safety monitoring is continuous and building wide.

# Appendix A

Independently Examined Accounts for the Year  
Ended 31 March 2022

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**Independent examiner's report to the Trustees of**

**BARBADOS HOUSE ASSOCIATION / THE PHOENIX THEATRE & ARTS CENTRE**

I report on the accounts of the Association for the year ended 31 March 2022, which are set out on pages 12 to 20.

**Respective responsibilities of the trustees and the examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Act) and that an independent examination is needed.

It is my responsibility to:

- Examine the accounts under section 145 of the Act;
- To follow the procedures laid down in the General Directions given by the Charity Commissioners under section 145(5)(b) of the Act; and
- To state whether particular matters have come to my attention.

**Basis of independent examiner's report**

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

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

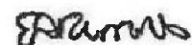
(1) which gives me reasonable cause to believe that in any material respect the requirements

- to keep accounting records in accordance with section 130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Mrs Emily Durrant FCCA  
MA Accountancy Group  
Wolfe Mead  
Farnham Road  
Bordon  
GU35 0NH  
<https://maaccountancygroup.co.uk/>

4 January 2023



The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2022

Statement of Financial Activities

|  | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2022<br>£ | Total<br>2021<br>£ |
|--|----------------------------|--------------------------|--------------------|--------------------|
| <b>Incoming Resources (Note 2)</b>                         |                            |                          |                    |                    |
| <b>Incoming resources from generated funds</b>             |                            |                          |                    |                    |
| Voluntary income   | 1,135                      | -                        | 1,135              | 5,851              |
| Activities for generating funds                            | 12,929                     | -                        | 12,929             | 60                 |
| Investment income  | 13                         | -                        | 13                 | 30                 |
| <b>Incoming resources from other charitable activities</b> |                            |                          |                    |                    |
|  | 240,524                    | -                        | 240,524            | 157,890            |
| <b>Other incoming resources</b>                            |                            |                          |                    |                    |
|  | -                          | -                        | -                  | -                  |
| <b>Total Incoming Resources</b>                            | <b>254,603</b>             | <b>-</b>                 | <b>254,603</b>     | <b>163,831</b>     |
| <br>   |                            |                          |                    |                    |
| <b>Resources Expended (Notes 3 - 5)</b>                    |                            |                          |                    |                    |
| <b>Costs of generating funds</b>                           |                            |                          |                    |                    |
| Costs of generating voluntary income                       | -                          | -                        | -                  | -                  |
| Fundraising trading costs                                  | 5,086                      | -                        | 5,086              | 241                |
| <b>Charitable activities</b>                               |                            |                          |                    |                    |
|  | 203,294                    | -                        | 203,294            | 148,881            |
| <b>Governance costs</b>                                    |                            |                          |                    |                    |
|  | 100                        | -                        | 100                | 100                |
| <b>Total Resources Expended</b>                            | <b>208,480</b>             | <b>-</b>                 | <b>208,480</b>     | <b>149,222</b>     |
| <br>   |                            |                          |                    |                    |
| <b>Net incoming/(outgoing) resources</b>                   | <b>46,123</b>              | <b>-</b>                 | <b>46,123</b>      | <b>14,609</b>      |
| <b>Total funds brought forward</b>                         | <b>34,040</b>              | <b>-</b>                 | <b>34,040</b>      | <b>19,431</b>      |
| <b>Total funds transferred in</b>                          | <b>0</b>                   | <b>-</b>                 | <b>0</b>           | <b>-</b>           |
| <br>   |                            |                          |                    |                    |
| <b>Total Funds Carried Forward</b>                         | <b>80,163</b>              | <b>-</b>                 | <b>80,163</b>      | <b>34,040</b>      |

The notes on pages 12-21 also form an integral part of these accounts

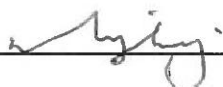

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2022

Balance Sheet

|   | Notes | Unrestricted Funds<br>£ | Restricted Funds<br>£ | Total<br>2022<br>£ | Total<br>2021<br>£ |
|---|-------|-------------------------|-----------------------|--------------------|--------------------|
| <b>Fixed Assets</b>                                   |       |                         |                       |                    |                    |
| Computer equipment                                    | 6     | 478                     | -                     | 478                | 1,623              |
|   |       | <u>478</u>              | <u>-</u>              | <u>478</u>         | <u>1,623</u>       |
| <b>Current Assets</b>                                 |       |                         |                       |                    |                    |
| Stock and work in progress                            |       | 898                     | -                     | 898                | 348                |
| Debtors   | 7     | 16,580                  | -                     | 16,580             | 16,785             |
| Cash at bank & in hand                                |       | 88,101                  | -                     | 88,101             | 100,685            |
| <b>Total Current Assets</b>                           |       | <u>105,578</u>          | <u>-</u>              | <u>105,578</u>     | <u>117,818</u>     |
| <b>Creditors: amounts falling due within one year</b> | 8     | 25,892                  | -                     | 25,892             | 85,401             |
| <b>Net current assets/(liabilities)</b>               |       | <u>79,685</u>           | <u>-</u>              | <u>79,685</u>      | <u>32,417</u>      |
| <b>Total assets less current liabilities</b>          |       | <u>80,163</u>           | <u>-</u>              | <u>80,163</u>      | <u>34,040</u>      |
| <b>Creditors: amounts falling due after one year</b>  | 8     | -                       | -                     | -                  | -                  |
| <b>Net assets</b>                                     |       | <u>80,163</u>           | <u>-</u>              | <u>80,163</u>      | <u>34,040</u>      |
| <b>Funds Of The Charity</b>                           |       |                         |                       |                    |                    |
| Unrestricted funds                                    | 9     | 80,163                  | -                     | 80,163             | 34,040             |
| Restricted funds                                      |       | -                       | -                     | -                  | -                  |
| <b>Total Funds</b>                                    |       | <u>80,163</u>           | <u>-</u>              | <u>80,163</u>      | <u>34,040</u>      |

The notes on pages 12-21 also form an integral part of these accounts

Signed on behalf of the trustees

Print name BRENT SIGLEY

Print name ERIC CLIFFORD

Date of approval: 10/1/23

## **Notes To The Accounts**

### **Note 1 Accounting Policies**

#### **Basis of Accounting**

These Accounts have been prepared under the basis of historic cost in accordance with applicable accounting standards and follow recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2005) and with the Charities Act 1993

#### **Incoming Resources**

Incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income, and the amount can be quantified with reasonable accuracy.

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources and related expenditure are reported gross in the SoFA.

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised.

#### **Intangible Income**

Intangible income, which comprises donated services, is included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised when there is no financial cost borne by a third party.

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

#### **Resources Expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis.

#### **Stock**

Bar stock is stated at the lower of cost or net realisable value.

#### **Fund accounting**

Funds held by the charity are either:

- **Unrestricted funds.** These are funds which can be used in accordance with the charitable objectives at the discretion of the trustees.
- **Restricted funds.** These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

#### **Covid 19 Pandemic**

During the mandatory lockdown periods caused by the COVID 19 pandemic which fell within the financial year ended 31 March 2021 all of the employees except the Arts director were furloughed.

The statement of Financial activities includes a grant from HMRC to assist in covering the costs of furloughed employees. This grant covered 80% of the costs of employing furloughed employees. The furlough grant is separately disclosed in note 2.

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2022

Note 2 Analysis of incoming resources

|  |   | 2022<br>£      | 2021<br>£      |
|--|---|----------------|----------------|
| <b>Voluntary income</b>                              | Donations   | 487            | 5391           |
|  | Barbados House Association Membership                           | 649            | 460            |
|  | <b>Total</b>  | <b>1,135</b>   | <b>5,851</b>   |
| <b>Activities for generating funds</b>               | Theatre bar takings   | 12,929         | 60             |
|  | Amazon.co.uk royalty payments                                   | -              | -              |
|  | <b>Total</b>  | <b>12,929</b>  | <b>60</b>      |
| <b>Investment income</b>                             | COIF deposit fund income  | 13             | 30             |
|  | <b>Total</b>  | <b>13</b>      | <b>30</b>      |
| <b>Incoming resources from charitable activities</b> | <b>Grants:</b>  |                |                |
|  | East Hampshire District Council - <i>Arts centre</i>            | 52,939         | -              |
|  | Hampshire County Council - <i>Culture &amp; Recreation Fund</i> |                | 10,000         |
|  | Hampshire County Council - <i>Cllr Grant Adam Carew</i>         |                | 2,500          |
|  | Headley Parish Council - <i>Arts Centre</i>                     |                | 500            |
|  | Just Giving - <i>Arts Centre</i>                                | 15,665         | -              |
|  | Whitehill Town Council - <i>Arts Centre</i>                     | 17,467         | 16,000         |
|  | Arts Council England  | 55,077         | 46,622         |
|  | Annington Homes   |                | 10,000         |
|  | HMRC Furlough Grant   | 456            | 14,514         |
|  | <b>Other activities:</b>  |                |                |
|  | Arts workshops  | 20,829         | 23,479         |
|  | Phoenix Players   | 22             | 19             |
|  | Phoenix Theatre Company/Productions                             |                | -              |
|  | Arts projects   | 15,435         | 12,653         |
|  | Theatre   | 52,397         | 8,753          |
|  | Programme Marketing   |                | -              |
| Room Hire  | 10,237  | 12,850         |                |
| Other Income - Sundries                              | -   | -              |                |
|  | <b>Total</b>  | <b>240,524</b> | <b>157,890</b> |
|  | <b>Restricted Funds:</b>  | -              | -              |

|                               |         |
|-------------------------------|---------|
| Sum for reference             | 254,603 |
| Perfect match to SAGE 29/7/11 |         |

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2022

Note 3 Analysis of resources expended

|                                  |   | 2022<br>£      | 2021<br>£      |
|----------------------------------|---|----------------|----------------|
| <b>Fundraising trading costs</b> | Cost of Bar sales   | 5,086          | 241            |
|                                  | <b>Total</b>  | <b>5,086</b>   | <b>241</b>     |
| <b>Charitable activities</b>     | Arts Workshops  | 9,179          | 29,362         |
|                                  | Phoenix Players   | -              | -              |
|                                  | Phoenix Theatre Company   |                | 5,965          |
|                                  | Arts Projects   | 10,060         | -              |
|                                  | Theatre   | 54,840         | 2,922          |
|                                  | Premises Costs  | 15,846         | 21,661         |
|                                  | Staff Costs   | 84,018         | 65,041         |
|                                  | Office Costs  | 27,535         | 17,236         |
|                                  | Marketing   | 1,499          | 6,694          |
|                                  | Interest expense  | 317            | -              |
|                                  | <b>Total</b>  | <b>203,294</b> | <b>148,881</b> |
|                                  | No Rates payable to East Hampshire District Council as the charity is given a Rates Dispensation to the value of £1,037 (2018 £1,008) |                |                |
| <b>Governance Costs</b>          | Independent examination fee   | 100            | 100            |
|                                  | <b>Total</b>  | <b>100</b>     | <b>100</b>     |
| <b>Restricted Funds</b>          |   | -              | -              |
|                                  | <b>Total</b>  | <b>-</b>       | <b>-</b>       |
|                                  | <b>Sum for reference</b>  | <b>208,479</b> |                |
|                                  | <b>Perfect match to SAGE 29/7/11</b>  |                |                |

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2022**

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**Note 4      Trustee Expenses**

|   | 2022 | 2021 |
|---|------|------|
| Number of trustees who were paid expenses | -    | -    |

**Note 5      Paid Employees**

**5.1 Staff Costs**

|  | 2022<br>£     | 2021<br>£     |
|--|---------------|---------------|
| Gross wages, salaries and benefits in kind | 81,560        | 61,684        |
| Employer's National Insurance costs        | 2,457         | 913           |
| <b>Total Staff Costs</b>                   | <b>84,018</b> | <b>62,597</b> |

**5.2 Average number of full-time equivalent employees in the year**

|  | 2022                  | 2021     |
|--|-----------------------|----------|
| Part of the charity in which the<br>Employees work | Fundraising           | -        |
|  | Charitable activities | 3        |
|  | Other                 | -        |
|  | <b>Total</b>          | <b>3</b> |

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2022

Note 6 Fixed Assets

|                               | Computer<br>Equipment<br>£ |
|-------------------------------|----------------------------|
| <b>Cost</b>                   |                            |
| Opening balance 1 April 2021  | 5,726                      |
| Additions                     | -                          |
| Closing balance 31 March 2022 | <u>5,726</u>               |
| <b>Depreciation</b>           |                            |
| Opening balance 1 April 2021  | 4,103                      |
| Depreciation                  | 1,145                      |
| Closing balance 31 March 2022 | <u>5,248</u>               |
| Carrying amount 31 March 2022 | <u>478</u>                 |
| Carrying amount 31 March 2021 | <u>1,623</u>               |

Note 7 Debtors and Prepayments

| Analysis of debtors            | Amounts Falling due within one<br>year |               |
|--------------------------------|--|---------------|
|                                | 2022<br>£                              | 2021<br>£     |
| Trade debtors                  | 16,479                                 | 14,303        |
| Prepayments and Accrued income | 101                                    | 2,482         |
| <b>Total</b>                   | <u>16,580</u>                          | <u>16,785</u> |

Note 8 Creditors and Accruals

| Analysis of Creditors   | Amounts Falling due within one<br>year |               |
|---|--|---------------|
|   | 2022<br>£                              | 2021<br>£     |
| Trade creditors   | 12,720                                 | 3,205         |
| Other taxes and Social security costs   | -                                      | 460           |
| Accruals and Deferred income  | 12,873                                 | 7,935         |
| Advanced sales and other deferred income  | -                                      | 8,752         |
| Unexpended grants - Arts Council  | -                                      | 32,577        |
| Unexpended grants - East Hampshire District Council-Marketing role contribution | -                                      | 22,272        |
| Unexpended grants - East Hampshire District Council-Marketing role contribution | -                                      | 10,000        |
| Accred examiners fees   | 300                                    | 200           |
| <b>Total</b>  | <u>25,892</u>                          | <u>85,401</u> |



**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2022**

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**Note 11 Transactions With Related Parties**

**11.1 Remuneration and benefits**

No remuneration or any other benefits were paid to a trustee or other related parties by the charity this financial year (2022) or in the previous financial year (2021)

**11.2 Loans**

|                                       | Name of trustee or connected party | Legal Authority | Amount Owing |      |
|---------------------------------------|------------------------------------|-----------------|--------------|------|
|                                       |                                    |                 | 2022         | 2021 |
| Due to trustees and related parties   |                                    |                 | None         | None |
| Due from trustees and related parties |                                    |                 | None         | None |

**11.3 Other transaction(s) with trustees and related parties**

| Name of trustee or related party | Relationship to charity | Description of the transaction | 2022 | 2021 |
|----------------------------------|-------------------------|--------------------------------|------|------|
| None                             | None                    | None                           | None | None |
|                                  |                         |                                |      |      |
|                                  |                         |                                |      |      |

Theatre bar takings  
Cost of Bar sales

|                     | 2021   | 2020   | 2019   | 2018   | 2017   | 2016   |
|---------------------|--------|--------|--------|--------|--------|--------|
| Theatre bar takings | 18,457 | 14,821 | 16,458 | 14,128 | 14,128 | 14,128 |
| Cost of Bar sales   | 8,427  | 5,830  | 6,059  | 5,531  | 5,531  | 5,531  |
|                     | 10,030 | 9,191  | 10,399 | 8,597  | 8,597  | 8,597  |

Grants:  
East Hampshire District Council - arts centre  
Hampshire County Council - theatre programme  
Hampshire County Council - Countryside Devolved Budget  
Headley Parish Council - Arts Centre  
Lindford Parish Council - Arts Centre  
Whitehill Town Council - Arts Centre

|  | 2021   | 2020   | 2019   | 2018   | 2017   | 2016   |
|--|--------|--------|--------|--------|--------|--------|
| East Hampshire District Council - arts centre          | 10,098 | 8,042  | 7,324  | 4,800  | 4,800  | 4,800  |
| Hampshire County Council - theatre programme           | 12,240 | 14,100 | 14,380 | 18,318 | 18,318 | 18,318 |
| Hampshire County Council - Countryside Devolved Budget | 800    | -      | -      | -      | -      | -      |
| Headley Parish Council - Arts Centre                   | 280    | 250    | 250    | 250    | 250    | 250    |
| Lindford Parish Council - Arts Centre                  | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 |
| Whitehill Town Council - Arts Centre                   | 42,098 | 41,382 | 40,384 | 37,388 | 37,388 | 37,388 |

Other activities:  
Arts workshops  
Phoenix Players  
Phoenix Theatre Company/Productions  
Arts projects  
Theatre  
Programme Marketing  
Room Hire  
Other Income - Sundries

|                                     | 2021   | 2020   | 2019   | 2018   | 2017   | 2016   |
|-------------------------------------|--------|--------|--------|--------|--------|--------|
| Arts workshops                      | 18,038 | 18,183 | 18,193 | 18,230 | 18,230 | 18,230 |
| Phoenix Players                     | 6,808  | 10,021 | 8,787  | 9,217  | 9,217  | 9,217  |
| Phoenix Theatre Company/Productions | 2,000  | 5,375  | 4,345  | 3810   | 3,810  | 3,810  |
| Arts projects                       | 27,833 | 89,135 | 24,141 | 48,670 | 48,670 | 48,670 |
| Theatre                             | 60,966 | 51,033 | 48,897 | 40,892 | 40,892 | 40,892 |
| Programme Marketing                 | 400    | 200    | 1,240  | 725    | 725    | 725    |
| Room Hire                           | 23,623 | 18,633 | 25,582 | 35,783 | 35,783 | 35,783 |
| Other Income - Sundries             | 3,256  | 909    | 1,121  | 2,485  | 2,485  | 2,485  |

Arts Workshops  
Phoenix Players  
Phoenix Theatre Company  
Arts Projects  
Theatre  
Programme Costs  
Staff Costs  
Office Costs  
Marketing

|                         | 2021   | 2020   | 2019   | 2018   | 2017   | 2016   |
|-------------------------|--------|--------|--------|--------|--------|--------|
| Arts Workshops          | 17,010 | 18,486 | 14,389 | 18,674 | 18,674 | 18,674 |
| Phoenix Players         | 1,064  | 2,196  | 1,074  | 1,613  | 1,613  | 1,613  |
| Phoenix Theatre Company | 2,628  | 2,360  | 1,950  | 2,284  | 2,284  | 2,284  |
| Arts Projects           | 24,472 | 61,271 | 23,023 | 34,637 | 34,637 | 34,637 |
| Theatre                 | 54,773 | 43,442 | 44,248 | 35,811 | 35,811 | 35,811 |
| Programme Costs         | 20,806 | 18,144 | 17,882 | 28,186 | 28,186 | 28,186 |
| Staff Costs             | 69,552 | 68,046 | 63,442 | 61,697 | 61,697 | 61,697 |
| Office Costs            | 10,825 | 9,129  | 8,700  | 6,789  | 6,789  | 6,789  |
| Marketing               | 7,286  | 5,887  | 6,690  | 6,229  | 6,229  | 6,229  |

Voluntary Income  
Investment Income

|                   | 2021  | 2020  | 2019  | 2018  | 2017  | 2016  |
|-------------------|-------|-------|-------|-------|-------|-------|
| Voluntary Income  | 1,135 | 5,851 | 1,209 | 2,044 | 2,044 | 2,044 |
| Investment Income | 13    | 30    | 98    | 68    | 68    | 68    |

The Phoenix Theatre & Arts Centre

Surplus from Theatre activities

|                                 | 2021    | 2020    | 2019    | 2018    | 2017    | 2016    |
|---------------------------------|---------|---------|---------|---------|---------|---------|
| Surplus from Theatre activities | 208,289 | 228,832 | 178,358 | 186,770 | 186,770 | 186,770 |

Bar  
Arts workshops  
Phoenix Players  
Phoenix Theatre Company/Productions  
Arts projects  
Theatre  
Programme Marketing  
Room Hire  
Other Income - Sundries  
Total surplus from Theatre activities

|                                       | 2021   | 2020   | 2019   | 2018   | 2017  | 2016  |
|---------------------------------------|--------|--------|--------|--------|-------|-------|
| Bar                                   | 10,030 | 9,191  | 10,399 | 8,597  | 8,597 | 8,597 |
| Arts workshops                        | 1,027  | (304)  | 3,804  | (444)  | 130   | 112   |
| Phoenix Players                       | 7,742  | 7,824  | 7,693  | 7,604  | 7,604 | 7,604 |
| Phoenix Theatre Company/Productions   | (628)  | 3,015  | 2,395  | 1,376  | (580) | 21    |
| Arts projects                         | 3,361  | 7,864  | 1,118  | 14,133 | (134) | 86    |
| Theatre                               | 6,193  | 7,591  | 4,689  | 5,071  | (23)  | 38    |
| Programme Marketing                   | 400    | 200    | 1,240  | 725    | 50    | 42    |
| Room Hire                             | 23,623 | 18,633 | 25,582 | 35,793 | 21    | (37)  |
| Other Income - Sundries               | 3,256  | 809    | 1,121  | 2,485  | 75    | (39)  |
| Total surplus from Theatre activities | 54,894 | 54,823 | 58,041 | 75,350 | 0     | (6)   |

Overheads

|           | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|-----------|------|------|------|------|------|------|
| Overheads | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 |

Prentice Costs  
Staff Costs  
Office Costs  
Marketing  
Governance costs  
Total overheads  
Other Income  
Voluntary Income  
Investment Income  
Overall before Grants received  
Grants received  
Net Change/Increase for the year

|                                  | 2021     | 2020     | 2019     | 2018     | 2017    | 2016    |
|----------------------------------|----------|----------|----------|----------|---------|---------|
| Prentice Costs                   | 20,806   | 18,144   | 17,892   | 28,195   | 28,195  | 28,195  |
| Staff Costs                      | 69,552   | 68,046   | 63,442   | 61,697   | 61,697  | 61,697  |
| Office Costs                     | 10,825   | 9,129    | 8,700    | 6,789    | 6,789   | 6,789   |
| Marketing                        | 7,286    | 5,887    | 6,690    | 6,229    | 6,229   | 6,229   |
| Governance costs                 | 100      | 100      | 100      | 100      | 100     | 100     |
| Total overheads                  | 108,441  | 102,387  | 94,674   | 103,001  | 103,001 | 103,001 |
| Other Income                     | 2019     | 2018     | 2017     | 2016     | 2015    | 2014    |
| Voluntary Income                 | 1,135    | 5,851    | 1,209    | 2,044    | (415)   | 79      |
| Investment Income                | 13       | 30       | 98       | 68       | (125)   | (227)   |
| Overall before Grants received   | (87,309) | (41,663) | (82,328) | (25,639) | (21)    | (15)    |
| Grants received                  | 42,088   | 41,382   | 40,854   | 37,388   | 2       | 1       |
| Net Change/Increase for the year | (10,230) | (212)    | 5,628    | 11,629   | (98)    | (2,781) |

Appendix to the Treasurer's report

**THE PHOENIX THEATRE & ARTS CENTRE**

England & Wales - Charity number 1166858

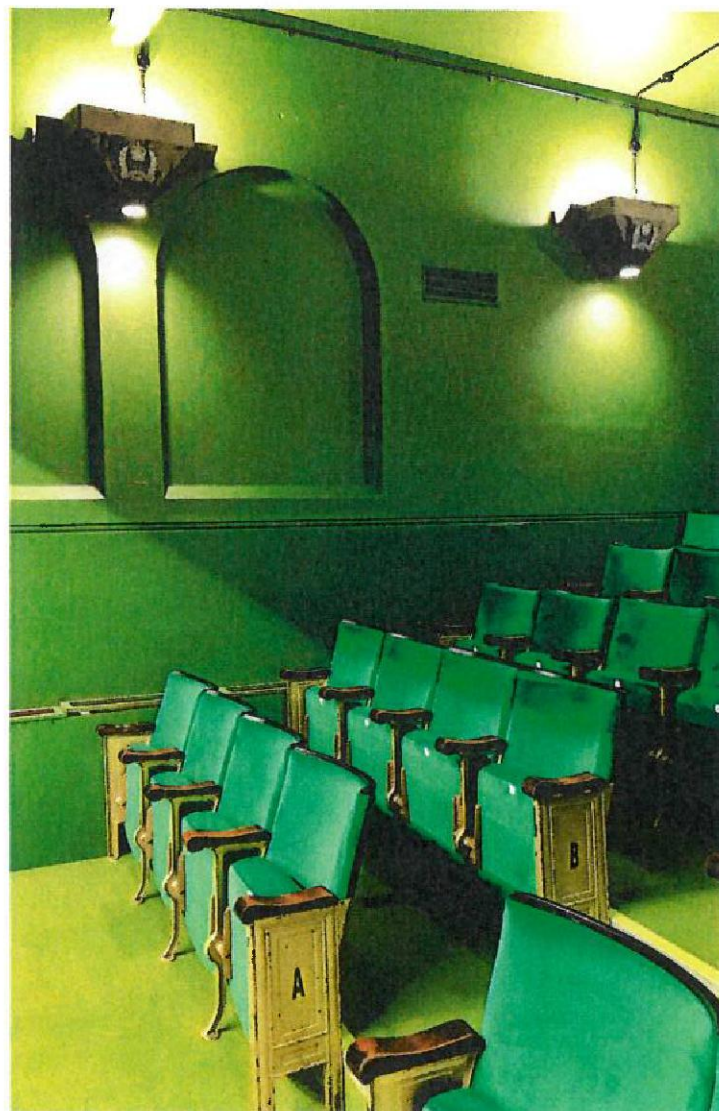
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# Accounts

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**The Phoenix Theatre & Arts Centre**  
**Trustees' Annual Report & Statement of Accounts**  
**1 April 2020 / 31 March 2021**



**The Phoenix Theatre & Arts Centre**

Station Road, Bordon  
Hampshire, GU35 0LR

**CIO Charity No. 1166858**

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## **Administrative Information**

The Phoenix Theatre & Arts Centre is a CIO Registered Charity (Number 1166858). The primary objectives, management and operation of the Association are laid down in its Constitution, which is based on the Model Constitution recommended by the National Federation of Community Organisations (Community Matters).

### **Trustees for the Period 1/4/2020 – 31/3/2021**

|                     |   |
|---------------------|---|
| Davina Hudson       | President   |
| Eric Clifford       | Chair   |
| Jim Miles           | Vice-Chair  |
| Brent Sigley        | Treasurer   |
| Paul Edwards        | Secretary   |
| Elaine Miles        |   |
| Liz Eves            | Representative of The Phoenix Players             |
| Grant Dawkins       | Representative of the Deadwater Valley Trust      |
| Cllr Adam Carew     | Representative of Hampshire County Council        |
| Cllr Trevor Maroney | Representative of East Hampshire District Council |
| Cllr Bisi Kennard   | Representative of Whitehill Town Council          |
| Cllr James Fryer    | Representative of Whitehill Town Council          |

#### **Bankers:**

Lloyds TSB plc, 75 Castle Street, Farnham, Surrey, GU9 7LT

#### **Independent Examiner:**

Nicky Cole, Business Manager, Mad About Book-Keeping, The Parade, Petersfield Road, Whitehill, GU35 9AR

# ***Arts for All Ages and Abilities*** ***(Arts4All...)***

## **Primary Aims**

The Objectives laid down in the Constitution are:

- (a) Providing facilities to advance education and to provide facilities in the interest of social welfare for recreation and leisure-time occupation
- (b) To establish or to secure the establishment of a Community Arts Centre and to maintain and manage or to co-operate with any local authority in the maintenance and management of such a centre for the activities promoted by the Association and its constituent bodies, without distinction of sex or of political, religious, or other opinions.

The principal activities of the charity reflect its objectives in that they provide opportunities for the wider public to have access to a variety of arts based activities and provide educational programmes and learning through the arts to all ages and abilities. To achieve this The Phoenix:

- Offers a broad programme of drama, music and theatre performances, both professional and amateur, at the theatre venue
- Provides a programme of art and drama activities for children and young people at the centre
- Delivers a programme of learning opportunities in visual and performing arts for adults with learning disabilities
- Delivers an Adult Learning Programme in the creative arts in Whitehill and Bordon
- Provides workshops in the arts to schools and community groups as one off or longer-term projects
- Offers artists studio space available for rent
- Offers conference / meeting rooms
- Provides rooms available to hire for band practises and other rehearsals
- Is home to an amateur theatrical group, The Phoenix Players, in which members of the community participate to perform plays at The Phoenix Theatre

## **Management**

In accordance with its Constitution, the policy and affairs of the Association are determined by the Council which meets monthly. The members of the Council are also the Charity Management Trustees.

The Council consists of:

- The Officers of the Association
- The representatives appointed by the constituent bodies / sections
- Representatives of the full members
- One representative of the junior members
- Up to four co-opted members
- Representatives from funding bodies

Members of the Association are invited to nominate new Trustees when the notice of the AGM is issued.

A Director is appointed by the Trustees to manage the day to day operations of the charity. To facilitate effective operations, the Director has delegated authority for operational matters such as artistic and performance related activity policy, finance and staffing. The parameter of the authority is laid out by the Trustees who review this as appropriate.

## **Reserves Policy**

A charity has an obligation to disburse money raised for its charitable objectives, without delay. However, all organisations need a certain level of cash reserves to ensure their smooth day-to-day running. The Trustees feel that it would be appropriate to build up a cash reserve of 20 - 25% of the annual running costs to cover operational requirements but are prepared to run the Association with a lower level of reserves in pursuance of our charitable objectives.

## **Public Benefit**

The Charity Trustees understand the Charity Commissions guidance on public benefit and in accordance with the objectives of the organisation recognise that the charity operates primarily to provide public benefit in advancement of the arts and also through the advancement of education and community development. To facilitate this, work the charity maintains the fabric of a community arts centre in addition to providing arts related activities within the community.

## **Staffing**

The staff for the year comprised the following:

- 1 x full-time Director
- 1 x full-time Administrator
- 1 x part-time Marketing Officer
- 1 x part-time Cleaner
- Freelance, self-employed artists and actors are engaged to run workshops and to work as part of The Phoenix Theatre Company
- Volunteer Bar Staff
- Volunteer Front of House Staff
- Volunteer Box Office Staff
- Volunteer Office Staff
- Volunteer Theatre Technicians
- Volunteers who distribute Marketing print locally

## **Funding Bodies**

Revenue funding has been received from:

- Arts Council England
- Whitehill Town Council
- Hampshire County Council
- Headley Parish Council

Project Funding has been received from:

- Annington Homes
- Hampshire County Council Councillors devolved budget
- East Hants District Councillors devolved budget

Other:

- HMRC Furlough Grant

## Chairman's Report

Review of the Year 2020-2021

At the end of 2021, I look back over what has been a very unsettling and strange two years for us all; the measures brought in to deal with the Covid Pandemic crisis resulted in restrictions that have affected all our lives and there is continued uncertainty very much to the fore over the next few months.

The past two years have been of mixed blessings for The Phoenix Theatre & Arts Centre: on the one hand, during the period of forced closure, we were able to complete our planned refurbishment of the building, although we were not able to achieve all we wanted due to the financial restrictions of the level of grant awarded. I would like to thank everybody who helped in achieving this, especially all our supporters who stepped in and decorated much of the downstairs of the building and to all of those patrons who generously contributed to our financial appeal to supplement the S106 grant from EHDC. On the other hand, being closed also meant that we had no income, which threatened our very survival, but thanks to the recognition by Arts Council England of the invaluable work we do as the only full-time professional theatre in East Hampshire they provided us with generous grants which enabled us to survive until the time when we could reopen.

As well as this, the Trustees would especially like to thank Andy Tree, the Leader of Whitehill Town Council and his fellow councillors for their invaluable continued financial support to The Phoenix and we look forward to working with them in partnership to deliver their goals wherever we can be of assistance to them.

It is good to say following the months of closure, we have been open and ready for business since October. We can already report of performances by Jack Dee, Romesh Ranganathan, and Dara O'Briain, three of the country's top comedians who all produced memorable evenings of entertainment to kick-start our year. Another highlight was the play, *The Unremarkable Death of Marilyn Monroe*, a stunning solo performance by the actress Lizzie Wort, who was justly rewarded with a standing ovation at the end of the evening. There is plenty to look forward to with a full list of events to suit every taste already programmed over the next year both here at The Phoenix and our little sister venue, The Cube at the Shed. The Cube opened earlier this year in the new town centre and is already proving a great hit.

As an organisation we are very ambitious and will continue to work our hardest to develop and support the cultural and arts sector here in Whitehill & Bordon, where we play such a critical and vital role. The presence in a town of a theatre and other arts facilities cannot be emphasised too strongly. It is where people can get together to enjoy themselves and share the experiences offered by performances of music, drama, dance or comedy, that make towns attractive places to live in and visit, where people can socialise and also gain an educational benefit. The arts have an ever-increasing role to play in helping us all to live well. Provision of the arts is important for the

role it can play in bringing communities together and we should all recognise how important that is with the many new residents who have already moved to Whitehill & Bordon and those who will be arriving over the next few years. The arts help the town to integrate and promote individual well-being as well as providing a focus for the younger generation growing up here. The Phoenix contributes a huge amount to creating a happier, more vibrant community that we can be proud to be a part of and is an important factor in attracting people to come and live here.

The continued support given to us by the outside representatives on our Board is greatly appreciated: Councillors Bisi Kennard and James Fryer (Whitehill Town Council), Councillor Trevor Maroney (East Hampshire District Council), Councillor Adam Carew (Chairman of East Hampshire District Council) and Grant Dawkins (Deadwater Valley Trust). The Board would like again to express our great appreciation to James Child and his staff at the Whitehill & Bordon Regeneration Company for their continuing financial support and advice.

Elizabeth Blake, the Phoenix Dance Officer, deserves our grateful thanks, as she has worked incredibly hard during the lockdown to continue her classes, in particular the Dance Picnic. This has a very loyal following, with classes outdoors on our performance area during the summer and then continuing on Zoom when the weather deteriorated.

The Board recognises, and is extremely grateful for, the tremendous contribution that Rob Allerston, our Theatre Director, provides through his leadership and personal dedication that makes such a success of The Phoenix. He has had a very challenging year, bearing the brunt of our financial crisis on his shoulders, and organising the opening and setting up the operation of The Cube. We would also like to thank Keri Smith, our Administrator, and Jenny Clarke, our Marketing Officer, and our new Marketing Assistant Tom Hiller for their ongoing contribution to the continued success of The Phoenix.

On a personal note, I would like to thank members of the Board for their continued support to both Rob and me during the past year: I should mention the invaluable work carried out by our Treasurer, Brent Sigley, Minutes Secretary Paul Edwards, and the work undertaken by Jim Miles as Deputy Chairman, who has assisted me in various organisational and management matters. Jim, together with Davina Hudson and myself, work as small team helping Rob and Keri keep on top of Health & Safety matters at the venue. I am extremely grateful to all the other members of the Board who all in different ways contributed, to the smooth running of our organisation and who make possible the grounds for our success.

Finally, I would like to thank all those who work in The Phoenix and outside the building in any capacity on our behalf. And last, but very far from least, I thank all our volunteers, who between them steward, sell tickets, staff the Bar and undertake anything else we ask of them at the many events we hold each year. The difficult task of coordinating and organising our volunteers has been done by Paul Edwards, assisted by Nikki White, and our thanks go to them. Our volunteers continue to provide a very warm welcome to all our patrons and it is that which fully justifies our reputation as "Hampshire's friendliest little Theatre".

The Phoenix is the driving force in the area for the arts and culture and on behalf of the Board I pledge to continue our commitment to make the arts accessible to all - as we have done successfully for so many years.

Eric W Clifford  
Chairman of the Board of Trustees

## Treasurer's Report

For the Year Ending 31 March 2021

The year ending 31 March 2021 has of course been unprecedented in all of our lives. Overnight the Covid pandemic rendered the theatre and its activities totally dormant. The staff excluding Rob were formally furloughed for several months.

In spite of this lack of normal activity some musical and other activities were organised and grants were received to cover the costs of providing these activities. Rob continued to be very busy applying for grants from various sources, including most significantly a £79,000 grant from the Arts Council plus additional council grants. In total grants of £111,000 have been received over the period. The generosity of these grants has enabled the Phoenix to survive the year and into the current period during which the Phoenix is emerging from the consequences of the pandemic back into a more normal life subject to the continued impact of the pandemic.

The surplus for the year of £14,609 is attributable to the furlough credits received from HMRC whilst the furlough scheme was in operation during the financial year. The grants received during the year were not to enable the recipients of the grants to create surpluses but to meet expenses in accordance with the spirit in which the grants were awarded.

The cash balance at the end of the financial year stood at £100,685 reflecting the level of the grants received. However the grants unexpended stood at £64,644, but this balance has continued to cover major expenses, in particular staff salaries and now a new part time marketing assistant. The balance will also fall by £39,000 to cover additional refurbishment costs to the building. However this balance will be partially offset by £24,000 of revenue to cover Robs involvement in the development of the Shed and surrounding entertainment facilities.

Uncertainties around a return to precovid conditions will persist for some time for but at least I think we can plan a way forward. This is a more optimistic position than could be said during the lockdown with only a vague possibility of a vaccination and a future. I think it is a tribute to Robs persistence in applying for grants and Keri ensuring that all necessary payments were made whilst on furlough that has made an immeasurable difference..

Brent Sigley  
Treasurer of The Phoenix Theatre & Arts Centre

## Director's Review

Encompassing Covid and lockdown my review of 2020-21 includes the biggest upheaval to the Arts in my lifetime. I shouldn't measure this upheaval against personal tragedy, and for many having suffered the loss of loved ones is a tragedy that hasn't been hindered by postcodes or stopped by boundaries. Covid will have taken a number of our regulars and for anyone suffering loss I'd like to pass on my personal condolences.

The Phoenix has emerged from the last of Boris' four steps with a new set of clothes and renewed interest from the community of Whitehill & Bordon. I hope the latest Covid variant won't derail this optimism, with one eye on National Portfolio Funding from Arts Council England and further creative opportunities emerging via The Cube and The Mess it's a great time to be at the head of an organisation that recently celebrated its 40<sup>th</sup> Anniversary.

The Phoenix is special and with your continuing support I pledge to keep it at the forefront of Arts4All in Whitehill & Bordon.

## Annual Health & Safety Task Force Report

The Health & Safety Task Force has the following members:

Rob Allerston (Chair)

Eric Clifford

Jim Miles

Davina Hudson

Keri Smith

The Health & Safety Task Force meets quarterly.

Based on the excellent foundations laid by Ted Wood, Linda Gouldsmith and David Birch, we have continued to review the scheduled inspections needed in the building and of the management systems involved.

A calendar programme of tasks is reviewed at each meeting so that all aspects of The Phoenix Health and Safety management system are regularly checked for necessity, practicality and implementation. Checks are carried out by the Health & Safety Task Force through walk-around inspections of the building, the examination of documents, physical checks on lights, signs, fire alarms, extinguishers and first aid boxes etc.

During the year we carried over a simple system of quantified risk assessment to sharpen focus on those aspects of activities and tasks which have the greatest potential to cause harm. The Health & Safety Task Force will now implement this system across all our audited activities.

With major enhancement works on the building now completed and a number of areas of concern now resolved, the Health & Safety Task Force, along with the Director, will use this positive window to ensure health and safety monitoring is continuous and building wide.

# **Appendix A**

**Independently Examined Accounts for the Year  
Ended 31 March 2021**

## Independent examiner's report to the Trustees of

### BARBADOS HOUSE ASSOCIATION / THE PHOENIX THEATRE & ARTS CENTRE

I report on the accounts of the Association for the year ended 31 March 2021, which are set out on pages 12 to 20.

#### **Respective responsibilities of the trustees and the examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Act) and that an independent examination is needed.

It is my responsibility to:

- Examine the accounts under section 145 of the Act:
- To follow the procedures laid down in the General Directions given by the Charity Commissioners under section 145(5)(b) of the Act; and
- To state whether particular matters have come to my attention.

#### **Basis of independent examiner's report**

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

#### **Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements
  - to keep accounting records in accordance with section 130 of the 2011 Act; and
  - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Mrs Nicky Cole  
Mad About Book-keeping  
Wolfe Mead  
Farnham Road  
Bordon GU35 0NH  
[www.madaboutbookkeeping.co.uk](http://www.madaboutbookkeeping.co.uk)

15 November 2021



The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2021

**Statement of Financial Activities**

|  | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2021<br>£ | Total<br>2020<br>£ |
|--|----------------------------|--------------------------|--------------------|--------------------|
| <b>Incoming Resources (Note 2)</b>                         |                            |                          |                    |                    |
| <b>Incoming resources from generated funds</b>             | -                          | -                        | -                  | -                  |
| Voluntary income   | 5,851                      | -                        | 5,851              | 1,344              |
| Activities for generating funds                            | 60                         | -                        | 60                 | 18,386             |
| Investment income  | 30                         | -                        | 30                 | 138                |
| <b>Incoming resources from other charitable activities</b> | 157,890                    | -                        | 157,890            | 205,779            |
| <b>Other incoming resources</b>                            | -                          | -                        | -                  | -                  |
| <b><i>Total Incoming Resources</i></b>                     | <b>163,831</b>             | <b>-</b>                 | <b>163,831</b>     | <b>225,648</b>     |
| <b>Resources Expended (Notes 3 - 5)</b>                    |                            |                          |                    |                    |
| <b>Costs of generating funds</b>                           |                            |                          |                    |                    |
| Costs of generating voluntary income                       | -                          | -                        | -                  | -                  |
| Fundraising trading costs                                  | 241                        | -                        | 241                | 7,964              |
| <b>Charitable activities</b>                               | 148,881                    | -                        | 148,881            | 226,784            |
| <b>Governance costs</b>                                    | 100                        | -                        | 100                | 100                |
| <b><i>Total Resources Expended</i></b>                     | <b>149,222</b>             | <b>-</b>                 | <b>149,222</b>     | <b>234,848</b>     |
| <b><i>Net incoming/(outgoing) resources</i></b>            | <b>14,609</b>              | <b>-</b>                 | <b>14,609</b>      | <b>(9,200)</b>     |
| <b>Total funds brought forward</b>                         | 19,431                     | -                        | 19,431             | 28,631             |
| <b>Total funds transferred in</b>                          | 0                          | -                        | 0                  | -                  |
| <b><i>Total Funds Carried Forward</i></b>                  | <b>34,040</b>              | <b>-</b>                 | <b>34,040</b>      | <b>19,431</b>      |

The notes on pages 14-20 also form an integral part of these accounts

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2021

Balance Sheet

|   | Notes | Unrestrict<br>ed Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2021<br>£ | Total<br>2020<br>£ |
|---|-------|-----------------------------|--------------------------|--------------------|--------------------|
| <b>Fixed Assets</b>                                   |       |                             |                          |                    |                    |
| Computer equipment                                    | 6     | 1,623                       | -                        | 1,623              | 2,768              |
|   |       | <u>1,623</u>                | <u>-</u>                 | <u>1,623</u>       | <u>2,768</u>       |
| <b>Current Assets</b>                                 |       |                             |                          |                    |                    |
| Stock and work in progress                            |       | 348                         | -                        | 348                | 589                |
| Debtors   | 7     | 16,785                      | -                        | 16,785             | 18,613             |
| Cash at bank & in hand                                |       | 100,685                     | -                        | 100,685            | 37,019             |
| <b>Total Current Assets</b>                           |       | <u>117,818</u>              | <u>-</u>                 | <u>117,818</u>     | <u>56,220</u>      |
| <b>Creditors: amounts falling due within one year</b> |       |                             |                          |                    |                    |
|   | 8     | 85,401                      | -                        | 85,401             | 39,556             |
| <b>Net current assets/(liabilities)</b>               |       | <u>32,418</u>               | <u>-</u>                 | <u>32,418</u>      | <u>16,663</u>      |
| <b>Fixed assets less current liabilities</b>          |       | <u>34,040</u>               | <u>-</u>                 | <u>34,040</u>      | <u>19,431</u>      |
| <b>Creditors: amounts falling due after one year</b>  |       |                             |                          |                    |                    |
|   | 8     | -                           | -                        | -                  | -                  |
| <b>Net assets</b>                                     |       | <u>34,040</u>               | <u>-</u>                 | <u>34,040</u>      | <u>19,431</u>      |
| <b>Funds Of The Charity</b>                           |       |                             |                          |                    |                    |
| Unrestricted funds                                    | 9     | 34,040                      | -                        | 34,040             | 19,431             |
| Restricted funds                                      |       | -                           | -                        | -                  | -                  |
| <b>Total Funds</b>                                    |       | <u>34,040</u>               | <u>-</u>                 | <u>34,040</u>      | <u>19,431</u>      |

The notes on pages 14 - 20 also form an integral part of these accounts

Signed on behalf of the trustee: Brend Sigley Print name Kate Curran

[Signature] Print name duay

Date of approval: 29/11/21

## **Notes To The Accounts**

### **Note 1 Accounting Policies**

#### **Basis of Accounting**

These Accounts have been prepared under the basis of historic cost in accordance with applicable accounting standards and follow recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2005) and with the Charities Act 1993

#### **Incoming Resources**

Incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income, and the amount can be quantified with reasonable accuracy.

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources and related expenditure are reported gross in the SoFA.

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised.

#### **Intangible Income**

Intangible income, which comprises donated services, is included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised when there is no financial cost borne by a third party.

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

#### **Resources Expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis.

#### **Stock**

Bar stock is stated at the lower of cost or net realisable value.

#### **Fund accounting**

Funds held by the charity are either:

- Unrestricted funds. These are funds which can be used in accordance with the charitable objectives at the discretion of the trustees.
- Restricted funds. These are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

#### **Covid 19 Pandemic**

During the mandatory lockdown periods caused by the COVID 19 pandemic which fell within the financial year ended 31 March 2021 all of the employees except the Arts director were furloughed.

The statement of Financial activities includes a grant from HMRC to assist in covering the costs of furloughed employees. This grant covered 80% of the costs of employing furloughed employees. The furlough grant is separately disclosed in note 2.

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2021

Note 2 Analysis of incoming resources

|  |   | 2021<br>£    | 2020<br>£      |
|--|---|--------------|----------------|
| <b>Voluntary income</b>                              | Donations   | 5,391        | 513            |
|  | Barbados House Association Membership                           | 460          | 831            |
|  | <b>Total</b>  | <b>5,851</b> | <b>1,344</b>   |
| <b>Activities for generating funds</b>               | Theatre bar takings   | 60           | 18,386         |
|  | Amazon.co.uk royalty payments                                   | -            | -              |
|  | <b>Total</b>  | <b>60</b>    | <b>18,386</b>  |
| <b>Investment income</b>                             | COIF deposit fund income  | 30           | 138            |
|  | <b>Total</b>  | <b>30</b>    | <b>138</b>     |
| <b>Incoming resources from charitable activities</b> | <b>Grants:</b>  |              |                |
|  | East Hampshire District Council - <i>Arts Centre</i>            | -            | 11,000         |
|  | Hampshire County Council - <i>Culture &amp; Recreation Fund</i> | 10,000       |                |
|  | Hampshire County Council - <i>Cllr Grant Adam Carew</i>         | 2,500        |                |
|  | Headley Parish Council - <i>Arts Centre</i>                     | 500          | 500            |
|  | Lindford Parish Council - <i>Arts Centre</i>                    | -            | 250            |
|  | Whitehill Town Council - <i>Arts Centre</i>                     | 16,000       | 25,000         |
|  | Arts Council England  | 46,622       | -              |
|  | Annington Homes   | 10,000       | -              |
|  | HMRC Furlough Grant   | 14,514       | -              |
|  | <b>Other activities:</b>  |              |                |
|  | Arts workshops  | 23,479       | 21,877         |
|  | Phoenix Players   | 19           | 7,827          |
|  | Phoenix Theatre Company/Productions                             | -            | 2,000          |
|  | Arts Projects   | 12,653       | 38,161         |
|  | Theatre   | 8,753        | 75,974         |
|  | Programme Marketing   | -            | 650            |
|  | Room Hire   | 12,850       | 22,535         |
|  | Other Income - Sundries   | -            | 6              |
|  |   | <b>Total</b> | <b>157,890</b> |
|  | <b>Restricted Funds:</b>  | -            | -              |

|                               |         |
|-------------------------------|---------|
| Sum for reference             | 163,831 |
| Perfect match to SAGE 29/7/11 |         |

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2021

Note 3 Analysis of resources expended

|                                  |   | 2021<br>£      | 2020<br>£      |
|----------------------------------|---|----------------|----------------|
| <b>Fundraising trading costs</b> | Cost of Bar sales   | 241            | 7,964          |
|                                  | <b>Total</b>  | <b>241</b>     | <b>7,964</b>   |
| <b>Charitable activities</b>     | Arts Workshops  | 29,362         | 17,160         |
|                                  | Phoenix Players   | -              | 1,297          |
|                                  | Phoenix Theatre Company   | 5,965          | 2,547          |
|                                  | Arts Projects   | -              | 36,459         |
|                                  | Theatre   | 2,921          | 62,320         |
|                                  | Premises Costs  | 21,661         | 16,780         |
|                                  | Staff Costs   | 65,041         | 73,316         |
|                                  | Office Costs  | 17,236         | 9,192          |
|                                  | Marketing   | 6,694          | 7,712          |
|                                  |   | -              | -              |
|                                  | <b>Total</b>  | <b>148,881</b> | <b>226,784</b> |
|                                  | No Rates payable to East Hampshire District Council as the charity is given a Rates Dispensation to the value of £1,037 (2018 £1,008) |                |                |
| <b>Governance Costs</b>          | Independent examination fee   | 100            | 100            |
|                                  | <b>Total</b>  | <b>100</b>     | <b>100</b>     |
| <b>Restricted Funds</b>          |   | -              | -              |
|                                  | <b>Total</b>  | <b>-</b>       | <b>-</b>       |

|                               |         |
|-------------------------------|---------|
| Sum for reference             | 149,221 |
| Perfect match to SAGE 29/7/11 |         |

The Phoenix Theatre & Arts Centre  
Registered CIO Charity No. 1166858  
Annual Accounts for the year ended 31st March 2021

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**Note 4      Trustee Expenses**

|   | 2021 | 2020 |
|---|------|------|
| Number of trustees who were paid expenses | -    | -    |

**Note 5      Paid Employees**

**5.1 Staff Costs**

|  | 2021<br>£     | 2020<br>£     |
|--|---------------|---------------|
| Gross wages, salaries and benefits in kind | 61,684        | 70,746        |
| Employer's National Insurance costs        | 913           | 2,570         |
| <b>Total Staff Costs</b>                   | <b>62,597</b> | <b>73,316</b> |

**5.2 Average number of full-time equivalent employees in the year**

|   | 2021     | 2020     |
|---|----------|----------|
| Part of the charity in which the Employees work |          |          |
| Fundraising                                     | -        | -        |
| Charitable activities                           | 3        | 3        |
| Other   | -        | -        |
| <b>Total</b>                                    | <b>3</b> | <b>3</b> |

**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2021**

**Note 6 Fixed Assets**

|                               | <b>Computer<br/>Equipment</b> |
|-------------------------------|-------------------------------|
|                               | £                             |
| <b>Cost</b>                   |                               |
| Opening balance 1 April 2020  | 5,726                         |
| Additions                     | -                             |
| Closing balance 31 March 2021 | <u>5,726</u>                  |
| <b>Depreciation</b>           |                               |
| Opening balance 1 April 2020  | 2,958                         |
| Depreciation                  | 1,145                         |
| Closing balance 31 March 2021 | <u>4,103</u>                  |
| Carrying amount 31 March 2021 | <u>1,623</u>                  |
| Carrying amount 31 March 2020 | <u>2,768</u>                  |

During the year the theatre seats were refurbished at a cost of £8,545, but the cost was funded by crowd funding grant. The refurbished seats were not brought into operation in the 2021/22 year.

**Note 7 Debtors and Prepayments**

| <b>Analysis of debtors</b>     | <b>Amounts Falling due within one<br/>year</b> |                      |
|--------------------------------|--|----------------------|
|                                | <b>2021</b>                                    | <b>2020</b>          |
|                                | £  | £                    |
| Trade debtors                  | 14,303   | 17,908               |
| Prepayments and Accrued income | 2,482  | 704                  |
| <b>Total</b>                   | <b><u>16,785</u></b>                           | <b><u>18,613</u></b> |

**Note 8 Creditors and Accruals**

| <b>Analysis of Creditors</b>  | <b>Amounts Falling due within one<br/>year</b> |                      |
|---|--|----------------------|
|   | <b>2021</b>                                    | <b>2020</b>          |
|   | £  | £                    |
| Trade creditors   | 3,205  | 2,670                |
| Other taxes and Social security costs   | 460  | 958                  |
| Accruals and Deferred income  | 7,935  | 35,929               |
| Advanced sales and other deferred income  | 8,752  | -                    |
| Unexpended grants - Arts Council  | 32,577   | -                    |
| Unexpended grants - East Hampshire District Council-Marketing role contribution | 22,272   | -                    |
| Unexpended grants - East Hampshire District Council-Marketing role contribution | 10,000   | -                    |
| Accred examiners fees   | 200  | -                    |
| <b>Total</b>  | <b><u>85,401</u></b>                           | <b><u>39,556</u></b> |



**The Phoenix Theatre & Arts Centre**  
**Registered CIO Charity No. 1166858**  
**Annual Accounts for the year ended 31st March 2021**

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**Note 11 Transactions With Related Parties**

**11.1 Remuneration and benefits**

No remuneration or any other benefits were paid to a trustee or other related parties by the charity this financial year (2021) or in the previous financial year (2020)

**11.2 Loans**

|                                       | Name of trustee or connected party | Legal Authority | Amount Owing |        |      |
|---------------------------------------|------------------------------------|-----------------|--------------|--------|------|
|                                       |                                    |                 | 2021         | £ 2020 | £    |
| Due to trustees and related parties   |                                    |                 | None         |        | None |
| Due from trustees and related parties |                                    |                 | None         |        | None |

**11.3 Other transaction(s) with trustees and related parties**

| Name of trustee or related party | Relationship to charity | Description of the transaction | 2021 | £ 2020 | £    |
|----------------------------------|-------------------------|--------------------------------|------|--------|------|
| None                             | None                    | None                           | None |        | None |
|                                  |                         |                                |      |        |      |
|                                  |                         |                                |      |        |      |
|                                  |                         |                                |      |        |      |

# Appendix B

## Financial Trends for the Last 4 Years

|  | 2021 | 2020 | 2019           | 2018           | 2017           | 2016           |
|--|------|------|----------------|----------------|----------------|----------------|
| Theatre bar takings                                    |      |      | 18,457         | 14,821         | 16,458         | 14,128         |
| Cost of Bar sales                                      |      |      | 8,427          | 5,630          | 6,059          | 5,531          |
|  |      |      | 10,030         | 9,191          | 10,399         | 8,597          |
| <b>Grants:</b>   |      |      |                |                |                |                |
| East Hampshire District Council - arts centre          |      |      | 10,098         | 8,042          | 7,324          | 4,800          |
| Hampshire County Council - theatre programme           |      |      | 12,240         | 14,100         | 14,380         | 16,318         |
| Hampshire County Council - Councillors Devolved Budget |      |      | 500            | -              |                |                |
| Headley Parish Council - Arts Centre                   |      |      | 250            | 250            | 250            | 250            |
| Lindford Parish Council - Arts Centre                  |      |      | 19,000         | 19,000         | 19,000         | 16,000         |
| Whitehill Town Council - Arts Centre                   |      |      | 42,088         | 41,392         | 40,954         | 37,368         |
| <b>Other activities:</b>                               |      |      |                |                |                |                |
| Arts workshops   |      |      | 18,038         | 18,153         | 18,193         | 18,230         |
| Phoenix Players  |      |      | 8,806          | 10,021         | 8,767          | 9,217          |
| Phoenix Theatre Company/Productions                    |      |      | 2,000          | 5,375          | 4,345          | 3,610          |
| Arts projects  |      |      | 27,833         | 69,135         | 24,141         | 48,670         |
| Theatre  |      |      | 60,966         | 51,033         | 48,937         | 40,882         |
| Programme Marketing                                    |      |      | 400            | 200            | 1,240          | 725            |
| Room Hire  |      |      | 23,623         | 18,633         | 25,582         | 35,793         |
| Other Income - Sundries                                |      |      | 3,236          | 809            | 1,121          | 2,495          |
| <b>Total</b>   |      |      | <b>186,990</b> | <b>214,749</b> | <b>173,280</b> | <b>196,990</b> |
| Arts Workshops   |      |      | 17,010         | 18,456         | 14,389         | 18,674         |
| Phoenix Players  |      |      | 1,064          | 2,196          | 1,074          | 1,613          |
| Phoenix Theatre Company                                |      |      | 2,628          | 2,360          | 1,950          | 2,234          |
| Arts Projects  |      |      | 24,472         | 61,271         | 23,023         | 34,537         |
| Theatre  |      |      | 54,773         | 43,442         | 44,248         | 35,811         |
| Premises Costs   |      |      | 20,906         | 18,144         | 17,832         | 28,196         |
| Staff Costs  |      |      | 69,552         | 68,046         | 63,442         | 61,697         |
| Office Costs   |      |      | 10,625         | 9,129          | 6,700          | 6,769          |
| Marketing  |      |      | 7,258          | 6,887          | 6,600          | 6,239          |
| <b>Total</b>   |      |      | <b>208,289</b> | <b>229,932</b> | <b>179,258</b> | <b>195,770</b> |
| Voluntary income                                       |      |      | 5,851          | 1,344          | 1,209          | 2,044          |
| Investment income                                      |      |      | 30             | 138            | 98             | 68             |

The Phoenix Theatre & Arts Centre

Appendix to the Treasurers report

Surplus from Theatre activities

|  | 2019          | 2018          | 2017          | 2016          | 2019/2018   | 2018/2017   | 2017/2016   | 2019                    | 2018 |
|--|---------------|---------------|---------------|---------------|-------------|-------------|-------------|-------------------------|------|
|  |               |               |               |               | By activity | By activity | By activity | As a % of total surplus |      |
|  |               |               |               |               | % change    | % change    | % change    |                         |      |
| Bar  | 10,030        | 9,191         | 10,399        | 8,597         | 8           | (13)        | 17          | 18                      | 17   |
| Arts workshops                               | 1,027         | (304)         | 3,804         | (444)         | 130         | 1,353       | 112         | 2                       | (1)  |
| Phoenix Players                              | 7,742         | 7,824         | 7,693         | 7,604         | (1)         | 2           | 1           | 14                      | 14   |
| Phoenix Theatre Company/Productions          | (628)         | 3,015         | 2,395         | 1,376         | (580)       | 21          | 43          | (1)                     | 5    |
| Arts projects                                | 3,361         | 7,864         | 1,118         | 14,133        | (134)       | 86          | (1,164)     | 6                       | 14   |
| Theatre                                      | 6,193         | 7,591         | 4,689         | 5,071         | (23)        | 38          | (8)         | 11                      | 14   |
| Programme Marketing                          | 400           | 200           | 1,240         | 725           | 50          | (520)       | 42          | 1                       | 0    |
| Room Hire                                    | 23,623        | 18,633        | 25,582        | 35,793        | 21          | (37)        | (40)        | 43                      | 34   |
| Other Income - Sundries                      | 3,236         | 809           | 1,121         | 2,495         | 75          | (39)        | (123)       | 6                       | 1    |
| <b>Total surplus from Theatre activities</b> | <b>54,984</b> | <b>54,823</b> | <b>58,041</b> | <b>75,350</b> | <b>0</b>    | <b>(6)</b>  | <b>(30)</b> |                         |      |

Overheads

|                        | 2019           | 2018           | 2017          | 2016           | 2019/2018   | 2018/2017   | 2017/2016   | 2019                      | 2018 |
|------------------------|----------------|----------------|---------------|----------------|-------------|-------------|-------------|---------------------------|------|
|                        |                |                |               |                | By activity | By activity | By activity | As a % of total overheads |      |
|                        |                |                |               |                | % change    | % change    | % change    |                           |      |
| Premises Costs         | 20,906         | 18,144         | 17,832        | 28,196         | 13          | 2           | (58)        | 19                        | 18   |
| Staff Costs            | 69,552         | 68,046         | 63,442        | 61,697         | 2           | 7           | 3           | 64                        | 67   |
| Office Costs           | 10,625         | 9,129          | 6,700         | 6,769          | 14          | 27          | (1)         | 10                        | 9    |
| Marketing              | 7,258          | 6,887          | 6,600         | 6,239          | 5           | 4           | 6           | 7                         | 7    |
| Governance costs       | 100            | 100            | 100           | 100            | 0           | 0           | 0           | 0                         | 0    |
| <b>Total overheads</b> | <b>108,441</b> | <b>102,307</b> | <b>94,674</b> | <b>103,001</b> | <b>6</b>    | <b>8</b>    | <b>(9)</b>  |                           |      |

Other income

|                   | 2019  | 2018  | 2017  | 2016  |
|-------------------|-------|-------|-------|-------|
| Voluntary income  | 5,851 | 1,344 | 1,209 | 2,044 |
| Investment income | 30    | 138   | 98    | 68    |
|                   |       |       |       | (367) |
|                   |       |       |       | 29    |
|                   |       |       |       | 31    |

Deficit before Grants received

|  |          |          |          |          |     |      |      |
|--|----------|----------|----------|----------|-----|------|------|
|  | (47,576) | (46,002) | (35,326) | (25,539) | (3) | (23) | (28) |
|--|----------|----------|----------|----------|-----|------|------|

Grants received

|  |        |        |        |        |   |   |   |
|--|--------|--------|--------|--------|---|---|---|
|  | 42,088 | 41,392 | 40,954 | 37,368 | 2 | 1 | 9 |
|--|--------|--------|--------|--------|---|---|---|

Net (deficit)/surplus for the year

|  |         |         |       |        |      |       |     |
|--|---------|---------|-------|--------|------|-------|-----|
|  | (5,488) | (4,611) | 5,628 | 11,829 | (16) | (222) | 110 |
|--|---------|---------|-------|--------|------|-------|-----|

