



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

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

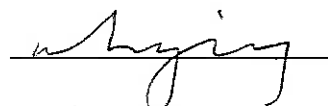
Date: 18th July 2024

The Phoenix Theatre & Arts Centre
Registered CIO Charity No. 1166858
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Balance Sheet

	Notes	Unrestricted £	Restricted Funds £	Total 2025 £	Total 2024 £
Fixed Assets					
Computer equipment	6	23,662	-	23,662	2,383
		<u>23,662</u>	<u>-</u>	<u>23,662</u>	<u>2,383</u>
Current Assets					
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
Total Current Assets		<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
Net current assets/(liabilities)		<u>26,285</u>	<u>-</u>	<u>26,285</u>	<u>71,905</u>
Total assets less current liabilities		<u>49,948</u>	<u>-</u>	<u>49,948</u>	<u>74,288</u>
Creditors: amounts falling due after one year	8	-	-	-	-
Net assets		<u>49,948</u>	<u>-</u>	<u>49,948</u>	<u>74,288</u>
Funds Of The Charity					
Unrestricted funds	9	49,948	-	49,948	74,288
Restricted funds		-	-	-	-
Total Funds		<u>49,948</u>	<u>-</u>	<u>49,948</u>	<u>74,288</u>

Signed on behalf of the trustees


BR SIGLEY

Print name

KEC CHAN (K11111)

Print name

C & C

Date of approval: 22/7/25
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Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Incoming Resources (Note 2)				
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	-	-	-	-
Total Incoming Resources	285,371	-	285,371	332,096
Resources Expended (Notes 3 - 5)				
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
Total Resources Expended	309,711	-	309,711	309,711
<i>Net incoming/(outgoing)</i>	<i>(24,340)</i>		<i>(24,340)</i>	<i>15,531</i>
Total funds brought forward	74,288		74,288	58,757
Total funds transferred in				-
Total Funds Carried Forward	49,948	-	49,948	74,288

The Phoenix Theatre & Arts Centre
Registered CIO Charity No. 1166858
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Note 2 Analysis of incoming resources

		2025 £	2024 £	
Voluntary income	Donations	1,034	1,463	
	Barbados House Association Membership	143	218	
	Total	1,176	1,681	
Activities for generating funds	Theatre bar takings	22,898	30,293	
	Amazon.co.uk royalty payments	-	-	
	Total	22,898	30,293	
Investment income	COIF deposit fund income	1,017	1,001	
	Total	1,017	1,001	
Incoming resources from charitable activities	Grants:			
	East Hampshire District Council	-	-	
	Hampshire County Council			
	Whitehill Town Council			
	Just Giving - Arts Centre	-	-	
	Whitehill Town Council - Arts Centre	14,800	20,475	5,675
	Arts Council England	81,232	81,148	
	Annington Homes			
	WBRC Contribution	-	-	
	Other activities:			
	Arts Workshops	9,760	22,544	
	Phoenix Players	10,279	4,593	
	Phoenix Theatre Productions			
	Total	260,279	299,121	
	Restricted Funds:			
		285,371		
		160,926	199,144	38,218

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Note 3 **Analysis of resources expended**

		2025	2024	
		£	£	
Fundraising trading costs	Cost of Bar sales	9,036	9,758	
	Total	9,036	9,758	
Charitable activities	Arts Workshops	10,538	58,085	
	Phoenix Players	2,701	1,549	
	Room Hire	242	717	
	Arts Projects	65,899	16,665	
	Theatre	68,042	69,659	
	Premises Costs	6,683	7,249	
	Staff Costs	89,818	102,168	
	Consultant costs	-	4,563	
	Office Costs	43,608	28,782	
	Marketing	8,010	2,728	
	Interest expense	322	383	
	Writeoff of Bad debts	4,632	14,079	
	Total	300,495	306,627	
Governance Costs	Independent examination fee	180	180	
	Total	180	180	
Restricted Funds		-	-	
	Total	-	-	
		77,078	79,417	2,339