FOREST FORGE THEATRE COMPANY

England & Wales · Charity number 289644

Details

Status	Registered
Legal form	Charitable company
Company number	01787316
Registered	1984-06-20
Register	View on the Charity Commission register

Contact

Address	First Floor Pintail House Duck Island Lane Ringwood Hampshire BH24 3AA
Phone	01425470188
Email	business@forestforgetheatre.co.uk
Website	www.forestforgetheatre.co.uk

Activities

Objects: TO PROMOTE, MAINTAIN, IMPROVE AND ADVANCE EDUCATION PARTICUARLY BY THE PRODUCTION OFEDUCATIONAL PLAYS AND THE ENCOURAGEMENT OF THE ARTS, INCLUDING THE ARTS OF DRAMA, MIME, DANCE, SINGING, MUSIC AND LITERATURE AND TO FORMULATE, PREPARE AND ESTABLISH SCHEMES THEREFOR PROVIDED THAT ALL OBJECTS OF THE COMPANY SHALL BE OF A CHARITABLE NATURE.

Activities: THE CHARITY'S OBJECTIVE IS TO PRODUCE AND TOUR THEATRE PRODUCTIONS AND TO PROVIDE A COMPREHENSIVE PARTICIPATORY CREATIVE LEARNING PROGRAMME.

Classification

- **How:** Provides Human Resources, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Downloaded from opencharities.uk/ew/289644

Geography

- Dorset
- Hampshire
- West Sussex
- Wiltshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£202,487	£270,880	-	-
2024-03-31	£369,025	£228,047	-	-
2023-03-31	£73,042	£153,658	-	-
2022-03-31	£165,334	£180,818	-	-
2021-03-31	£165,183	£144,011	-	-

Trustees

Name	Role	Appointed
Lizanne Smith Head	Chair	2024-07-10
David Waugh		2025-01-22
James Swyer		2025-01-22
Jasmine Taylor		2025-01-22
Michael Wilson		2024-04-25
Victoria Briggs		2024-07-10

Downloaded from opencharities.uk/ew/289644

FOREST FORGE THEATRE COMPANY

England & Wales - Charity number 289644

Accounts

Registered Number: 01787316
Charity Registration Number: 289644

FOREST FORGE THEATRE CO.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

Registered Office Address:
First Floor, Pintail House,
Duck Island Lane,
Ringwood, England,
BH24 3AA

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Table of Contents

Reference and Administrative Details 3
Trustees Report 4
Accountants report 14
Independent Examiner's report 15
Statement of Financial Activities 16
Balance Sheet 18
Notes to the Financial Statements 20

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Ms. S Fullerlove (Chair) Ms. V Briggs Ms. L Smith-Head Mr. M Wilson Mr. J Swyer Mr. DMS Waugh Ms. J Taylor
Secretary	Ms K Whenray
Charity Registration Number	289644
Company Registration Number	01787316
Principal Address	First Floor Pintail House Duck Island Lane Ringwood Hampshire BH24 3AA
Registered office	First Floor Pintail House Duck Island House Ringwood Hampshire BH24 3AA
Accountant	Cloud Eleven Accountants 12A Stanford Rd Lymington Hampshire SO41 9GF
Independent Examiner	Tee accounts T/A On the Spot Tax Rosehill House St Austell Cornwall PL26 7BA

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

TRUSTEES REPORT (INCLUDING DIRECTORS REPORT)
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their report and financial statements for the year ended 31 March 2025.

Objectives and activities

Forest Forge Theatre Company's charitable objective is to produce and tour theatre productions and to provide a comprehensive participatory programme, to advance education or to encourage involvement in the arts.

Forest Forge's mission is:
Forest Forge uses theatre to find the extraordinary in the ordinary. Based in the New Forest, our work across touring productions, participation and artist development helps make and build connections between people, sparks joy and encourages personal shifts in perspective and experience.

The company achieves its charitable objectives and lives up to its mission by delivering three strands of work:

- Touring Theatre

Forest Forge creates flexible theatre productions that can be enjoyed in a range of venues from village halls to studio theatres, non-theatre spaces and outdoors. All touring productions celebrate the tradition of oral storytelling and engage audiences regardless of their background or experience.

- Participation

Forest Forge's successful participation programme (previously Creative Learning) allows people living within the New Forest the opportunity to take part in theatre making activities. Working with people of all ages, backgrounds and levels of experience, the programme shares and celebrates Forest Forge's ethos and practice.

- Artist Development

Forest Forge's Artist Development programmes exist to develop and support the future of theatre making in the New Forest.

Forest Forge delivers its mission and charitable objectives through the delivery of a Business Plan has been developed by the trustees, leadership team and with careful consideration to the Charity Commission's general guidance on public benefit.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Review of the Year: 2024-25

Touring

Our touring work and how we approach it, became a focus for the company throughout the year. We spent time discussing and planning how to re-engage with the touring networks and creating fleet of foot theatre for the region.

- A Christmas Carol – produced, created and toured 25 dates in the New Forest, Hampshire, Wiltshire and Dorset, in co-production with BumbleFly Theatre and Mischievous Theatre.

"Your inventiveness and creativity in retelling this classic story were moving and inspiring. Each time I experience A Christmas Carol, I find something new to appreciate, and your rendition was one of the best. The puppetry and shadows, combined with the tender storytelling, moved me to tears. Thank you for bringing such magic and joy and useful lessons for us all." Audience member

- Suitcase Stories – Jack and the Beanstalk – produced, created and toured our new fleet of foot one person show to 15 shows to libraries and schools.

"captivated the audience. pitched just right. professional performance"

Participation

Our participation programmes continued to be a key focus and ran throughout the year in Ringwood and across the New Forest. All our participatory work is based on our inclusive, ensemble theatre approach where every participant is equally valued, shares collective ownership and where the success of the whole is prioritised over the success of the individual. It is underpinned by our heartfelt, playful approach, informed and underpinned by a commitment to telling stories and celebrating the New Forest. The programme included:

- Forest Forge Youth Theatre

In 24-25 we engaged 64 children and young people in 30 weekly youth theatre sessions. These sessions focus on ensemble theatre and use our artistic ethos, to enhance and enrich the lives of participants. Feedback from sessions included:

"Dedication, passion, overarching care of the students and creating an incredibly rich, knowledgeable and boundless space for the kids to be included, nurtured and supported, create the most wonderful plays and memories for beyond that, friendships are made and lives enhanced" Youth Theatre parent

In July all the participation groups performed Tales from the Forge in the gardens at the Waldorf School, featuring around 100 performers from our Saturday Drama Clubs, Youth Theatre, Act Your Age, Branching Out, Young Company and Waterside Drama Club. There was a guest performance from Tales for an Unruly Audience by Lung and a Half Full.

"Big thanks to everyone for the stupendous organisation involved in the day. Of the performances I saw, all were wonderful, the scripts, the choreography, the skills of the youngsters. That didn't just happen by itself but through the amazing foresight of Lucy, Jo and all the backup team." participant and performer

- Waterside Drama

Waterside Drama includes two weekly drama sessions at the British Legion in Fawley and are targeted to those living on lower incomes and with a particular focus on engaging the settled traveller community in the district. Sessions are delivered for free thanks for funding from Children in Need. This funding finished in March 2025. Discussions about the way forward are underway.

- Act Your Age

Act Your Age is our weekly drama sessions for adults age 55+. In 24-25 we held 30 sessions and engaged 15 individuals. They were working towards an Improv performance. Feedback from the group included:

"It's the highlight of my week"

Piloted Waterside Act Your Age for 5 weeks with between 4 and 10 participants. To continue in summer 2025.

- Game

Game is a weekly session for adults, offering the opportunity to engage in joyful, active drama games. Within the year we held 30 sessions and achieved a footprint of 200 participants.

- Branching Out

Branching Out, weekly drama session for adults with learning difficulties, in partnership with Blue Apple Theatre, we delivered 30 sessions over the year to 11 participants. Feedback has included:

"She really loves the drama sessions. It's been amazing for her confidence and I think it can really help her speech development."

In addition, we trialed afternoon Branching Out sessions at Sturts Farm in Ferndown with 12 participants for 20 sessions.

- Schools and Education

Throughout 2024-25 we continued to deliver a full and varied programme in New Forest schools and educational establishments. Over the year our sessions had a participant footprint of over 2500, with a range of activities including:

- After School Clubs at Ringwood Junior School and Weston Downland Primary School, and a pilot term at Burley Primary School engaging 96 children across three terms.
- An Advanced Theatre after-school programme at Ringwood Secondary School, engaging 40 young people across 10 weeks.
- Producing and delivering elevate with 17 young people, 2 paid Assistants and 4 creatives, performing 9 shows to 3 schools.
- Becoming the Patron for Theatre at Arts University Bournemouth and running Applied Theatre sessions at Arts University Bournemouth as part of the BA in Acting course.
- Two sessions for Moorlands College – Circus Skills and Stage Fighting as part of their summer residential programme, engaging 60 young people.
- We began delivering weekly curriculum and GCSE drama sessions at New Forest Small School, a culmination of several years of partnership and trust building.
- Workshops for Godolphin School scholars weekend.
- 7 sessions for Priestlands school providing choreography for their performance of Adams Family – engaging 140 students per session.
- Devising workshops for Bourne Academy GCSE and A level classes.
- 6 sessions as part of a partnership with Wakey Wakey Arts at three target schools in the Dorset area.

"Jo was able to maintain safe boundaries whilst creating a space for the children to grow, participate, gain personal insight and have fun. It was amazing to witness how the children seemed to evolve over the course of two days; they appeared to have grown so much in such a short period of time." (Lizzie Clark, Trainee Education Mental Health Practitioner, Dorset Healthcare NHS Trust)

- Community

In 24-25 we delivered a range of community participatory sessions including:

- Creative design workshops as part of the HAF programme at St Barbes Museum.
- Movement sessions for Arts Work as part of the Neurodiversity programme at Forest Arts Centre
- 'Drama Game' sessions for 120 children for the 'Energise Me' activity day in Winchester.
- 6 Workshops as part of the Hampshire Libraries HAF Programme.
- A storytelling session as part of a pilot Home Education programme at Forest Arts Centre.
- Gave mentoring and recording space for Culture in Commons Poetry piece
- We also provided entertainment as part of the Ringwood Carnival promoting that year's Christmas show – A Christmas Carol

Artist Development

In 24-25 we continued to support local artists and theatre makers in the New Forest by:

- Facilitating and supporting our Young Company, a group of emerging theatre makers aged 18 – 30. Throughout year we provided weekly sessions for the group to work together to develop their own artistic practice leading to a performance. This year we had a core group of 7-10.
- We launched THE FURNACE – our Artist Development Network. We committed to hosting termly meetings as a space for local creatives to connect and share ideas. Each meeting reached capacity of 30 and the network as over 70 members.
- Within the year we supported a number of companies and projects via mentoring, dramaturgical support, directing or providing studio space. These included:

'Fort' by Dorsetborn theatre- rehearsals and preview. An Arts Council funded project that went on to tour.

'Becoming Simone' R&D phase by Liz Garland in partnership with MAST Mayflower studios.

'The Jane Austen Fan Club' R&D phase by Vic Briggs and Lucy Mellors- Arts Council Funded.

Throughout the year, Forest Forge continued to work in partnership and advocate for cultural activity across the New Forest, working closely with Folio and Culture in Common.

Structure, Staffing and Financial Resilience

In 2024–25, the company benefited from continued consultant support from Sophie Fullerlove, who provided creative consultancy and strategic guidance during a period of transition. This ensured continuity of leadership and sector expertise while the organisation undertook recruitment for a new permanent Executive Director. In March 2025, Kealy Whenray was appointed to the role, bringing renewed capacity and stability to the core team. The Board and staff worked collaboratively to embed stronger governance practices and to sustain creative momentum throughout the year.

The organisation continued to strengthen its business planning and financial resilience. Work progressed on the 2024–27 Business Plan, with an emphasis on improved processes, streamlined vision, robust financial planning, and clearer forecasting to support long-term sustainability. These developments are designed to safeguard the company's future security while allowing it to focus resources more effectively on delivering high-quality creative work and deepening its impact with communities and partners.

Public Benefit

Forest Forge undertakes all its work for the public benefit.

The Touring Theatre strand of work sees the charity create and tour theatre to rural venues, enabling people to see professional theatre in a local venue at subsidised ticket prices. This enriches the lives of people living in the New Forest, Hampshire, Dorset and Wiltshire. It provides accessible performances, foster knowledge, education and recreation, to those who may not otherwise be able to access theatre due to barriers including geography, transport, finances, background or neurodiversity. By touring theatre to village halls and rural venues the charitable company also brings isolated communities together and encourages community cohesion.

The Participation Programme provides transformative experiences for people at every age of life. By taking part in drama and theatre workshops, members of the public benefit from improved health and wellbeing, new friendships and a reduction in loneliness, and enhanced confidence and social skills. All sessions are developed to be as accessible to everyone, with prices kept at around 50% of the price of commercial operators in the region.

Our Artist Development strand supports the education and development of emerging theatre makers in the New Forest. It also helps add value to established artists. This strand of work increases the availability of theatre and theatre-making opportunities in the New Forest and surrounding region and supporting the creative ecology in the region. This enables the public to benefit from arts and cultural activity and its benefits now and in the future.

The Trustees of the Forest Forge Theatre Company are aware of their responsibilities in ensuring the charities aims are for the public benefit and follow the guidance published by the Charity Commission.

Governance Structure

Forest Forge Theatre Company is a charitable company limited by guarantee, incorporated on 30th January 1984 and registered as a charity with the Charity Commission. The charitable company was established under a Memorandum of Association which details the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the charity being wound up, the members are required to contribute an amount not exceeding one pound. Although dated, the Memorandum of Association has been deemed fit for purpose by the Independent Theatre Council.

Financial Review

Restricted income for the year was £73,044, with an additional carry forward of £27,967 from 2023-24, with £53,011 of restricted expenditure in the year. The remaining restricted funds of £48,000 is a grant from Trailfinders towards the Elevate project 2025 -27, which was brought forward for delivery in 2025-26.

In 2024-25, the total income for the charity was £202,487 with expenditure of £270,880. This resulted in a deficit of £68,393. This deficit was anticipated and forms part of a planned

approach to support organisational transition. Funds were allocated from the Strategic Delivery Fund, Maintenance, facilities and capital replacement fund and Visual Identity and Website fund in the previous year to ensure this was fully covered.

Net assets of the charity now sit at £448,479, with unrestricted funds of £400,479. £240,000 remains invested in high-interest, non-accessible investments, providing a new income stream and further supporting the long-term sustainability of the company.

Reserves Policy

The Trustees of Forest Forge Theatre Company aim to maintain reserves to support the delivery of the charity's objectives and work and to minimise risk to the organisation.

To protect the charity and plan for the future the Trustees agreed on a new reserves policy which is reviewed annually.

The companies unrestricted designated reserves are allocated as follows:

- Winding Up Costs
  Forest Forge holds £50,000 of designated emergency reserves. This equates to six months running costs. These funds are set aside for the security of the company and to cover any necessary winding up costs, in line with Charity Commission guidance.
- Strategic Delivery Fund (Planned Deficit Fund)
  The Trustees have allocated reserves to support planned budget deficits 2024-25 and 2025-2026 as the charity builds back to a sustainable delivery and financial model. This reserve is currently £124,793.
- Maintenance, facilities, and capital replacement fund
  Forest Forge has set aside £30,000 for new equipment and the ongoing maintenance and support of the company van. This fund is managed in conjunction with the capital replacement plan which is updated annually by the Trustees. In 2024-25 a total of £7,314 was spent resulting in a new total of £22,686.
- Special Projects
  £20,000 is set aside for special projects that the Trustees agree will advance the artistic policy of the company, help to achieve its mission, public benefits and support the company financially. Proposals for use of this fund can be made by the staff team to the Trustees at quarterly meetings.
- Youth Theatre Bursary Fund
  Forest Forge Theatre holds £5,000 of ringfenced funds to support youth theatre members via a bursary scheme. This fund may be supplemented by grants and public donations.
- Visual Identity and Website Refresh
  In order to deliver the new business plan and put the organisation in the best place to serve its beneficiaries the company requires a refresh of its visual identity and website.

The trustees set aside £20,000 for this work, which was completed in 2024-25, with the reserve now closed.

- New Building Fund
  £178,000 is designated to a new building fund to support the company in the acquisition of a new premises.

At the end of each financial year, any surplus will be designated by the Trustees across the funds described in accordance with the need of the charity at that time, informed by the business plan, capital replacement plan and charity risk register.

Risk Management

The Trustees have developed a new Risk Management plan which is reviewed at quarterly board meetings. It assesses and seeks to mitigate the risks to which the charity is exposed, including financial, operational, artistic and reputational risks.

A key risk identified is the long-term financial sustainability of the organisation, with a new business plan developed with the key aim to returning the organization to a breakeven position.

Policies, procedures and insurances are in place to reduce the risks in areas including Health and Safety, safeguarding and data protection.

Future Plans

Forest Forge's priority in the short term is to embed its new business plan and structure to begin to turn around the financial position and reputation of the company. Key activities will include:

- Delivering new and improved programmes of touring theatre including Suitcase Stories, Christmas Show and a return to UK rural touring networks with a new show in 2025-26.
- Develop further partnerships within the Artist Development network focusing on MAST, AUB and Folio.
- Developing the quality of our Participation programme driving increased engagement numbers and earned income.
- The development of new fundraising and income generation plans, including applying for Theatre Tax Relief for eligible productions.
- A new approach to advocacy and communications, with a focus on raising the profile of the organization among regional decision makers and stakeholders.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Trustees

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms. N Ratcliffe Wilson	(Resigned 31 March 2025)
Dr. M Bentinck (Chair)	(Resigned 31 March 2025)
Ms. G Gould	(Resigned 31 March 2025)
Mr. M Wilson	(Appointed 25 April 2024)
Ms. V Briggs	(Appointed 10 July 2024)
Ms. L Smith-Head	(Appointed 10 July 2024)
Mr. J Swyer	(Appointed 22 January 2025)
Ms. J Taylor	(Appointed 22 January 2025)
Mr. DMS Waugh	(Appointed 22 January 2025)
Mr. MJ Wilson	(Appointed 25 April 2024)
Ms S Fullerlove (Chair)	(Appointed 1st April 2025)

All Trustees are proposed, seconded, and appointed by the Board and hold Office for three years before re-election. All Trustees are required to sign confirmation of their ability and willingness to act in line with The Charity Commission's guidance The Essential Trustee (CC3) and The Good Governance Code.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Statement of Trustees' responsibilities

The Trustees, who are also the directors of Forest Forge Theatre Company for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees' report was approved by the Board of Trustees.

S Fullerlove

Ms S Fullerlove
Chair
Dated: 15th October 2025

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

ACCOUNTANT'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Report to the Trustees on the preparation of the unaudited statutory financial statements of FOREST FORGE THEATRE COMPANY In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of the company which include, the profit and loss accounts , the balance sheet and the related notes from the company' accounting records of FOREST FORGE THEATRE COMPANY for the year ended 31 March 2025 as set out on pages 16 - 18 from the Company's accounting records and from information and explanations you have given us.

As a practising member of the Association of Chartered Certified Accountants, we are subject to its ethical and other professional requirements which are detailed at https://www.accaglobal.com/uk/en/about-us/regulation/rulebook.html

This report is made solely to the charity trustees of FOREST FORGE THEATRE COMPANY, as a body, in accordance with the terms of our engagement letter dated 24 April 2024. Our work has been undertaken solely to prepare for your approval the accounts of FOREST FORGE THEATRE COMPANY and state those matters that we have agreed to state to the Trustees of FOREST FORGE THEATRE COMPANY as a body in this report in accordance with the requirements of the Association of Chartered Certified Accountants as detailed at: https://www.accaglobal.com/content/dam/ACCA_Global/Technical/fact/tf-163-jan-24.pdf

To the fullest extent permitted by law, we do not accept or resume responsibility to anyone other than FOREST FORGE THEATRE and its Board of Trustees as a body for our work for this report.

It is your duty to ensure that FOREST FORGE THEATRE COMPANY has kept adequate accounting records, and to prepare statutory accounts that give a true and fair view of the assets, liabilities, financial position and surplus or deficit of FOREST FORGE THEATRE COMPANY. You consider that FOREST FORGE THEATRE COMPANY is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the accounts of FOREST FORGE THEATRE. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory accounts.

J Willis

Janice Willis FCCA
Cloud Eleven Accountants Ltd
Date 10th October 2025

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Independent examiner's report to the trustees of Forest Forge Theatre Company ("the Company")

I report to the charity trustees on my examination of the accounts for 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 did not exceed £250,000 your examiner does not need to be a member of a body listed in section 145 of the 2011 Act, however I confirm that I am qualified to undertake the examination because I am a member of ICAEW (FCA), 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, in accordance with the 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.

T Rogers

Teresa Rogers BFP FCA
Director
14th October 2025

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

(Including Income and Expenditure Account)

Statement of Financial Activities

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £
Income and endowments From:				
Donations and legacies	3	63,283	73,044	136,327
Charitable activities	4	62,604	-	62,604
Other trading activities	5	155	-	155
Investment income	6	2,598	-	2,598
Other income	7	803	-	803
Total Income		**129,443**	**73,044**	**202,487**
Expenditure on:				
Raising funds	8	10,606	-	10,606
Charitable Activities	9	207,263	53,011	260,274
Total Expenditure:		**217,869**	**53,011**	**270,880**
Net income		(88,426)	20,033	(68,393)
Transfers between funds				
Net movement in funds				
Reconciliation of funds				
Total funds brought forward		**488,905**	**27,967**	**516,872**
Total funds carried forward	19	**400,479**	**48,000**	**448,479**

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Prior year	Note	2024 Unrestricted funds £	2024 Restricted funds £	Total 2024 £
Income and Endowments From:				
Donations and legacies	3	15,863	40,724	56,587
Charitable activities	4	37,508	-	37,508
Other trading activities	5	150	-	150
Investment income	6	39	-	39
Other income	7	274,741	-	274,741
Total Income		328,301	40,724	369,025
Expenditure on:				
Raising funds	8	12,999	-	12,999
Charitable Activities	9	183,352	31,696	215,048
Total Expenditure:		196,351	31,696	228,047
Net income				
Transfers between funds				
Net movement in funds		**131,950**	**9,028**	**140,978**
Reconciliation of funds				
Total funds brought forward		**356,955**	**18,939**	**375,894**
Total funds carried forward	19	**488,905**	**27,967**	**516,872**

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

BALANCE SHEET

AS AT 31 March 2025

Balance Sheet

	Note	£	2025 £	£	2024 £
FIXED ASSETS					
Tangible assets	14		17,722		19,197
			17,722		19,197
CURRENT ASSETS					
Debtors	15	21,406		10,129	
Cash at bank and in hand		422,503		504,498	
		443,909		514,627	
CREDITORS: amounts falling due within one year	16	(13,152)		(16,952)	
NET CURRENT (LIABILITIES)/ ASSETS			430,757		497,675
Total assets less current liabilities			448,479		516,872
Creditors: amounts falling due after more than one year			-		-
NET ASSETS			448,479		516,872
Funds of the Charity:					
Restricted income funds			48,000		27,967
Unrestricted Funds			-		5,905
Designated Funds			400,479		483,000
TOTAL FUNDS	20		448,479		516,872

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

BALANCE SHEET (continued)

AS AT 31 March 2025

The charitable company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The Trustees acknowledge their responsibilities for ensuring that the charitable company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 15th October 2025.

S Fullerlove

Ms S Fullerlove (Chair)
Trustee

Registered Number: 01787316
Charity Registration Number: 289644

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting Policies

Charity information

Forest Forge Theatre Company is a private charitable company limited by guarantee incorporated in England and Wales. The Registered Office is First Floor, Pintail House, Duck Island Lane, Ringwood, Hampshire, BH24 3AA.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that with the continuation of the approved transitional business plan, the charity has adequate resources to continue in operational existence for the foreseeable future.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes. Designated funds are unrestricted funds which have been earmarked for a particular purpose, within the objects of the charitable company by the Trustees. Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.
Income from grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

1.5 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probably that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category, where costs cannot be directly attributed to particular heading they have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.
Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Asset Class	Depreciation method and rate
Fixtures and fittings	20% on reducing balance basis
Computers	33% on straight line basis
Motor vehicles	20% on reducing balance basis
Leasehold Improvements	16.67% straight line basis in line with the life of the lease.

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/ (expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The annual depreciation charge is considered with reference to the estimated useful economic lives and residual value of the assets. The useful economic lives and residual values are re-assessed annually.

Income recognition is considered with reference to the service level agreement, grant agreement or other supporting documentation, to ensure cut off is correctly stated at the point of entitlement.

Allocation of costs are considered and allocated accordingly between direct, support within the relevant category.
There were no other key sources of estimation uncertainty or judgements.

3. Donations and Grants

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Donations	3,483	52,244	55,727	11,988
Grants	59,800	20,800	80,600	44,599
Others	-	-	-	-
	63,283	**73,044**	**136,327**	**56,587**

4. Charitable activities

	Charitable activities 2025 £	Charitable activities 2024 £
Production	3,764	6,808
Creative Learning	38,788	30,699
Branching Out	1,120	-
Earned Income-Touring Theatre	18,932	-
	62,604	**37,507**

5. Other trading activities

	Unrestricted funds	Total 2025	Total 2024
	£	£	£
Friends Scheme	155	155	150

6. Investments

	Unrestricted funds	Total 2025	Total 2024
	£	£	£
Interest receivable and similar income			
Interest receivable	2,598	2,598	39

7. Other income

	Unrestricted funds	Total 2025	Total 2024
	£	£	£
Rental and hire income	800	800	1,630
Sundry Income	3	3	255
Other income	-	-	272,856
	803	**803**	**274,741**

8. Raising Funds

	Unrestricted funds General	Restricted Funds	Total 2025	Total 2024
	£	£	£	£
Expenditure on raising funds				
Sundries	475	-	475	612
Marketing	-	-	-	-
Other fundraising costs	-	-	-	-
Staff costs	10,131	-	10,131	12,387
	10,606	**-**	**10,606**	**12,999**

9. Charitable Activities

Description	Creative Learning 2025	Production 2025	Other Costs 2025	Total 2025	Total 2024
	£	£	£	£	£
Staff costs	41,199	10,131	-	51,330	62,763
Production costs	51,211	2,159	-	53,370	13,230
Freelance fees	15,799	-	-	15,799	13,972
Marketing	7,537	7,537	-	15,074	1,024
Insurance	1,146	1,146	-	2,292	2,236
Rates and water	650	650	-	1,300	9,222
Postage and stationery	-	-	-	-	861
Telephone	1,193	1,194	-	2,387	4,125
Computer costs	2,175	2,175	-	4,350	7,364
Maintenance costs	16,797	16,798	-	33,595	11,056
Motor and travel	662	717	-	1,379	7,876
Subscriptions	225	224	-	449	471
Sundries	355	356	-	711	918
Educational support	-	-	-	-	(150)
Total	**138,949**	**43,087**	**-**	**182,036**	**134,968**
Share of support costs (see note 10)	14,993	10,258	14,204	39,455	34,064
Share of governance costs (see note 10)			38,783	38,783	46,016
Share of Other costs(see note 10)			-	-	-
	153,942	**53,345**	**52,987**	**260,274**	**215,048**
Analysis by fund					
Unrestricted funds	100,931	53,345	52,987	207,263	183,352
Restricted funds	53,011			53,011	31,696
	153,942	**53,345**	**52,987**	**260,274**	**215,048**

10. Support costs

Basis of allocation	Other Costs £	Support Costs £	Governance Costs £	Total 2025 £	Total 2024 £
Staff costs	-	6,079	-	6,079	7,432
Depreciation	-	4,853	-	4,853	3,334
Freelance fees	-	1,625	-	1,625	1,552
Marketing	-	15,074	-	15,074	1,024
Insurance	-	2,291	-	2,291	2,236
Maintenance and computer costs	-	6,478	-	6,478	12,852
Educational support	-	-	-	-	(450)
Support costs heading 8	-	-	-	-	1,000
Sundries	-	2,770	-	2,770	3,568
Bank charges	-	285	-	285	1,515
Legal and professional			37,888	37,888	46,016
Recruitment	-	-	895	895	-
	-	**39,455**	**38,783**	**78,238**	**80,079**
Analysed between Charitable activities	-	**39,455**	**38,783**	**78,238**	**80,079**

11. Net movement in funds

Net movement in funds is stated after charging/ (crediting):

	Total 2025 £	Total 2024 £
Depreciation of owned tangible fixed assets	4,853	3,334

12. Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

13. Employees

Number of employees

The average monthly number of employees during the year was:	2025	2024
	3	4

Employment costs

	2025	2024
Wages and salaries	60,580	75,800
Social security costs	5,595	5,509
Other pension costs	1,354	1,094
	67,529	**82,403**

There were no employees whose annual remuneration was £60,000 or more.

14. Tangible Fixed Assets

	Leasehold improve-ments	Fixtures & Fittings	Motor Vehicles	Computer Equipment	Total
	£	£	£	£	£
COST					
At beginning of year	5,361	105,932	3,350	36,944	**151,587**
Disposals	-	-	-	-	-
Additions	3,378	-	-	-	**3,378**
At end of year	**8,739**	**105,932**	**3,350**	**36,944**	**154,965**
DEPRECIATION					
At beginning of year	59	93,495	2,252	36,585	**132,390**
Disposals					
Charge for the year	2,020	2,487	220	126	**4,853**
At end of year	**2,079**	**95,982**	**2,472**	**36,710**	**137,243**
NET BOOK VALUES					
As at 31 March 2025	**6,660**	**9,950**	**878**	**234**	**17,722**
As at 31 March 2024	5,302	12,437	1,098	359	**19,197**

15. Debtors

Amounts falling due within one year:	2025	2024
	£	£
Trade debtors	**5,275**	-
Other debtors	**9,698**	4,488
Prepayments and accrued income	**6,433**	5,641
	21,406	**10,129**

16. Creditors: amounts falling due within one year

	Notes	2025	2024
		£	£
Bank loans	17	-	-
Other borrowings	17	-	2,000
Other taxation and social security		2,811	2,099
Trade creditors		4,878	8,118
Other creditors		-	264
Accruals and deferred income		5,463	4,471
		13,152	16,952

17. Loans and overdrafts

	2025	2024
	£	£
Bank loans		-
Director's Loans	-	2,000
	-	2,000
Payable within one year		-
Payable after one year		-
Amounts included above which fall due after five years:		
Payable by instalments		-

Bank loans incurred interest at 2.50% per annum, fixed for the duration of the loan.

The loan was fully repaid during the year.

18. Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £1,354 (2024 - £1094).

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

19. Restricted Funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Balance at 31 March 2025 £
Restricted Funds				
Elevate- ARTS Council England	14,845	1,650	(16,495)	-
Elevate- Arts University Bournemouth		200	(200)	
Elevate -Individual Doner	-	48,000	-	48,000
Wordsmiths -Individual donations	-	889	(889)	-
Wordsmiths -Energise Me	-	5,000	(5,000)	-
Hampshire County Council- Branching Out	3,820	-	(3,820)	-
New Forest District Council- Touring work		12,450	(12,450)	-
Children in Need 2024	9,302	-	(9,302)	-
New dance floor- Energise Me		1500	(1,500)	-
Artists developments donations	-	3,355	(3,355)	-
Total Funds	27,967	73,044	(53,011)	48,000

The Children in Need Grants, relate to monies received to aid in the provision of drama workshops and group theatre work for children and young people from settled gypsy and traveller communities.

New Forest District Council Grants were received towards capital works, core funds and general building costs and has been fully spent in the year.

Hampshire County Council Grant related to funding towards a new programme of drama workshops for adults with learning disabilities.

Arts Council England Grant relates to Elevate work experience.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

	Balance at 1 April 2024 £	Transfers in £	Transfers out £	Balance at 31 March 2025 £
Designated and Unrestricted Funds				
Forest Forge Emergency reserves	50,000	-	-	50,000
Strategic delivery fund	180,000	-	(55,207)	124,793
Maintenance, facilities, and capital replacement fund	30,000	-	(7,314)	22,686
Special projects	20,000	-		20,000
Youth Theatre Bursary fund	5,000	-		5,000
Visual identity and website refresh	20,000	-	(20,000)	-
New building fund	178,000	-		178,000
Designated Funds	483,000		(82,521)	400,479
Unrestricted funds	5,905	82,521	(88,426)	-
Total Funds	488,905	82,521	(170,947)	400,479

20. Analysis of net assets between funds

	2025 Unrestricted £	2025 Restricted £	Total 2025 £	Total 2024 £
Funds balances at 31 March 2025 are represented by:				
Tangible assets	**17,722**	-	17,722	19,197
Current assets/(liabilities)	**382,757**	**48,000**	430,757	497,675
Long term Liabilities	-	-	-	-
Total net assets	**400,479**	48,000	448,479	516,872

21. Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	28,150	17,950
Greater than one year	111,717	83,767

22. Related party transactions

Remuneration of key management personnel
The remuneration of key management personnel is as follows.

	2025 £	2024 £
Aggregate compensation	**60,580**	75,800

20. Analysis of net assets between funds

	2025 Unrestricted £	2025 Restricted £	Total 2025 £	Total 2024 £
Funds balances at 31 March 2025 are represented by:				
Tangible assets	**17,722**	**-**	17,722	19,197
Current assets/(liabilities)	**382,757**	**48,000**	430,757	497,675
Long term Liabilities	**-**	**-**	-	-
Total net assets	**400,479**	**48,000**	448,479	516,872

21. Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	28,150	17,950
Greater than one year	111,717	83,767

22. Related party transactions

Remuneration of key management personnel
The remuneration of key management personnel is as follows.

	2025 £	2024 £
Aggregate compensation	**60,580**	75,800

FOREST FORGE THEATRE COMPANY

England & Wales - Charity number 289644

Accounts

Registered Number: 01787316
Charity Registration Number: 289644

FOREST FORGE THEATRE CO.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Registered Office Address:
First Floor, Pintail House,
Duck Island Lane,
Ringwood, England,
BH24 3AA

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Table of Contents

Reference and Administrative Details 3
Trustees Report 4
Accountants report 14
Independent Examiner's report 15
Statement of Financial Activities 16
Balance Sheet 18
Notes to the Financial Statements 20

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Ms. N Ratcliffe Wilson Dr. M Bentinck Ms. G Gould Ms. V Briggs Ms. L Smith-Head Mr. M Wilson
Charity Registration Number	289644
Company Registration Number	01787316
Principal Address	First Floor Pintail House Duck Island Lane Ringwood Hampshire BH24 3AA
Registered office	First Floor Pintail House Duck Island House Ringwood Hampshire BH24 3AA
Accountant	Eleve11 Consulting Ltd T/A Cloud Eleven Accountants Palamos House 66-67 High St Lymington SO41 9AL
Independent Examiner	Tee accounts T/A On the Spot Tax Rosehill House St Austell Cornwall PL26 7BA

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

TRUSTEES REPORT (INCLUDING DIRECTORS REPORT)
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their report and financial statements for the year ended 31 March 2024.

Objectives and activities

Forest Forge Theatre Company's charitable objective is to produce and tour theatre productions and to provide a comprehensive participatory programme, to advance education or to encourage involvement in the arts.

Forest Forge's mission is:
Forest Forge uses theatre to find the extraordinary in the ordinary. Based in the New Forest, our work across touring productions, participation and artist development helps make and build connections between people, sparks joy and encourages personal shifts in perspective and experience.

The company achieves its charitable objectives and lives up to its mission by delivering three strands of work:

- Touring Theatre

Forest Forge creates flexible theatre productions that can be enjoyed in a range of venues from village halls to studio theatres, non-theatre spaces and outdoors. All touring productions celebrate the tradition of oral storytelling and engage audiences regardless of their background or experience.

- Participation

Forest Forge's successful participation programme (previously Creative Learning) allows people living within the New Forest the opportunity to take part in theatre making activities. Working with people of all ages, backgrounds and levels of experience, the programme shares and celebrates Forest Forge's ethos and practice.

- Artist Development

Forest Forge's Artist Development programmes exist to develop and support the future of theatre making in the New Forest.

Forest Forge delivers its mission and charitable objectives through the delivery of a Business Plan that has been developed by the trustees, leadership team and with careful consideration to the Charity Commission's general guidance on public benefit.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Review of the Year: 2023-24

23-24 was a time of significant change for the charity, and saw a move of premises, the development of a new business plan and a change in leadership, led by the need to build financial sustainability.

Despite these changes we continued to successfully deliver a programme of events and activities for the benefit of the New Forest community.

- Touring Theatre

In 23-24 Forest Forge developed and toured The Adventures of Robin Hood, a co-production with Bumblefly Theatre and Mischievous Theatre. This Christmas production toured to 22 venues, including 20 rural village halls and 2 schools. It reached an audience of over 1320 people.

Whilst based in Endeavour Park, the old premises, Forest Forge also provided a venue for other professional productions including a performance of Georgia and the Iceberg by Dorset born Theatre, and six events as part of the New Forest Comedy Festival. Forest Forge also managed two additional performances of the New Forest Comedy Festival at 2 rural locations.

- Participation

Our participation programmes continued to be a key focus and ran throughout the year in Ringwood and across the New Forest. All our participatory work is based on our inclusive, ensemble theatre approach where every participant is equally valued, shares collective ownership and where the success of the whole is prioritised over the success of the individual. It is underpinned by our heartfelt, playful approach, informed and underpinned by a commitment to telling stories and celebrating the New Forest. The programme included:

- Forest Forge Youth Theatre

In 23-24, we engaged 64 children and young people in 30 weekly youth theatre sessions. These sessions focus on ensemble theatre and use our artistic ethos, to enhance and enrich the lives of participants. Feedback from sessions included:

"My son has also started at Forest Forge recently and I've certainly seen a difference in his behaviour. He seems more grounded and self assured, less stressed and anxious. He is also a bit more willing to try new things now."

"My daughter is bubbly and full of fun after sessions at Forest Forge and enthusiastic about the people in her group and the activities she does in way rarely seen about school."

Within the year, Youth Theatre Groups 3 and 4 delivered a performance of The Wolves of Willoughby Chase, featuring 19 performers.

- Waterside Drama

Waterside Drama includes two weekly drama sessions at the British Legion in Fawley and are targeted to those living on lower incomes and with a particular focus on engaging the settled traveller community in the district. Sessions are delivered for free thanks to funding from Children in Need.

- Act Your Age

Act Your Age is our weekly drama sessions for adults age 55+. In 23-24 we held 30 sessions and engaged 15 individuals. Feedback from the group included:

"I always leave the sessions smiling."

"It raises my spirits".

- Game

Game is a weekly session for adults, offering the opportunity to engage in joyful, active drama games. Within the year we held 30 sessions and achieved a footprint of 210 participants.

- Branching Out

In May 23 we launched Branding Out, a new weekly drama session for adults with learning difficulties, in partnership with Blue Apple Theatre. The initial project was delivered thanks to funding from Hampshire County Council Local Solutions Fund. We delivered 30 sessions over the year to 11 participants. Feedback has included:

"It is really developing my daughter's confidence and imagination as well as expressive skills and opportunity to really feel part of something that matters."

The group has been so successful we have added it to our core programme of activities from Autumn 2024.

- Schools and Education

Throughout 23-24 we continued to deliver a full and varied programme in New Forest schools and educational establishments. Over the year we delivered 58 sessions including:

- 10 sessions for Arts Week at Ringwood School.
- After School Clubs at Ringwood Junior School, Weston Downland Primary School and the New Forest Small School, engaging 50 pupils.
- Applied Theatre sessions at Arts University Bournemouth.

- Community

In 23-24 we delivered 16 community participatory sessions including:

- Workshops as part of the HAF programme at St Barbes Museum.
- Workshops at the New Forest Show.
- A programme of workshops at the Sheiling School for Adults with learning disabilities.
- We also provided entertainment as part of the Ringwood Carnival.

- Artist Development

In 23-24 we continued to support local artists and theatre makers in the New Forest by

- Facilitating and supporting our Young Company, a group of emerging theatre makers aged 18 – 25. Throughout the year we provided weekly sessions for the group to work together to develop their own artistic practice.
- Within the year, three companies that we supported via mentoring and dramaturgical support moved forwards with their projects. These included Stories in the Dust, which has received Arts Council England funding for a national tour and Tales for an Unruly Audience which has subsequently performed at four UK festivals.

Throughout the year, Forest Forge continued to work in partnership and advocate for cultural activity across the New Forest, working closely with Folio and Culture in Common.

Structure, Staffing and Financial Resilience

At the start of the year the Trustees were aware that financial losses in recent years, in part due the Covid pandemic, were placing the organisation in an unsustainable position.

In order to secure the charity for the future and to protect the benefit we provide to the public, the trustees took the difficult decision to restructure the organisation and sell the charity's base in Endeavour Park to release funds. As part of this process the CEO / Creative Producer was made redundant in July and the building was sold in October 2023, with the company renting the space for a few months. In January 2024, Forest Forge moved to a new leased premises in Duck Island Lane, Ringwood, with the technical equipment, workshop and costumes being placed in storage.

In November 2023, Forest Forge engaged creative consultant Sophie Fullerlove to support the management of the organisation during the transition period and to support the trustees and management team to develop a new three-year business plan focusing on growth and resilience. By the end of the financial year the new plan was in place and accepted by the trustees, with a new management structure led by two Co-Artistic Directors Lucy Phillips and Jo Billingham. Sophie Fullerlove will continue to support the organisation until the end of March 2025. Funds released from the building sale were used to pay off outstanding debts and

designated by the trustees to support future plans and the ongoing resilience of the organisation.

Public Benefit

Forest Forge undertakes all its work for the public benefit.

The Touring Theatre strand of work sees the charity create and tour theatre to rural venues, enabling people to see professional theatre in a local venue at subsidised ticket prices. This enriches the lives of people living in the New Forest, Hampshire, Dorset and Wiltshire. It provides accessible performances, foster knowledge, education and recreation, to those who may not otherwise be able to access theatre due to barriers including geography, transport, finances, background or neurodiversity. By touring theatre to village halls and rural venues the charitable company also brings isolated communities together and encourages community cohesion.

The Participation Programme provides transformative experiences for people at every age of life. By taking part in drama and theatre workshops, members of the public benefit from improved health and wellbeing, new friendships and a reduction in loneliness, and enhanced confidence and social skills. All sessions are developed to be as accessible to everyone, with prices kept at around 50% of the price of commercial operators in the region.

Our Artist Development strand supports the education and development of emerging theatre makers in the New Forest. It also helps add value to established artists. This strand of work increases the availability of theatre and theatre-making opportunities in the New Forest and surrounding region and supporting the creative ecology in the region. This enables the public to benefit from arts and cultural activity and its benefits now and in the future.

The Trustees of the Forest Forge Theatre Company are aware of their responsibilities in ensuring the charities aims are for the public benefit and follow the guidance published by the Charity Commission.

Governance Structure

Forest Forge Theatre Company is a charitable company limited by guarantee, incorporated on 30th January 1984 and registered as a charity with the Charity Commission. The charitable company was established under a Memorandum of Association which details the objects and powers of the charitable company and is governedunder its Articles of Association. In the event of the charity being wound up, the members are required to contribute an amount not exceeding one pound. Although dated, the Memorandum of Association has been deemed fit for purpose by the Independent Theatre Council.

Financial Review

The year has seen a significant change in the financial position of the organisation, with the sale of the former leasehold premises for £711,826 in October 2023. The sale enabled the organisation to pay off outstanding debts and to build a sustainable future. The income from the sale was offset by the removal of the building as an asset from the balance sheet, resulting in a profit on the disposal of the asset of £440,425 This, combined with the unrestricted income from donations and legacies, charitable activities, trading and investment income, resulted in total unrestricted income of £328,301 (£52,543 in 22-23). Unrestricted expenditure in the year was £196,351 (£146,201 in 22-23).

Restricted income for the year was £40,724 with £31,696 of restricted expenditure in the year. The majority of the remaining restricted funds, related to a grant from Arts Council England towards the Elevate project, which was carried forward for delivery in 2024-25.

In 23-24, the total income for the charity was £369,025 with expenditure of £228,047. This resulted in a surplus of £140,978 which has been designated by the trustees for the future security of the charity. It was a requirement of the original funding for the building that the money released on the sale of the building be used to further the charitable objectives. The trustees have taken due note of this in the reserves policy and the decisions relating to designation of funds.

The sale of the leasehold building has resulted in a reduction of fixed assets on the balance sheet, from £456,459 in 22-23 to £19,197 in 23-24. Net assets of the charity now sit at £516,873, with unrestricted funds of £488,904. The funds have been designated by the trustees, including in line with Charity Commission guidelines. £240,000 has also been invested in high-interest, non-accessible investments, providing a new income stream and further supporting the long-term sustainability of the company.

Reserves Policy

The Trustees of Forest Forge Theatre Company aim to maintain reserves to support the delivery of the charity's objectives and work and to minimise risk to the organisation.

In October 2023 the charity sold its company base in Ringwood and, after all costs and the 2023-24 deficit, had unrestricted reserves totalling £488,904.

To protect the charity and plan for the future the Trustees agreed on a new reserves policy which is reviewed annually.

The charity has unrestricted reserves of £488,905. The Trustees have invested £240,000 in low-risk investment, providing a rate of return at currently not less than 4% and providing an important new revenue stream. To achieve the level of return required these funds are not accessible without incurring a penalty.

The unrestricted funds are carefully designated for the future security of the company.

Winding Up Costs
To meet our obligations as a responsible charity, the Board of Trustees has agreed to set the reserve requirement to cover 6 months of total operational costs which will cover any temporary cashflow shortfalls; for example, if the charity is awaiting a grant instalment, or in the worst-case scenario to cover the costs associated with the charity having to wind down. The reserve amount is reviewed annually by the trustees. The trustees believe this level of reserves will provide short term funding stability and allow time to secure alternative sources of income, in the event of a significant drop in income. At 31 March 2024, the charity has set aside an operational reserve of £50,000.

At the end of the reporting period 6 months of operational costs are equivalent to £62, 138 and therefore in the case of additional funds being required the trustees will revisit the designated funds to cover any shortfall. 100% of this fund is included in the high interest investments.

New Building Investment
Following the sale of the leasehold property, £178,000 has been designated by the trustees for investment in a future new building. 100% of this fund is included in the high interest investments.

Strategic Delivery Fund (Planned Deficit Fund)
After the challenges of Covid, the cost-of-living crisis and recent changes to the staffing structure of the organisation, the Trustees have allocated £180,000 of the reserves to support planned budget deficits 2024-25 and 2025-2026 as the charity builds back to a sustainable delivery and financial model. A portion of this fund is included in the high interest investments.

Maintenance, facilities, and capital replacement fund
Forest Forge has set aside £30,000 for new equipment and the ongoing maintenance and support of the company van. This fund is managed in conjunction with the capital replacement plan which is updated annually by the Trustees.

Special Projects
£20,000 is set aside for special projects that the Trustees agree will advance the artistic policy of the company, help to achieve its mission, public benefits and support the company financially. Proposals for use of this fund can be made by the staff team to the Trustees at quarterly meetings.

Youth Theatre Bursary Fund
Forest Forge Theatre holds £5,000 of ringfenced funds to support youth theatre members via a bursary scheme. This fund may be supplemented by grants and public donations.

Visual Identity and Website Refresh
In order to deliver the new business plan and put the organisation in the best place to serve its beneficiaries the company requires a refresh of its visual identity and website.

The trustees have set aside no more than £20,000 for this work, which will be completed in 24-25.

There are a total of £5,905 of free reserves.

At the end of each financial year, any surplus will be designated by the Trustees across the funds described in accordance with the need of the charity at that time, informed by the business plan, capital replacement plan and charity risk register.

Future Plans

Forest Forge's priority in the short term is to embed its new business plan and structure to begin to turn around the financial position and reputation of the company. Key activities will include:

- Delivering new programmes of touring theatre including Suitcase Stories, mini-flexible touring theatre productions in 23-24.
- Expanding the participatory programme, including the development of Wordsmiths, in partnership with Culture in Common, and driving increased engagement across all workshops.
- New relationships with schools, including the delivery of the GCSE drama programme at the New Forest Small School, an Advance Theatre course at Ringwood School and a new drama club at Burley Primary School.
- Refreshing the Forest Forge brand and launching a new website which raises the profile of the organisation and supports increased income generation.
- The rent of a new technical unit for the storage and making of sets, props and costumes, to allow us to care for, use and hire the assets we own.
- The development of new fundraising and income generation plans, including applying for Theatre Tax Relief for eligible productions.
- Improved financial reporting and systems to ensure appropriate management of finances.
- A new approach to advocacy and communications, with a focus on raising the profile of the organization among regional decision makers and stakeholders.
- The transition to a new board of trustees, with three recruited in the first 6 months of 2024-15 and further recruitment planned.
- The recruitment of a new Company Manager to lead on the administration and financial management of the organisation.

Trustees

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms. N Ratcliffe Wilson	
Dr. M Bentinck (Chair)	
Mr. J Hartley-Binns	(Resigned 27 February 2024)
Ms. G Gould	
Ms. M Purdie	(Resigned 1 October 2023)
Mr. M Wilson	(Appointed 25 April 2024)
Ms. V Briggs	(Appointed 10 July 2024)
Ms. L Smith-Head	(Appointed 10 July 2024)

In 2024 the Trustees have undertaken a Skills Audit, the results of which have been mapped against the needs of the organisation. Three of the current trustees, including the Chair, have indicated their intention to resign in March 2025 and a recruitment plan is in place to appoint new trustees, with a transition period in place. There is a particular focus on appointing a trustee with professional financial experience.

All Trustees are proposed, seconded, and appointed by the Board and hold Office for three years before re-election. All Trustees are required to sign confirmation of their ability and willingness to act in line with The Charity Commission's guidance The Essential Trustee (CC3) and The Good Governance Code.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Statement of Trustees' responsibilities

The Trustees, who are also the directors of Forest Forge Theatre Company for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees' report was approved by the Board of Trustees.

Dr M Bentinck Marinde Bentinck
Chair
Dated: 5-12-2024

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

ACCOUNTANT'S REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Report to the Trustees on the preparation of the unaudited statutory financial statements of FOREST FORGE THEATRE COMPANY In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of the company which include, the profit and loss accounts , the balance sheet and the related notes from the company' accounting records of FOREST FORGE THEATRE COMPANY for the year ended 31 March 2024 as set out on pages 16 - 18 from the Company's accounting records and from information and explanations you have given us.

As a practising member of the Association of Chartered Certified Accountants, we are subject to its ethical and other professional requirements which are detailed at https://www.accaglobal.com/uk/en/about-us/regulation/rulebook.html

This report is made solely to the charity trustees of FOREST FORGE THEATRE COMPANY, as a body, in accordance with the terms of our engagement letter dated 24 April 2024. Our work has been undertaken solely to prepare for your approval the accounts of FOREST FORGE THEATRE COMPANY and state those matters that we have agreed to state to the Trustees of FOREST FORGE THEATRE COMPANY as a body in this report in accordance with the requirements of the Association of Chartered Certified Accountants as detailed at: https://www.accaglobal.com/content/dam/ACCA_Global/Technical/fact/tf-163-jan-24.pdf

To the fullest extent permitted by law, we do not accept or resume responsibility to anyone other than FOREST FORGE THEATRE and its Board of Trustees as a body for our work for this report.

It is your duty to ensure that FOREST FORGE THEATRE COMPANY has kept adequate accounting records, and to prepare statutory accounts that give a true and fair view of the assets, liabilities, financial position and surplus or deficit of FOREST FORGE THEATRE COMPANY. You consider that FOREST FORGE THEATRE COMPANY is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the accounts of FOREST FORGE THEATRE. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory accounts.

Janice Willis FCCA
Cloud Eleven Accountants - Trading name of Eleve11 Consulting Ltd
Date 23.10.24

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Independent examiner's report to the trustees of Forest Forge Theatre Company ("the Company")

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

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 ICAEW (FCA), 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, in accordance with the 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.

Teresa Rogers BFP FCA
Director
21 November 2024

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

(Including Income and Expenditure Account)

Statement of Financial Activities

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and endowments From:				
Donations and legacies	3	15,863	40,724	56,587
Charitable activities	4	37,508		37,508
Other trading activities	5	150		150
Investment income	6	39		39
Other income	7	274,741		274,741
Total Income		328,301	40,724	369,025
Expenditure on:				
Raising funds	8	12,999		12,999
Charitable Activities	9	183,352	31,696	215,048
Total Expenditure:		196,351	31,696	228,047
Net income		131,950	9,028	140,978
Transfers between funds				
Net movement in funds				
Reconciliation of funds				
Total funds brought forward		**369,955**	**18,939**	**375,894**
Total funds carried forward	20	**488,905**	**27,967**	**516,872**

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

Prior year	Note	2023 Unrestricted funds £	2023 Restricted funds £	Total 2023 £
Income and Endowments From:				
Donations and legacies	3	2,037	20,499	22,536
Charitable activities	4	46,340	-	46,340
Other trading activities	5	-	-	-
Investment income	6	106	-	106
Other income	7	4,060	-	4,060
Total Income		52,543	20,499	73,042
Expenditure on:				
Raising funds	8	11,013	-	11,013
Charitable Activities	9	135,188	7,457	142,645
Total Expenditure:		146,201	7,457	153,658
Net income				
Transfers between funds				
Net movement in funds		**(93,658)**	**13,042**	**(80,616)**
Reconciliation of funds				
Total funds brought forward		**450,613**	**5,897**	**456,510**
Total funds carried forward	**20**	**356,955**	**18,939**	**375,894**

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

BALANCE SHEET

AS AT 31 March 2024

Balance Sheet

	Note	£	2024 £	£	2023 £
FIXED ASSETS					
Tangible assets	14		19,197		456,459
			19,197		456,459
CURRENT ASSETS					
Debtors	15	10,129		6,207	
Cash at bank and in hand		504,498		6,332	
		514,627		12,539	
CREDITORS: amounts falling due within one year	16	(16,952)		(58,433)	
NET CURRENT (LIABILITIES)/ ASSETS			497,675		(45,894)
Total assets less current liabilities			516,872		410,565
Creditors: amounts falling due after more than one year	17		-		(34,671)
NET ASSETS			516,872		375,894
Funds of the Charity:					
Restricted income funds			27,967		18,939
Designated funds			483,000		
Unrestricted funds			5,905		356,955
TOTAL FUNDS	20		516,872		375,894

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

BALANCE SHEET (continued)

AS AT 31 March 2024

The charitable company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

The Trustees acknowledge their responsibilities for ensuring that the charitable company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 26 November 2024.

Dr M Bentinck (Chair)
Trustee

Registered Number: 01787316
Charity Registration Number: 289644

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting Policies

Charity information
Forest Forge Theatre Company is a private charitable company limited by guarantee incorporated in England and Wales. The Registered Office is First Floor, Pintail House, Duck Island Lane, Ringwood, Hampshire, BH24 3AA.

1.1 Accounting convention
The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern
At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. As stated in the Trustees' Report, in order to provide sufficient cashflow for the foreseeable future the Trustees elected to sell its property. The free cash reserves resulting from this will provide financial security for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes. Designated funds are unrestricted funds which have been earmarked for a particular purpose, within the objects of the charitable company by the Trustees. Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.
Income from grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

1.5 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probably that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular heading they have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.
Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Asset Class	Depreciation method and rate
Leasehold land and buildings	Straight line over 150 years
Fixtures and fittings	20% on reducing balance basis
Computers	33% on straight line basis
Motor vehicles	20% on reducing balance basis
Leasehold Improvements	16.67% straight line basis

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/ (expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The annual depreciation charge is considered with reference to the estimated useful economic lives and residual value of the assets. The useful economic lives and residual values are re-assessed annually.

Income recognition is considered with reference to the service level agreement, grant agreement or other supporting documentation, to ensure cut off is correctly stated at the point of entitlement.

Allocation of costs are considered and allocated accordingly between direct, support within the relevant category.
There were no other key sources of estimation uncertainty or judgements.

3. Donations and Grants

	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
Donations	10,863	1,125	11,988	2,037
Grants	5,000	39,599	44,599	20,499
Others				
	15,863	40,724	56,587	22,536

4. Charitable activities

	Charitable activities 2024 £	Charitable activities 2023 £
Production	6,808	2,578
Creative Learning	30,699	43,762
	37,507	46,340

5. Other trading activities

	Unrestricted funds	Total 2024	Total 2023
	£	£	£
Friends Scheme	150	150	-

6. Investments

	Unrestricted funds	Total 2024	Total 2023
	£	£	£
Interest receivable and similar income			
Interest receivable	39	39	106

7. Other income

	Unrestricted funds	Total 2024	Total 2023
	£	£	£
Rental and hire income	1630	1630	4,060
Sundry Income	255	255	
Other income	272,856	272,856	4,060
	274,741	**274,741**	**4,060**

8. Raising Funds

	Unrestricted funds General	Restricted Funds	Total 2024	Total 2023
	£	£	£	£
Expenditure on raising funds				
Sundries	612	-	612	550
Marketing	-	-	-	-
Other fundraising costs	-	-	-	-
Staff costs	12,387	-	12,387	10,463
	12,999	-	12,999	11,013

9. Charitable Activities

Description	Creative Learning 2024 £	Production 2024 £	Other Costs 2024 £	Total 2024 £	Total 2023 £
Staff costs	50,375	12,388		62,763	53,509
Production costs	13,230	-		13,230	7,986
Freelance fees	13,972	-		13,972	8,093
Marketing	512	512		1,024	634
Insurance	1,118	1,118		2,236	2,380
Rates and water	4,611	4,611		9,222	5,826
Postage and stationery	430	431		861	262
Telephone	2,062	2,063		4,125	1,418
Computer costs	3,682	3,682		7,364	2,718
Maintenance costs	5,528	5,528		11,056	5,458
Motor and travel	3,781	4,095		7,876	566
Subscriptions	236	235		471	168
Sundries	459	459		918	866
Educational support	-	-	(150)	(150)	1,705
Total	**99,996**	**35,122**	**(150)**	**134,968**	**91,589**
Share of support costs (see note 10)	12,944	8,857	12,263	34,064	42,763
Share of governance costs (see note 10)			46,016	46,016	8,293
	112,940	**43,979**	**58,129**	**215,048**	**142,645**
Analysis by fund					
Unrestricted funds	81,244	43,979	58,129	183,352	135,188
Restricted funds	31,696			31,696	7,457
	112,940	**43,979**	**58,129**	**215,048**	**142,645**

10. Support costs

Basis of allocation	Support Costs £	Governance Costs £	Total 2024 £	Total 2023 £
Staff costs	7,432		7,432	6,379
Depreciation	3,334		3,334	8,925
Freelance fees	1,552		1,552	892
Marketing	1,024		1,024	635
Insurance	2,236		2,236	2,381
Maintenance and computer costs	12,852		12,852	10,419
Educational support	(450)		(450)	5,115
Support costs heading 8	1,000		1000	3,584
Sundries	3,568		3,568	3,323
Bank charges	1,515		1,515	1,110
Legal and professional		46,016	46,016	8,293
	34,063	**46,016**	**80,079**	**51,056**
Analysed between Charitable activities	**34,063**	**46,016**	**80,079**	**51,056**

Governance costs includes independent examinations fees of £660 and accountancy costs of £1,939 (2023 - £2,671).

11. Net movement in funds

Net movement in funds is stated after charging/ (crediting):

	Total 2024 £	Total 2023 £
Depreciation of owned tangible fixed assets	3,334	8,926

12. Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

13. Employees

Number of employees

The average monthly number of employees during the year was:	2024	2023
	4	4

Employment costs

	2024	2023
Wages and salaries	75,800	69,180
Social security costs	5,509	1,100
Other pension costs	1,094	71
	82,403	**70,351**

There were no employees whose annual remuneration was £60,000 or more.

14. Tangible Fixed Assets

	Leasehold land & buildings	Leasehold improve-ments	Fixtures & Fittings	Motor Vehicles	Computer Equipment	Total
	£	£	£	£	£	£
COST						
At beginning of year	528,157		105,174	3,350	36,567	**673,248**
Disposals	(528,157)					**(528,157)**
Additions		5,361	759		377	**6,497**
At end of year	-	**5,361**	**105,933**	**3,350**	**36,944**	**151,588**
DEPRECIATION						
At beginning of year	87,732		90,512	1,978	36,567	**216,789**
Disposals	(87,732)					**(87,732)**
Charge for the year		59	2,983	274	18	**3,334**
At end of year	-	**59**	**93,495**	**2,252**	**36,585**	**132,391**
NET BOOK VALUES						
As at 31 March 2024	-	**5,302**	12,438	1,098	359	**19,197**
As at 31 March 2023	440,425		14,662	-	1,372	**456,459**

15. Debtors

Amounts falling due within one year:	2024	2023
	£	£
Trade debtors	4,488	360
Other debtors		250
Prepayments and accrued income	5,641	5,597
	10,129	6,207

16. Creditors: amounts falling due within one year

	Notes	2024	2023
		£	£
Bank loans	18	-	5,404
Other borrowings	18	2,000	14,000
Other taxation and social security		2,099	7,667
Trade creditors		8,118	18,321
Other creditors		264	6,967
Accruals and deferred income		4,471	6,074
		16,952	58,433

17. Creditors: amounts falling due after more than one year

	Notes	2024	2023
		£	£
Bank loans	18		34,671
			34,671

18. Loans and overdrafts

	2024	2023
	£	£
Bank loans		40,075
Director's Loans	2,000	14,000
	2,000	54,075
Payable within one year		19,404
Payable after one year		34,671
Amounts included above which fall due after five years:		
Payable by instalments		23,093

Bank loans incurred interest at 2.50% per annum, fixed for the duration of the loan.

The loan was fully repaid during the year.

19. Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £1,094 (2023 - £71).

20. Restricted Funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2023	Incoming resources	Resources expended	Balance at 31 March 2024
	£	£	£	£
Restricted Funds				
Children In Need 2023	8,939	-	(8,939)	-
Hampshire County Council	-	4,750	(930)	3,820
Arts Council England	-	14,850	(5)	14,845
Children in Need 2024	-	9,999	(697)	9,302
New Forest District Council	10,000	10,000	(20,000)	-
Artists developments donations	-	1,125	(1,125)	-
Total Funds	18,939	40,724	(31,696)	27,967

The Children in Need Grants, relate to monies received to aid in the provision of drama workshops and group theatre work for children and young people from settled gypsy and traveller communities.

New Forest District Council Grants were received towards capital works, core funds and general building costs and has been fully spent in the year.

Hampshire County Council Grant related to funding towards a new programme of drama workshops for adults with learning disabilities.

Arts Council England Grant relates to Elevate work experience.

FOREST FORGE THEATRE COMPANY

(A company limited by guarantee without share capital)

	Balance at 1 April 2023	Transfers in	Transfers out	Balance at 31 March 2024
	£	£	£	£
Designated and Unrestricted Funds				
Forest Forge Emergency reserves		50,000	-	50,000
Strategic delivery fund		180,000		180,000
		30,000		30,000
Maintenance, facilities, and capital replacement fund				
Special projects		20,000		20,000
Youth Theatre Bursary fund		5,000		5,000
Visual identity and website refresh		20,000		20,000
New building fund		178,000		178,000
Unrestricted funds				
Unrestricted funds	356,955	131,950	(483,000)	5,905
Total Funds	356,955	614,950	(483,000)	488,905

21. Analysis of net assets between funds

Funds balances at 31 March 2024 are represented by:	2024 £	2024 £	Total 2024 £	Total 2023 £
Tangible assets	**19,197**		19,197	456,459
Current assets/(liabilities)	**469,708**	27,967	497,675	(45,894)
Long term Liabilities				(34,671)
Total net assets	**488,905**	**27,967**	516,872	375,894

22. Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024	2023
	£	£
Within one year	**17,950**	-
Greater than one year	83,767	

23. Related party transactions

Remuneration of key management personnel
The remuneration of key management personnel is as follows.

	2024	2023
	£	£
Aggregate compensation	**75,800**	67,260

During the year, the trustees provided short term loans to the charity totalling £2,000. The loan was repaid in full in April 2024. The loan previously provided by Trustees of £14,000 was repaid during the year.

FOREST FORGE THEATRE COMPANY

England & Wales - Charity number 289644

Accounts

Charity Registration No. 289644

Company Registration No. 01787316 (England and Wales)

FOREST FORGE THEATRE COMPANY

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

tc accounts · tax · legal · financial planning

10 Bridge Street
Christchurch
Dorset
BH23 1EF

FOREST FORGE THEATRE COMPANY

CONTENTS

	Page
Company information	1
Trustees' report	2 - 10
Independent examiner's report	11
Statement of financial activities	12
Balance sheet	13 - 14
Notes to the financial statements	15 - 27

FOREST FORGE THEATRE COMPANY

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms N Ratcliffe Wilson Dr M Whitehead Mr J Hartley-Binns Ms G Gould
Charity number	289644
Company number	01787316
Principal address	The Theatre Centre Endeavour Park Crow Arch Lane Ringwood Hampshire BH24 1SF
Registered office	The Theatre Centre Endeavour Park Crow Arch Lane Ringwood Hampshire BH24 1SF
Independent examiner	TC Group 10 Bridge Street Christchurch Dorset BH23 1EF

The Trustees present their report and financial statements for the year ended 31 March 2023.

Objectives and activities

The Charitable objectives of Forest Forge Theatre Company -to promote, maintain and encourage the Arts, particularly in rural and under-represented communities-contributes to community cohesion, inclusion and wellbeing; whilst provision of a comprehensive and participatory creative learning programme offers education and the development of transferable skills.

In line with the charitable objectives Forest Forge Theatre Company presents, provides, manages, and produces the following, either on the charity's premises or elsewhere, to advance education or to encourage involvement in arts:

Plays, Dramas, Comedies, Operas and musical pieces, Puppet shows, Ballets, Entertainments, Exhibitions, Lectures and seminars

The Charitable Company achieves its objective by focusing on the delivery of professional theatre and participatory work for rural audiences and by working with a broad range of other audiences.

The Creative Learning work focuses on education and encouragement of the arts to a varied audience, including young people, old people, ethnic minority groups and those with disabilities.

The work undertaken benefits these groups in many ways, helping individuals develop self-confidence, presentation, and social skills.

Achievements and performance

Significant Activities

The Charitable Company has continued work in the community, developing its standing as a Cultural Hub and expanding the Creative Learning Programme. Despite the continuing shadow of Covid which reduced the numbers attending in all groups, the team had created new ways to engage through postal and online offerings which contributed to the welfare of our participants as well as expanding our reach.

2022-23

Professional Shows

Christmas show: The Snow Queen created and performed in collaboration with Bumblefly and Mischievous Theatre toured 25 performances to village halls and schools. Including a new free performance venue at Blackfield which was supported by New Forest District Council in order target an audience in an area of high economic deprivation. An audience development survey was undertaken during the tour which informs our work on our rural touring strategy.

Forest Forge Youth Theatre

The Youth Theatre took part in weekly sessions throughout the year and presented two shows. The youth theatre members, aged between 7 and 18, were divided into 5 age appropriate groups.

- Brainstorm by Company 3 and Forest Forge: Performed by 12-16 year olds. 4 shows about brain development in teenagers (" what makes teenagers tick") The audience includes not only their friends and families but people who would never attend a theatre in any other capacity
- Raising the Roof by Sean Aita : Performed by 16-18 year olds. Celebrating 40 years of Forest Forge by restaging a show from 2003 about village hall life.

Young Company (artists development programme)

18–25-year-old young artists' bespoke training programme for each member, with training in facilitation, directing, stage management, events management as well as performance. It is a mixture of school leavers and university graduates.

- **Buckets** by Adam Barnard. Young Company presented this show about time and how we use/ misuse it.

Act Your Age sessions

Our weekly group for adults over 55. Ages ranging from 60 to 90 years old. During their weekly sessions they worked towards working alongside second year students from Arts University Bournemouth to create a small piece of work.

Game

Regular drop-in sessions for adults over 18 providing a fun and frantic space for physical activity and wellbeing. Ex youth theatre members and their parents are happy to drop in after work. Greatly appreciated as a de-stressor post work.

Be Creative

This was a pilot in collaboration with Coda Music Trust and hArt, for adults with a learning disability. The pilot then developed into our regular class Branching Out in collaboration with blue Apple Theatre (Winchester based theatre providing acting, dancing, singing and film performance opportunities for adults and young people with a learning disability)

Waterside Drama Club

Continuation of our successful drama classes for 7-14 year olds in the Waterside area of The New Forest held at Blackfield. This group targets settled travellers, pupil premium and families on a low income . Funded by Children in Need.

Holiday workshops

April 2022 and Summer and Christmas workshops 2022 at St Barbes Museum Lymington; these workshops were mainly used by Ukrainian refugee children. Fun drama with a mix of family sessions and some workshops just for children.

February Half term 2023 : drama workshops with a view to recruiting for youth theatre. Low prices to encourage access for low income families.

Babigloo music classes for babies working with an associate artist

The Stables Family Home Trust 6 week project for adults with a learning disability on Midsummers Nights Dream

Education

After School Drama Clubs

New Forest Small School. Ringwood Junior School. Western Downlands Primary School

Projects

The Sheiling School: Working with 14-18 year old young people with a learning disability

Mountbatten Advanced Theatre workshops

On going project with Arts University Bournemouth (AUB) including a lecture and joint working with Act Your Age and undergraduates

The Stable School 6 week programme for children with additional and behavioural needs

Workshops

We continue to offer bespoke workshops to a variety of schools currently Horndean technology college, and Priestlands school, and we are able to offer two placements for two young people on annual work experience.

Community

Mama Mia

Training the cast, crew, and creatives from the international cast of Mama Mia (Mayflower Theatre Southampton) on neurodivergent awareness and consulting on their visual story.

Group 64 mentoring session

Using experience to support emerging young professionals

Stories from the dust

Gave direction and dramaturgical support to a new piece of work by Anna Harriot and Iona Johnson.

One to One

Performance skills sessions . Mentoring a local emerging performer and comedian (10 sessions)

Folio Futures

Supporting undergraduates in presentation skills

Community Work

Forest Forge took a **key role in Folio New Forest**. Folio is made up of arts and heritage organisations in the New Forest ; hArt, Coda Music, Hanger Farm (Minstead Trust), Forest Arts Centre, Spudworks, New Forest Heritage Centre, St Barbe's Museum.

The Company hosted an all-day Arts Council Funding Workshop at the Theatre Centre.

The Company has built a working relationship **with Culture in Common** (the Arts Council **Creative People and Places Project**) particularly in planning and programming the New Forest Comedy festival for June 2023. The Company are active members of Go New Forest and the New Forest Business Partnership.

Events and Venue Hire

The Company has hosted a wide range of emerging and professional creatives through a variety of hires , research and development programmes ,and public performances. These include Fiona Salisbury (circus artist) Alien Jefferson (International theatre Company) Will Downland and George Attwill local theatre makers, Michelle O'Brien, Brownsey Open Asir Theatre (King Lear) babigloo, Half Moon Theatre Company (International Theatre Company) , The Attic, Dorset Born(emerging local Theatre Company) and developing an ongoing relationship with associate artists The Improvised Play Company.

Staffing

The day to day running of the organisation was managed by the CEO/Creative director (Sharon Lawless) supported by the Creative Learning Director (Lucy Phillips).

The company continues to employ freelance part time staff: an Education officer, a Finance Officer and on p.a.y.e are a part time Marketing Officer and a Building Supervisor. In addition, creative freelancers are employed for workshops, projects and productions.

Public Benefit

Forest Forge undertakes all its work for the public benefit.

The production of theatre in rural venues enables people to see professional theatre in a local venue at subsidised ticket prices. This not only has the benefit of contributing to the quality of life for the people of Hampshire and surrounding region, but also provides exciting, challenging and accessible performances, which in turn fosters knowledge, education and recreation. By touring theatre to village halls and rural venues the charitable company also brings isolated communities together and encourages community cohesion.

The Trustees of the Forest Forge Theatre Company are aware of their responsibilities in ensuring the charities aims are for the public benefit and follow the guidance published by the Charity Commission in this regard.

Volunteers

The volunteer Ambassador scheme works very well. The Ambassadors welcome audiences, collect data and sell programmes. The charity ensures all volunteers undertake DBS checks when required, before undertaking any duties with young people and vulnerable adults for the charity.

Financial review

The financial position of the company has become precarious over this past financial year due to insufficient income generated and funding applications submitted. Consequently, the Board have had to make some hard decisions regarding the way forward. The Company owns the lease of the Theatre Centre with 124 years still to run, but the theatre centre itself is a large building, costly to heat and to run and is no longer appropriate to the needs of the Company.

Every option was considered, including taking out a mortgage, (The Charity Bank were approached, visited The Theatre Centre and gave us their advice). Also selling the building lease and renting it back, selling the building lease and relocating the Company within the area (a more central position in the town) sub letting the building and relocating, renting part of the building and staying in the rest, selling the workshop and staying in the rest.

All these options were seriously considered and pursued but at the December Board meeting 2022 the Board decided that in order to support the charitable aims of The Company , and to remain solvent and a going concern, that the lease of the company should be offered up for sale. The terms of the lease are that the landlord has to be offered the lease in the first instance, if the Board disagreed with the price offered then it could be put onto the open market. The Board had three valuations of the lease and around £800k was the average figure.

The landlord offered the company £700k and in consequence the theatre centre was put onto the open market through Hellier Langston . The Theatre centre was valued for sale of the lease for charitable purposes at £810k. The company has instructed lawyers to help us navigate through the sale of the building and the building was marketed from 29/3/2023 at £865k

Financial position

The charity made a loss of £80,616 for the financial year 2022-2023. As a result of the financial challenges. Forest Forge has undertaken a restructure to actively tackle the issues the charity faces. This will be completed in 23/24.

The Company owns the building with a lease on the land of 150 years from 1st January 1997. the building was valued in 2023 at £795k, £810k, £875k , and the lease which has 124 years to run was offered for sale at £875k in April 2023

Principal funding sources

- Creative learning workshops £19,003.00
- Youth theatre fees £16,162.30
- Charitable trusts £10,499.00
- NFDC grant £10,000
- Box office £9,165.40
- Rental and hire income £4,060
- Act Your Age fees £2,577.50
- The Company took out a Bounce Back Loan of £49,000 in July 2020. Currently the loan stands at £40,000. A 6-month repayment holiday was taken in March 2023.

Risk management

A review of the major risks to which the charity is exposed has been conducted by the Trustees, and in the past year assessed through frequent meetings of the Board, and subcommittees, in person and on line via Teams.

Financial sustainability is the major financial risk due to withdrawal of the Arts Council regular funding and the pressure on Local Council finances; this has led to the decision to reduce the outgoings of the company by selling the lease of the building and using this cash injection to restructure the company.

At the same time the work of Creative Learning and development of the Companies Outreach programmes continues.

Procedures are also in place to ensure consideration of other risks such as the Health and Safety of staff, artists and audience, & management of performing rights. Updating of the Team on safeguarding is ongoing particularly with reference to the mental health of the young people with whom we work.

Future plans 2023-2024

The Charity aims to:

Continue to be a dynamic ensemble theatre company for the region, creating interesting, thoughtful theatre.

Maintain and grow regular in-house participation offer – including partnerships with blueApple and Artful Scribe.

Further develop the current relationship with AUB (Arts University Bournemouth).

Maintain and grow developmental support for emerging artists through its Associate Artist scheme.

Maintain and grow education workshops and projects through new partnerships such as ZoieLogic.

Continue to deliver drama sessions in community settings and for the settled traveller, young people on the Waterside of the New Forest supported by Children in Need funding.

To work in partnership with Culture in Common as they focus on Ringwood town for 2024

Develop 3 year rural touring strategy for the company and in consultation with Folio and NFDC

Structure, governance and management
Governing document

The organisation is a charitable company limited by guarantee, incorporated on 30th January 1984 and registered as a charity with the Charity Commission. The charitable company was established under a Memorandum of Association which details the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the charity being wound up, the members are required to contribute an amount not exceeding one pound.

Independent Theatre Council deemed the documents, although old fashioned, fit for purpose.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms N Ratcliffe Wilson	
Ms B Smith	(Resigned 1 April 2023)
Dr M Whitehead	
Mr J Hartley-Binns	
Ms G Gould	
Ms M Purdie	(Resigned 1 October 2023)

Recruitment and appointment of new trustees;

All Trustees are proposed, seconded, and appointed by the Board and hold Office for three years before their re-election. A voting procedure takes place before re-election. To simplify procedures all trustees are now re-elected annually at the AGM.

Organisational structure

The Charity is managed by the Board of Directors, who meet on a quarterly basis and when required. The board consider themselves to be the charity's key management personnel with the CEO and Creative Learning Director.

There are currently five Trustees on the Board, plus a representative from New Forest District Council

Mr James Hartley-Binns (Chair)

Dr Miranda Whitehead (Vice Chair)

Mrs Nicola Ratcliffe Wilson

Mrs Gill Gould

NFDC rep Cllr Mrs Christine Ward

The Chair of the Board (Mr James Hartley-Binns) regularly attends meetings on behalf of the charitable company, went not available he is supported by Dr Miranda Whitehead (Vice Chair) and other members of the Board. Trustees and staff are kept updated via regular meetings. The Chair keeps himself informed by social media, telephone calls, and face to face meetings with the CEO.

Statement of Trustees' responsibilities

The Trustees, who are also the directors of Forest Forge Theatre Company for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees' report was approved by the Board of Trustees.

.....

Mr J Hartley-Binns

Trustee

Dated: .....

FOREST FORGE THEATRE COMPANY

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF FOREST FORGE THEATRE COMPANY

I report to the Trustees on my examination of the financial statements of Forest Forge Theatre Company (the charity) for the year ended 31 March 2023.

Responsibilities and basis of report

As the Trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity 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 the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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 that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements 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 financial statements 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 financial statements to be reached.

Dean Pullen FCCA
TC Group

10 Bridge Street
Christchurch
Dorset
BH23 1EF

Dated: .....

FOREST FORGE THEATRE COMPANY

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Income and endowments from:					
Donations and grants	**3**	2,037	20,499	22,536	131,244
Charitable activities	**4**	46,340	-	46,340	33,398
Other trading activities	**5**	-	-	-	230
Investments	**6**	106	-	106	12
Other income	**7**	4,060	-	4,060	450
Total income		52,543	20,499	73,042	165,334
Expenditure on:					
Raising funds	**8**	11,013	-	11,013	16,934
Charitable activities	**9**	135,188	7,457	142,645	163,884
Total resources expended		146,201	7,457	153,658	180,818
Net (expenditure)/income for the year/ Net movement in funds		(93,658)	13,042	(80,616)	(15,484)
Fund balances at 1 April 2022		450,613	5,897	456,510	471,995
Fund balances at 31 March 2023		356,955	18,939	375,894	456,511

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

FOREST FORGE THEATRE COMPANY

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	**14**		456,459		465,384
Current assets					
Debtors	**15**	6,207		14,001	
Cash at bank and in hand		6,332		37,329	
		12,539		51,330	
Creditors: amounts falling due within one year	**16**	(58,433)		(20,570)	
Net current (liabilities)/assets			(45,894)		30,760
Total assets less current liabilities			410,565		496,144
Creditors: amounts falling due after more than one year	**17**		(34,671)		(39,633)
Net assets			375,894		456,511
Income funds					
Restricted funds	**20**		18,939		5,897
Unrestricted funds			356,955		450,614
			375,894		456,511

The charitable company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023.

The Trustees acknowledge their responsibilities for ensuring that the charitable company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 21/12/23

.....

Mrs Hartley-Binns

Trustee

Company Registration No. 01787316

1 Accounting policies

Charity information

Forest Forge Theatre Company is a private charitable company limited by guarantee incorporated in England and Wales. The registered office is The Theatre Centre, Endeavour Park, Crow Arch Lane, Ringwood, Hampshire, BH24 1SF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. As stated in the Trustees' Report, in order to provide sufficient cashflow for the foreseeable future the Trustees elected to sell it's property after the balance sheet date. The free cash reserves resulting from this will provide financial security for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds which have been earmarked for a particular purpose, within the objects of the charitable company by the Trustees.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

1 Accounting policies **(Continued)**

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

1.5 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probably that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category, Where costs cannot be directly attributed to particular heading they have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	Straight line over 150 years
Fixtures and fittings	20% on reducing balance basis
Computers	33% on cost
Motor vehicles	20% on reducing balance basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

1 Accounting policies (Continued)

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The annual depreciation charge is considered with reference to the estimated useful economic lives and residual value of the assets. The useful economic lives and residual values are re-assessed annually.

Income recognition is considered with reference to the service level agreement, grant agreement or other supporting documentation, to ensure cut off is correctly stated at the point of entitlement.

Allocation of costs are considered and allocated accordingly between direct, support within the relevant category.

There were no other key sources of estimation uncertainty or judgements.

3 Donations and grants

	Unrestricted funds	Restricted funds	Total	Total
	2023	2023	2023	2022
	£	£	£	£
Donations	2,037	-	2,037	1,093
Grants	-	20,499	20,499	127,828
Other	-	-	-	2,323
	2,037	20,499	22,536	131,244
For the year ended 31 March 2022	92,245	38,999		131,244

4 Charitable activities

	Charitable activities 2023	Charitable activites 2022
	£	£
Production	2,578	2,831
Creative Learning	43,762	30,567
	46,340	33,398

5 Other trading activities

	Unrestricted funds	Total
	2023	2022
	£	£
Friends scheme	-	230

6 Investments

	Unrestricted funds	Total
	2023	2022
	£	£
Interest receivable	106	12

7 Other income

	Unrestricted funds	Total
	2023	2022
	£	£
Rental and hire income	4,060	450

8 Raising funds

	Unrestricted funds	Restricted funds	Total	Total
	2023	**2023**	**2023**	2022
	£	**£**	**£**	£
Expenditure on raising funds				
Sundries	550	-	550	1,525
Marketing	-	-	-	1,671
Other fundraising costs	-	-	-	1,728
Staff costs	10,463	-	10,463	12,010
Expenditure on raising funds	11,013	-	11,013	16,934
	11,013	-	11,013	16,934
For the year ended 31 March 2022				
Fundraising and publicity	16,772	162		16,934

9 Charitable activities

	Creative learning 2023	Production 2023	Other costs 2023	Total 2023	Total 2022
	£	£	£	£	£
Staff costs	42,837	10,672	-	53,509	61,254
Production costs	7,986	-	-	7,986	9,036
Freelance fees	8,093	-	-	8,093	8,964
Marketing	317	317	-	634	774
Insurance	1,190	1,190	-	2,380	2,808
Rates and water	2,913	2,913	-	5,826	3,030
Postage and stationery	131	131	-	262	586
Telephone	709	709	-	1,418	1,306
Computer costs	1,359	1,359	-	2,718	3,004
Maintenance costs	2,729	2,729	-	5,458	6,320
Motor and travel	272	294	-	566	622
Subscriptions	84	84	-	168	468
Sundries	433	433	-	866	1,458
Educational support	-	-	1,705	1,705	2,655
	69,053	20,831	1,705	91,589	102,285
Share of support costs (see note 10)	16,212	11,313	15,238	42,763	52,439
Share of governance costs (see note 10)	-	-	8,293	8,293	9,160
	85,265	32,144	25,236	142,645	163,884
Analysis by fund					
Unrestricted funds	77,808	32,144	25,236	135,188	153,934
Restricted funds	7,457	-	-	7,457	9,950
	85,265	32,144	25,236	142,645	163,884
For the year ended 31 March 2022					
Unrestricted funds	85,664	33,244	35,026		153,934
Restricted funds	8,143	725	1,082		9,950
	93,807	33,969	36,108		163,884

10 Support costs

	Support costs	Governance costs	2023	2022
	£	£	£	£
Staff costs	6,380	-	6,379	6,805
Depreciation	8,925	-	8,925	9,928
Freelance fees	892	-	892	985
Marketing	635	-	635	5,790
Insurance	2,381	-	2,381	2,808
Maintenance and computer costs	10,419	-	10,419	9,324
Educational support	5,115	-	5,115	7,966
Support costs heading 8	3,584	-	3,584	3,030
Sundries	3,323	-	3,323	4,923
Bank charges	1,110	-	1,110	880
Legal and professional	-	8,293	8,293	9,160
	42,763	8,293	51,056	61,599
Analysed between				
Charitable activities	42,763	8,293	51,056	61,599

Governance costs includes independent examinations fees of £2,671 (2022- £2,520).

11 Net movement in funds

	2023	2022
	£	£
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	8,926	9,928

12 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
	4	4

Employment costs	**2023**	**2022**
	£	**£**
Wages and salaries	69,180	74,497
Social security costs	1,100	2,640
Other pension costs	71	2,932
	70,351	80,069

There were no employees whose annual remuneration was £60,000 or more.

14 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2022	528,157	105,174	36,567	3,350	673,248
At 31 March 2023	528,157	105,174	36,567	3,350	673,248
Depreciation and impairment					
At 1 April 2022	84,211	86,846	35,171	1,635	207,863
Depreciation charged in the year	3,521	3,666	1,396	343	8,926
At 31 March 2023	87,732	90,512	36,567	1,978	216,789
Carrying amount					
At 31 March 2023	440,425	14,662	-	1,372	456,459
At 31 March 2022	443,946	18,328	1,395	1,715	465,384

15 Debtors

	2023	2022
Amounts falling due within one year:	**£**	**£**
Trade debtors	360	10,119
Other debtors	250	-
Prepayments and accrued income	5,597	3,882
	6,207	14,001

16 Creditors: amounts falling due within one year

	Notes	2023	2022
		£	**£**
Bank loans	**18**	5,404	5,398
Other borrowings		14,000	-
Other taxation and social security		7,667	3,796
Trade creditors		18,321	6,142
Other creditors		6,967	1,786
Accruals and deferred income		6,074	3,448
		58,433	20,570

17 Creditors: amounts falling due after more than one year

	Notes	2023	2022
		£	**£**
Bank loans	**18**	34,671	39,633

18 Loans and overdrafts

	2023	2022
	£	£
Bank loans	40,075	45,031
Directors' loans	14,000	-
	54,075	45,031
Payable within one year	19,404	5,398
Payable after one year	34,671	39,633
Amounts included above which fall due after five years:		
Payable by instalments	23,093	23,393

Bank loans incur interest at 2.50% per annum, fixed for the duration of the loan.

19 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £71 (2022 - £2,932).

20 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds		
	Balance at 1 April 2022	Incoming resources	Resources expended	Balance at 31 March 2023
	£	£	£	£
Children In Need 2022	5,897	-	(5,897)	-
Children In Need 2023	-	10,499	(1,560)	8,939
New Forest District Council	-	10,000	-	10,000
	-			-
	5,897	20,499	(7,457)	18,939

The Children In Need grants, relate to monies received to aid in the provision of drama workshops and group theatre work for children and young people from settled gypsy and traveller communities.

New Forest District Council grants were received towards capital works, core funds and general building costs and has been fully spent in the year.

21 Analysis of net assets between funds

	2023	2023	Total 2023	Total 2022
	£	£	£	£
Fund balances at 31 March 2023 are represented by:				
Tangible assets	456,459	-	456,459	465,384
Current assets/(liabilities)	(45,894)	-	(45,894)	30,760
Long term liabilities	(34,671)	-	(34,671)	(39,633)
	375,894	-	375,894	456,511

22 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023	2022
	£	£
Within one year	-	1,272

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023	2022
	£	£
Aggregate compensation	67,260	68,240

During the year the trustees provided a short term loan to the charity totalling £14,000. The loan was repaid in full in November 2023.

FOREST FORGE THEATRE COMPANY

England & Wales - Charity number 289644

Accounts

Charity Registration No. 289644

Company Registration No. 01787316 (England and Wales)

FOREST FORGE THEATRE COMPANY

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

tc accounts · tax · legal · financial planning

10 Bridge Street
Christchurch
Dorset
BH23 1EF

FOREST FORGE THEATRE COMPANY

CONTENTS

	Page
Company information	1
Trustees' report	2 - 6
Independent examiner's report	7
Statement of financial activities	8
Balance sheet	9 - 10
Notes to the financial statements	11 - 22

FOREST FORGE THEATRE COMPANY

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms N Ratcliffe Wilson Ms B Smith Dr M Whitehead Mr J Hartley-Binns Ms G Gould Ms M Purdie
Charity number	289644
Company number	01787316
Principal address	The Theatre Centre Endeavour Park Crow Arch Lane Ringwood Hampshire BH24 1SF
Registered office	The Theatre Centre Endeavour Park Crow Arch Lane Ringwood Hampshire BH24 1SF
Independent examiner	TC Group 10 Bridge Street Christchurch Dorset BH23 1EF

The Trustees present their report and financial statements for the year ended 31 March 2022.

Objectives and activities

In line with the charitable objectives Forest Forge Theatre Company presents, provides, manages, and produces the following, either on the charity's premises or elsewhere, to advance education or to encourage involvement in arts:

- Plays
- Dramas
- Comedies
- Operas and musical pieces
- Puppet shows
- Ballets
- Entertainments
- Exhibitions
- Lectures and seminars

The charitable company achieves its objective by focusing on the delivery of professional theatre and participatory work for rural audiences, and by working with a broad range of other audiences.

The creative learning work focuses on education and encouragement of arts to a varied audience, including young people, old people, ethnic minority groups and those with disabilities. The work undertaken benefits these groups in many ways, helping individuals develop self-confidence, as well as presentational and social skills.

The Trustees of the Forest Forge Theatre Company are aware of their responsibilities in ensuring the charities aims are for the public benefit and follow the guidance published by the Charity Commission in this regard.

Achievements and performance

Significant Activities

The charitable company has continued work in the community, developing its standing as a 'Cultural Hub' and expanding the Creative Learning Programme.

2020-21

Professional Shows

Forest Forge co-produced and toured Jack and the Beanstalk with Bumblefly Theatre which toured December 21– January 22.

David Lane who was commissioned from January 2020 onwards, to write the Fawley Power Station play led a community reading of the treatment in July 2022 The Half Moon Theatre performed Crowded at Forest Forge The Improvised Show Company performed bi-monthly.

Forest Forge Youth Theatre

In July 2021 the Youth Theatre performed JOY an outdoor production in partnership with Forestry England the first show since Covid restrictions.
In March 22 the Youth Theatre performed Brainstorm
Training sessions were run for The Young Company to become young theatre makers.

Act Your Age
Act Your Age sessions took place back in person. The Postal Project was completed for isolated elderly and was highly successful.

Other Activities
The company ran writers' courses with David Lane. The Chat Room was set up to support well-being of the Youth Theatre members. The improvised Company became resident as an associate artist.

Education
Weekly drama sessions were run at The Small School and Ringwood Juniors and were delivered in Priestlands and Horndean schools. Holiday workshops were delivered for young people throughout the year.

Community
Hidden Identities, the young, settled traveller children drama workshops, continued online within the Waterside. This is funded by a further Children In Need grant awarded for three years (21-24). Workshops were delivered in the Stable Family Home Trust.

The building
Capital building improvements continued with the installation of new windows throughout funded by NFD and completion of the refurbishment of the green room and offices and created a new studio space.

Community Work
Forest Forge took a key role in Folio New Forest (made up of arts and heritage organisations; hArt, Coda Music, Hanger Farm (Minstead Trust), Forest Arts Centre, Spudworks, New Forest Heritage Centre, St Barbe's Museum). Folio New Forest worked with NFDC and Energise Me to submit an application for funding worth £4million to the Arts Council's Creative People and Places fund. This was successful.

The company are active members of Go New Forest and the New Forest Business Partnership.

Staffing
The day to day running of the organisation was managed by the CEO/ Creative Director (Sharon Lawless) supported by the Creative Learning Director (Lucy Phillips).

The company continues to employ freelance part time staff: an Education officer, a Finance Officer and on payroll a part-time a Business Administrator and a Building Supervisor. In addition, creative freelancers are employed for workshops, projects, and productions.

Public Benefit
Forest Forge undertakes all its work for the public benefit.

The production of theatre in rural venues enables people to see professional theatre in a local venue at subsidised ticket prices. This not only has the benefit of contributing to the quality of life for the people of Hampshire and surrounding region, but also provides exciting, challenging and accessible performances, which in turn fosters knowledge, education and recreation. By touring theatre and delivering creative learning participation projects to rural venues the charitable company also brings isolated communities together and encourages community cohesion.

Volunteers
The Volunteer Ambassador scheme works very well, they welcome audiences, collect data and sell programmes. The charity ensures all volunteers undergo DBS checks when required, before undertaking any duties with young people and vulnerable adults for the charity.

Financial review

Financial position

The charity made a loss of £15,484 for the financial year (2021: profit of £21,172).

The company owns the building with a lease on the land of 125 years to run of a 150-year lease that started on 1st January 1997. The building was valued at between £675,000 and £775,000.

Principal funding sources

- New Forest District Council (NFDC) core grant: £10,000
- NFDC capital grant: £19,000
- Arts Council Cultural Recovery Fund: £55,000
- Hampshire County Council: £10,000
- Ringwood Town Council: £1,500
- Children In Need: £9,999
- NFDC rates COVID grants: £12,000
- NFDC Councillor grant: £150
- New Forest Omicron COVID grant: £4,000

Reserve's policy

The Trustees have examined the charity's requirements for reserves in the light of the main risks to the organisation. A reserve of £30,000 after removing fixed assets is the aim of the Board.

As instructed by the Board, the CEO, ably supported by other members of the Forest Forge team, is in the process of creating an Income Generation Strategy. This plan, underpinned by the Creative Learning Strategy, is primarily aimed at two essential outputs; firstly, driving income which can support the day-to-day running of the business; secondly, rebuilding our reserves. In tandem with this approach, the Board is also exploring the option of a mortgage on the premises owned by the company (Endeavour Park, Crow Arch Lane Unit 9-10, Ringwood) to provide the company with sufficient time to properly enact and see the benefit from the income generation policy whilst simultaneously building our reserves to a reasonable limit.

Risk management

A review of the major risks to which the charity is exposed has been conducted by the Trustees. Where appropriate systems or procedures have been established to mitigate the risks that the charity faces. Financial sustainability is the major financial risk, and this has led to the development of a Strategic Plan which will allow for the diversification of funding and activities.

Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are also in place to ensure consideration of other risks such as the Health and Safety of staff, artists and audience, management of performing rights (ITC).

Future plans 2021-22
The charity aims to:

- Continue to be a vibrant self- producing company for the region and vital to the communities it serves.
- Continue to develop as a cultural hub to support other arts organisations to perform there and support emerging artists through its Associate Artist Scheme.
- Continue to develop an artistic relationship with one national theatre and a local theatre company to produce a co-production, develop a strategy to expand Act Your Age.
- Further develop the relationship with AUB (Arts University Bournemouth).
- Launch a new playwriting strand for local writers.
- Further develop school holiday workshops and expand the youth theatre.
- Carry out capital improvements to the theatre building.
- Continue to deliver drama sessions in community settings and for the settled traveller young people on the Waterside of the New Forest supported by Children in Need funding

Structure, governance and management
Governing document
The organisation is a charitable company limited by guarantee, incorporated on 30th January 1984 and registered as a charity with the Charity Commission. The charitable company was established under a Memorandum of Association which details the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the charity being wound up, the members are required to contribute an amount not exceeding one pound.

The Memorandum of Association and Articles of Association were reviewed in 2015-2016. The Independent Theatre Council deemed them fit for purpose.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:
Ms N Ratcliffe Wilson
Ms B Smith
Dr M Whitehead
Mr J Hartley-Binns
Ms G Gould
Ms M Purdie

Recruitment and appointment of new trustees
All Trustees are proposed, seconded, and appointed by the Board and hold Office for three years before their re-election. A voting procedure takes place to confirm re-election.

Organisational structure

The Charity is managed by the Board of Directors, who meet on a quarterly basis and when required. The Board consider themselves to be the charity's key management personnel with the CEO and Creative Learning Director.

There are currently six Trustees on the Board, plus a representative, New Forest District Council. Mr James Hartley-Binns (15/6/2019, Dr Miranda Whitehead (18/6/2006 re elected 1/12/2020), Mrs Brenda Smith (9/6/2015 re-elected), Mrs Nicola Wilson (re elected 1/12/20), Gill Gould joined the Board 1/12/2020, Megan Purdie Joined the Board 1/12/2020.
NFDC representative Cllr Mrs Christine Ward (12/12 2017).

The Chair of the Board (James Hartley-Binns) regularly attends meetings on behalf of the charitable company. Trustees and staff are kept updated via regular meetings. The Chair keeps himself informed by social media, and regular telephone calls and/or face-to-face meetings with the CEO.

The Company has a pool of experienced freelance arts workers and former members of the company.

Decision making

The day to day running of the organisation is managed by the CEO/ Creative Producer, supported by the Creative Learning Director and Finance Officer.

The Trustees' report was approved by the Board of Trustees.

Mr J Hartley-Binns
Trustee
Dated: 30 January 2023

FOREST FORGE THEATRE COMPANY

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF FOREST FORGE THEATRE COMPANY

I report to the Trustees on my examination of the financial statements of Forest Forge Theatre Company (the charity) for the year ended 31 March 2022.

Responsibilities and basis of report

As the Trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity 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 the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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 that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements 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 financial statements 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 financial statements to be reached.

TC Group

Lucy Filer FCA
TC Group

10 Bridge Street
Christchurch
Dorset
BH23 1EF

Dated: 31 January 2023

FOREST FORGE THEATRE COMPANY

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Income and endowments from:					
Donations and grants	**3**	92,245	38,999	131,244	151,028
Charitable activities	**4**	33,398	-	33,398	13,334
Other trading activities	**5**	230	-	230	615
Investments	**6**	12	-	12	23
Other income	**7**	450	-	450	1,000
Total income		126,335	38,999	165,334	166,000
Expenditure on:					
Raising funds	**8**	16,772	162	16,934	13,789
Charitable activities	**9**	153,934	9,950	163,884	131,039
Total resources expended		170,706	10,112	180,818	144,828
Net (outgoing)/incoming resources before transfers		(44,371)	28,887	(15,484)	21,172
Gross transfers between funds		33,356	(33,356)	-	-
Net (expenditure)/income for the year/ Net movement in funds		(11,015)	(4,469)	(15,484)	21,172
Fund balances at 1 April 2021		461,629	10,366	471,995	450,823
Fund balances at 31 March 2022		450,614	5,897	456,511	471,995

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

FOREST FORGE THEATRE COMPANY

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	**14**		465,384		456,466
Current assets					
Debtors	**15**	14,001		1,088	
Cash at bank and in hand		37,329		80,928	
		51,330		82,016	
Creditors: amounts falling due within one year	**16**	(20,570)		(21,117)	
Net current assets			30,760		60,899
Total assets less current liabilities			496,144		517,365
Creditors: amounts falling due after more than one year	**17**		(39,633)		(45,370)
Net assets			456,511		471,995
Income funds					
Restricted funds	**20**		5,897		10,366
Unrestricted funds			450,614		461,629
			456,511		471,995

The charitable company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022.

The Trustees acknowledge their responsibilities for ensuring that the charitable company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 30 January 2023

Mr J Hartley-Binns
Trustee

Company Registration No. 01787316

1 Accounting policies

Charity information

Forest Forge Theatre Company is a private charitable company limited by guarantee incorporated in England and Wales. The registered office is The Theatre Centre, Endeavour Park, Crow Arch Lane, Ringwood, Hampshire, BH24 1SF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

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

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds which have been earmarked for a particular purpose, within the objects of the charitable company by the Trustees.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

1 Accounting policies **(Continued)**

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

1.5 Resources expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probably that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category, Where costs cannot be directly attributed to particular heading they have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	Straight line over 150 years
Fixtures and fittings	20% on reducing balance basis
Computers	33% on cost
Motor vehicles	20% on reducing balance basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

1 Accounting policies **(Continued)**

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The annual depreciation charge is considered with reference to the estimated useful economic lives and residual value of the assets. The useful economic lives and residual values are re-assessed annually.

Income recognition is considered with reference to the service level agreement, grant agreement or other supporting documentation, to ensure cut off is correctly stated at the point of entitlement.

Allocation of costs are considered and allocated accordingly between direct, support within the relevant category.

There were no other key sources of estimation uncertainty or judgements.

3 Donations and grants

	Unrestricted funds	Restricted funds	Total	Total
	2022	**2022**	**2022**	2021
	£	**£**	**£**	£
Donations	1,093	-	1,093	6,017
Grants	88,829	38,999	127,828	145,011
Other	2,323	-	2,323	-
	92,245	38,999	131,244	151,028
For the year ended 31 March 2021	141,032	9,996		151,028

4 Charitable activities

	Charitable activities 2022	Charitable activites 2021
	£	£
Production	2,831	1,637
Creative Learning	30,567	11,697
	33,398	13,334

5 Other trading activities

	Unrestricted funds	Total
	2022	2021
	£	£
Sponsorships	-	500
Friends scheme	230	115
Other trading activities	230	615

6 Investments

	Unrestricted funds	Total
	2022	2021
	£	£
Interest receivable	12	23

7 Other income

	Unrestricted funds	Total
	2022	2021
	£	£
Rental and hire income	450	1,000

8 Raising funds

	Unrestricted funds	Restricted funds	Total	Total
	2022	**2022**	**2022**	2021
	£	**£**	**£**	£
Expenditure on raising funds				
Sundries	1,525	-	1,525	1,640
Marketing	1,671	-	1,671	1,663
Other fundraising costs	1,728	-	1,728	-
Staff costs	11,848	162	12,010	10,056
Expenditure on raising funds	16,772	162	16,934	13,359
Other				
Other trading activities	-	-	-	430
	16,772	162	16,934	13,789
For the year ended 31 March 2021				
Fundraising and publicity	13,359	-		13,359
Trading costs	430	-		430
	13,789	-		13,789

9 Charitable activities

	Creative learning 2022	Production 2022	Other costs 2022	Total 2022	Total 2021
	£	£	£	£	£
Staff costs	49,002	12,252	-	61,254	51,285
Production costs	9,036	-	-	9,036	4,805
Freelance fees	8,964	-	-	8,964	5,027
Marketing	387	387	-	774	-
Insurance	1,404	1,404	-	2,808	2,380
Rates and water	1,515	1,515	-	3,030	2,098
Postage and stationery	293	293	-	586	142
Telephone	653	653	-	1,306	480
Computer costs	1,502	1,502	-	3,004	1,818
Maintenance costs	3,160	3,160	-	6,320	9,288
Motor and travel	311	311	-	622	286
Subscriptions	234	234	-	468	324
Sundries	739	719	-	1,458	293
Educational support	-	-	2,655	2,655	1,800
	77,200	22,430	2,655	102,285	80,026
Share of support costs (see note 10)	16,607	11,539	24,293	52,439	41,815
Share of governance costs (see note 10)	-	-	9,160	9,160	9,198
	93,807	33,969	36,108	163,884	131,039
Analysis by fund					
Unrestricted funds	85,664	33,244	35,026	153,934	125,585
Restricted funds	8,143	725	1,082	9,950	5,454
	93,807	33,969	36,108	163,884	131,039
For the year ended 31 March 2021					
Unrestricted funds	66,568	29,716	29,301		125,585
Restricted funds	5,454	-	-		5,454
	72,022	29,716	29,301		131,039

10 Support costs

	Support costs	Governance costs	2022	2021
	£	£	£	£
Staff costs	6,805	-	6,805	5,699
Depreciation	9,928	-	9,928	7,590
Freelance fees	985	-	985	372
Production costs	-	-	-	98
Marketing	5,790	-	5,790	5,223
Insurance	2,808	-	2,808	2,381
Maintenance and computer costs	9,324	-	9,324	11,106
Educational support	7,966	-	7,966	5,400
Support costs heading 8	3,030	-	3,030	2,097
Sundries	4,923	-	4,923	968
Bank charges	880	-	880	881
Legal and professional	-	9,160	9,160	9,198
	52,439	9,160	61,599	51,013
Analysed between				
Charitable activities	52,439	9,160	61,599	51,013

Governance costs includes independent examinations fees due to the auditors of £2,520 (2021- £2,400).

11 Net movement in funds

	2022	2021
	£	£
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	9,928	7,590

12 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
	4	4

Employment costs	2022 £	2021 £
Wages and salaries	74,497	64,079
Social security costs	2,640	1,361
Other pension costs	2,932	1,600
	80,069	67,040

There were no employees whose annual remuneration was £60,000 or more.

14 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2021	528,157	86,328	36,567	3,350	654,402
Additions	-	18,846	-	-	18,846
At 31 March 2022	528,157	105,174	36,567	3,350	673,248
Depreciation and impairment					
At 1 April 2021	80,690	82,264	33,776	1,206	197,936
Depreciation charged in the year	3,521	4,582	1,396	429	9,928
At 31 March 2022	84,211	86,846	35,172	1,635	207,864
Carrying amount					
At 31 March 2022	443,946	18,328	1,395	1,715	465,384
At 31 March 2021	447,467	4,064	2,791	2,144	456,466

15 Debtors

	2022	2021
Amounts falling due within one year:	**£**	**£**
Trade debtors	10,119	-
Prepayments and accrued income	3,882	1,088
	14,001	1,088

16 Creditors: amounts falling due within one year

	Notes	2022	2021
		£	**£**
Bank loans	**18**	5,398	3,630
Other taxation and social security		3,796	1,249
Trade creditors		6,142	6,392
Other creditors		1,786	396
Accruals and deferred income		3,448	9,450
		20,570	21,117

17 Creditors: amounts falling due after more than one year

	Notes	2022	2021
		£	**£**
Bank loans	**18**	39,633	45,370

18 Loans and overdrafts

	2022	2021
	£	**£**
Bank loans	45,031	49,000
Payable within one year	5,398	3,630
Payable after one year	39,633	45,370
Amounts included above which fall due after five years:		
Payable by instalments	23,393	23,593

18 Loans and overdrafts (Continued)

Bank loans incur interest at 2.50% per annum, fixed for the duration of the loan.

19 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £2,932 (2021 - £1,600).

20 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds			
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Children In Need 2021	10,366	-	(6,010)	(4,356)	-
Children In Need 2022	-	9,999	(4,102)	-	5,897
Hampshire County Council	-	10,000	-	(10,000)	-
New Forest District Council	-	19,000	-	(19,000)	-
	10,366	38,999	(10,112)	(33,356)	5,897

The Children In Need grants, relate to monies received to aid in the provision of drama workshops and group theatre work for children and young people from settled gypsy and traveller communities.

Hampshire County Council and New Forest District Council grants were received towards capital works, core funds and general building costs, both have been fully spent in the year.

21 Analysis of net assets between funds

	2022	2022	Total 2022	Total 2021
	£	£	£	£
Fund balances at 31 March 2022 are represented by:				
Tangible assets	465,384	-	465,384	456,466
Current assets/(liabilities)	24,863	5,897	30,760	60,899
Long term liabilities	(39,633)	-	(39,633)	(45,370)
	450,614	5,897	456,511	471,995

22 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022	2021
	£	£
Within one year	1,272	1,272
Between two and five years	-	1,272
	1,272	2,544

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022	2021
	£	£
Aggregate compensation	68,240	62,980

FOREST FORGE THEATRE COMPANY

England & Wales - Charity number 289644

Accounts

REGISTERED COMPANY NUMBER: 01787316 (England and Wales)
REGISTERED CHARITY NUMBER: 289644

CHARITY COMMISSION

Report of the Trustees and Unaudited Financial Statements for the Year Ended 31 March 2019 for

Forest Forge Theatre Company

Filer Knapper LLP
Chartered Accountants
10 Bridge Street
Christchurch
Dorset
BH23 1EF

Forest Forge Theatre Company

Contents of the Financial Statements
for the Year Ended 31 March 2019

	Page
Reference and Administrative Details	1
Report of the Trustees	2 to 6
Statement of Trustees Responsibilities	7
Independent Examiner's Report	8
Statement of Financial Activities	9
Statement of Financial Position	10 to 11
Notes to the Financial Statements	12 to 17

Forest Forge Theatre Company

Reference and Administrative Details
for the Year Ended 31 March 2019

Trustees	Dr M N Whitehead (Doctor) Mr J A Jones (Choreographer / Director) Ms N D Ratcliffe Wilson (Director) Ms S Robinson (Consultant) Ms B G Smith (Professional) Ms D S Edgington (Fundraiser) (resigned 6.2.2019) Mr J Binns (appointed 15.7.2019) Mr K Rose (appointed 1.11.2019)
Registered office	The Theatre Centre Endeavour Park Crow Arch Lane Ringwood Hampshire BH24 1SF
Registered company number	01787316 (England and Wales)
Registered charity number	289644
Independent examiner	Filer Knapper LLP Chartered Accountants 10 Bridge Street Christchurch Dorset BH23 1EF

Report of the Trustees
for the Year Ended 31 March 2019

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2019. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Objectives and activities

Objectives and aims

In line with the charitable objectives Forest Forge Theatre Company presents, provides, manages and produces the following, either on the charities premises or elsewhere, to advance education or to encourage involvement in arts:

Plays
Dramas
Comedies
Operas and musical pieces
Puppet shows
Ballets
Entertainments
Exhibitions
Lectures and seminars

The charitable company achieves its objective by focusing on the delivery of professional theatre and participatory work for rural audiences and by working with a broad range of other audiences.

The creative learning work focuses on education and encouragement of arts to a varied audience, including young people, old people, ethnic minority groups and those with disabilities.The work undertaken benefits these groups in many ways, helping individuals develop self-confidence, presentation and social skills.

Significant Activities

The charitable company has continued work in the community, developing its standing as a Cultural Hub and expanding the Creative Learning Programme.

2018 was the 21st anniversary of the company having its own building and a celebration event took place in September to mark this.

In 2018-19 a successful Arts Council bid enabled the company to produce a professional autumn tour to teenagers of a new play, "Hidden" by Vickie Donahue. The play was supported by The Spring, Havant; The Anvil, Basingstoke; House scheme at Farnham Maltings; and Portsmouth City Council.

The Christmas tour to rural venues, village halls and schools was Rumpelstilzkin, our third collaboration with Bumblefly Theatre.

The Youth Theatres performed Domino Effect by Finn Kennedy and Romeo and Juliet. The company worked with a new set designer Lizzie Watts on the shows.

Elevate, the annual Work Experience Project developed a show about politics and was funded by the Heritage Lottery Fund and the Zich Trust. The young people toured it to over 1,500 young people in schools across the New Forest.

The Half Moon Theatre (London) toured "Off the Grid", by David Lane to Forest Forge studio theatre. A play about young carers.

Associate Artists Company Tall Tree Theatre received an ACE grant to develop their second show called" Lily and the Albatross" which Forest Forge directed and toured to early years settings and venues across the South West.

In the community, Hidden Identities the young settled traveller children drama workshops continued on the waterside funded by a Children In Need grant awarded for three years (2018/19 - 20/21).

The drama work continued throughout the year at Salisbury Hospice.

Forest Forge delivered a project with Ringwood Juniors for the Ringwood Carnival making under the sea creatures.

The education work running one off drama workshops and projects were delivered in local schools.

Objectives and activities
Objectives and aims
Act Your Age, the drama group for over 55's, performed A Midsummer Night's Dream and engaged Knit and natter groups to knit the set.

Community Work
LLEP (Local Cultural Educational partnership), which is led by Hampshire Cultural Trust, focusses on wellbeing/ mental health for young people across Hampshire. Forest Forge was on the Steering Committee and the rep for the (New Forest) South West Region.

Folio was launched at the New Forest Show to replace Forest Arts Forum partnership (arts and heritage Partners: hArt, Coda Music, Hanger Farm (Minstead Trust), Forest Arts Centre, Spudworks, New Forest Heritage Centre, St Barbe's Museum)

Marketing
The company continued to employ a freelance Marketing Manager to implement the Marketing Strategy.

Staffing
The day to day running of the organisation was managed by the CEO/Creative director (Sharon Lawless) supported by the Creative Learning Director (Lucy Phillips) and a freelance Finance Officer (Sharon Toft).

There has been a gradual increase in part time staff stabilising the re- structure:

Jo Billingham continued for two days a week as Education and Participation Officer (freelance contract).

The Marketing Manager was working 2 days a week (Laura Bean) (freelance contract), a part time office administrator (Sam Doyle) was employed for 3 days a week and a building supervisor was employed on a part time basis (Colin Bull).

Nikki Cartlidge was brought in on 12 hours a week as Business Admin support, on a short term freelance contract from December 2018 to March 2019.

Public Benefit
Forest Forge undertakes all its work for the public benefit.

The production of theatre in rural venues enables people to see professional theatre in a local venue at subsidised ticket prices. This not only has the benefit of contributing to the quality of life for the people of Hampshire and surrounding region, but also provides exciting, challenging and accessible performances, which in turn fosters knowledge, education and recreation. By touring theatre to village halls and rural venues the charitable company also brings isolated communities together and encourages community cohesion.

The Trustees of the Forest Forge Theatre Company are aware of their responsibilities in ensuring the charities aims are for the public benefit and follow the guidance published by the Charity Commission in this regard.

Volunteers
The volunteer Ambassador scheme is working very well. They are welcoming audiences, collecting data and selling programmes. Young ambassadors were introduced for the youth theatre shows. The charity ensures all volunteers undertake DBS checks when required, before undertaking any duties with young people and vulnerable adults for the charity.

Financial review

Financial position

The charity incurred a loss of £37,649 for the financial year (2018 - £17,680). This was largely a result of increased staff and consultancy costs. The Trustees remain vigilant to the charity's expenditure and are hopeful of a return to a surplus position in the next financial year. Reserves still remain in line with that per the reserves policy.

Other

The company owns the building with a lease on the land of 128 years to run of a 150 years lease that started on 1st January 1997. D R Smith Properties Ltd own the land.

Principal funding sources

Hampshire County Council and New Forest District Council supported the charity with core grants £38,000 and £28,000 retrospectively.

Reserves policy

The Trustees have examined the charity's requirements for reserves in the light of the main risks to the organisation.
A reserve of £30,000 after removing fixed assets has been allocated, representative of three months of the organisations running costs.

Future plans

In 2019/20 the charity hopes to receive core funding from Hampshire County Council and New Forest District Council and seeks to build up the business model by increasing the charity's income from its core work.

The charity aims to:

Continue to develop as a cultural hub to support other arts organisations to perform there, hire space to the community groups and support emerging artists through its Associate Artist Scheme.

Develop an artistic relationship with one national theatre company, develop a strategy to expand Act Your Age and to formalise the Young Ambassador scheme.

Further develop the relationship with AUB (Arts University Bournemouth) and offer an Internship from the University of Southampton undergraduates' scheme.

Launch a new playwrighting strand for local writers and further develop school holiday workshops and expand the youth theatre with a weekly session for 4-7-year olds.

Fundraise for a much needed replacement touring van.

Continue to deliver drama sessions at the Hospice in Salisbury and for the settled traveller young people on the Waterside of the New Forest supported by Children In Need funding.

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 30th January 1984 and registered as a charity with the Charity Commission. The charitable company was established under a Memorandum of Association which details the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the charity being wound up, the members are required to contribute an amount not exceeding one pound.

The Memorandum of Association and Articles of Association were reviewed in 2015-2016. The Independent Theatre Council deemed them fit for purpose.

Recruitment and appointment of new trustees

All Trustees are proposed, seconded and appointed by the Board and hold Office for three years before their re-election. A voting procedure takes place before re-election.

Report of the Trustees
for the Year Ended 31 March 2019

Structure, governance and management
Organisational structure

The Charity is managed by the Board of Directors, who meet on a quarterly basis and when required. The board consider themselves to be the charity's key management personnel.

There are currently six Trustees on the Board, plus representatives from Hampshire County Council, New Forest District Council, and Ringwood Town Council.

The Chair of the Board (Dr Miranda Whitehead) regularly attends meetings on behalf of the charitable company. Trustees and staff are kept updated via regular meetings The Chair keeps herself informed by social media, telephone calls, and face to face meetings with the CEO.

Freelancers: The Company has a pool of experienced arts workers and former members of the company who are employed as necessary on a freelance basis.

The first meeting of the new financial year 2018-19 was held on 23rd April 2018 at the Bell Inn, Bramshaw where Neil Wilson a fundraising consultant led a Blue-Sky development session with the Board and staff. The aim was to:

1. Provide the foundation for an updated business plan for 2018 - 2021.
2. Support the creation of a funding case for support linked to business plan, and key priorities highlighted.
3. Build on previous Away days and discussions, and ensure a supportive, team based approach to the challenges and opportunities identified

Decision making

The day to day running of the organisation is managed by the CEO/ Creative Producer, supported by the Creative Learning Director as well as the freelance Finance Officer.

Risk management

A review of the major risks to which the charity is exposed has been conducted by the Trustees. Where appropriate systems or procedures have been established to mitigate the risks that the charity faces. Financial sustainability is the major financial risk due to withdrawal of the Arts Council regular funding in 2012 and the pressure on Local Council finances; this has led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are also in place to ensure consideration of other risks such as the Health and Safety of staff, artists and audience, management of performing rights (ITC)

Neil Wilson, a fundraising consultant completed a 9-month contract in December 2018 to assist the Company with forward financial planning and fund raising.

Approved by order of the board of trustees on 20-12-2019 and signed on its behalf by:

Miranda Whitehead

Dr M N Whitehead - Trustee

Forest Forge Theatre Company

Statement of Trustees Responsibilities for the Year Ended 31 March 2019

The trustees (who are also the directors of Forest Forge Theatre Company for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Examiner's Report to the Trustees of Forest Forge Theatre Company

Independent examiner's report to the trustees of Forest Forge Theatre Company ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2019.

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
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



Lucy Filer FCA
ICAEW
Filer Knapper LLP
Chartered Accountants
10 Bridge Street
Christchurch
Dorset
BH23 1EF

23 December 2019

Forest Forge Theatre Company

Statement of Financial Activities
for the Year Ended 31 March 2019

	Notes	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
Income and endowments from					
Donations and grants		**74,928**	**54,001**	**128,929**	114,369
Charitable activities					
Production		**22,244**	-	**22,244**	2,345
Creative Learning		**42,622**	-	**42,622**	28,930
Other trading activities	2	**260**	-	**260**	360
Investment income	3	**22**	-	**22**	508
Other income		**2,005**	-	**2,005**	4,592
Total		**142,081**	**54,001**	**196,082**	151,104
Expenditure on					
Raising funds					
Raising donations and legacies		**18,054**	**537**	**18,591**	17,323
		18,054	**537**	**18,591**	17,323
Charitable activities					
Production		**70,853**	**39,570**	**110,423**	74,991
Creative Learning		**46,527**	**13,894**	**60,421**	41,758
Other Running Costs		**44,296**	-	**44,296**	34,712
Total		**179,730**	**54,001**	**233,731**	168,784
Net income/(expenditure)		**(37,649)**	-	**(37,649)**	(17,680)
Reconciliation of funds					
Total funds brought forward		**529,307**	-	**529,307**	546,987
Total funds carried forward		**491,658**	-	**491,658**	529,307

The notes form part of these financial statements

Forest Forge Theatre Company

Statement of Financial Position
At 31 March 2019

	Notes	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
Fixed assets					
Tangible assets	9	**460,135**	-	**460,135**	462,655
Current assets					
Debtors	10	**10,782**	-	**10,782**	16,455
Cash at bank and in hand		**29,963**	**7,787**	**37,750**	67,894
		40,745	**7,787**	**48,532**	84,349
Creditors					
Amounts falling due within one year	11	**(9,222)**	**(7,787)**	**(17,009)**	(17,697)
Net current assets		**31,523**	-	**31,523**	66,652
Total assets less current liabilities		**491,658**	-	**491,658**	529,307
Net assets		**491,658**	-	**491,658**	529,307
Funds	12				
Unrestricted funds				**491,658**	529,307
Restricted funds				-	-
Total funds				**491,658**	529,307

The notes form part of these financial statements

continued...

Statement of Financial Position - continued
At 31 March 2019

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2019.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2019 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees on 20-12-2019 and were signed on its behalf by:

Dr M N Whitehead -Trustee

1. Accounting policies

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Where there is a project that straddles the account period end, due to the commitments made by the charity by that stage, it is considered that it is entitled to the income in the earlier accounting period and hence the income is recognised in full.

Revenue based grants received are credited to the Statement of Financial Activity in the financial year for which the production relates (when the charity becomes unconditionally entitled to the grant). Where restrictions are placed on the funds received, these are credited to the Statement of Financial Activities in the period in which they are received.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- Straight line over 150 years
Fixtures and fittings	- 20% on reducing balance
Motor vehicles	- 20% on reducing balance
Computer equipment	- 33% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

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

Restricted funds 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.

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

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1. Accounting policies - continued

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Going concern
The Trustees have considered the going concern status of the company in light of the current challenging economic environment and the loss of some of its core funding arrangements. The Trustees have concluded that in view of the continued support of local authorities and others, coupled with the level of its reserves that the company continues to be a going concern.

Debtors and creditors
Debtors and creditors due within one year with no stated interest rate are recorded at the transaction price and reviewed for impairment.

2. Other trading activities

	2019	2018
	£	£
Friends Scheme	260	360

3. Investment income

	2019	2018
	£	£
Deposit account interest	22	508

4. Support costs

	Management	Finance	Other	Governance costs	Totals
	£	£	£	£	£
Production	-	-	18,830	-	18,830
Creative Learning	-	-	13,790	-	13,790
Other Running Costs	647	78	23,813	16,713	41,251
	647	78	56,433	16,713	73,871

5. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2019	2018
	£	£
Depreciation - owned assets	5,884	5,041
Other operating leases	647	776
Independent Examiners fee	2,100	2,250

6. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2019 nor for the year ended 31 March 2018.

Trustees' expenses
There were no trustees' expenses paid for the year ended 31 March 2019 nor for the year ended 31 March 2018 .

7. Staff costs

The average monthly number of employees during the year was as follows:

	2019	2018
Staff	4	4

No employees received emoluments in excess of £60,000.

Key management remuneration for the year ended 31 March 2019 was £60,487.

8. Comparatives for the statement of financial activities

	Unrestricted funds £	Restricted funds £	Total funds £
Income and endowments from			
Donations and grants	**106,369**	**8,000**	114,369
Charitable activities			
Production	**2,345**	-	2,345
Creative Learning	**28,930**	-	28,930
Other trading activities	**360**	-	360
Investment income	**508**	-	508
Other income	**4,592**	-	4,592
Total	**143,104**	**8,000**	151,104
Expenditure on			
Raising funds	**17,323**	-	17,323
Charitable activities			
Production	**74,991**	-	74,991
Creative Learning	**29,243**	**12,515**	41,758
Other Running Costs	**34,712**	-	34,712
Total	**156,269**	**12,515**	168,784
Net income/(expenditure)	**(13,165)**	**(4,515)**	(17,680)
Reconciliation of funds			
Total funds brought forward	**542,472**	**4,515**	546,987
Total funds carried forward	**529,307**	-	529,307

8. **Comparatives for the statement of financial activities - continued**

	Unrestricted funds £	Restricted funds £	Total funds £

9. **Tangible fixed assets**

	Long leasehold £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
Cost					
At 1 April 2018	**528,157**	**82,764**	**38,904**	**29,016**	**678,841**
Additions	**-**	**-**	**-**	**3,364**	**3,364**
At 31 March 2019	**528,157**	**82,764**	**38,904**	**32,380**	**682,205**
Depreciation					
At 1 April 2018	**70,127**	**80,395**	**37,701**	**27,963**	**216,186**
Charge for year	**3,521**	**474**	**241**	**1,648**	**5,884**
At 31 March 2019	**73,648**	**80,869**	**37,942**	**29,611**	**222,070**
Net book value					
At 31 March 2019	**454,509**	**1,895**	**962**	**2,769**	**460,135**
At 31 March 2018	458,030	2,369	1,203	1,053	462,655

10. **Debtors: amounts falling due within one year**

	2019 £	2018 £
Trade debtors	**4,058**	11,689
Other debtors	**-**	765
Prepayments and accrued income	**6,724**	4,001
	10,782	16,455

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

	2019 £	2018 £
Trade creditors	**4,003**	1,571
Accruals and deferred income	**13,006**	16,126
	17,009	17,697

12. Movement in funds

	At 1/4/18 £	Net movement in funds £	At 31/3/19 £
Unrestricted funds			
General fund	529,307	(37,649)	491,658
TOTAL FUNDS	529,307	(37,649)	491,658

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	142,081	(179,730)	(37,649)
Restricted funds			
Children In Need	9,995	(9,995)	-
Zich Trust	2,500	(2,500)	-
Hampshire County Councillors Grants	1,500	(1,500)	-
Ringwood School	1,000	(1,000)	-
Heritage Lottery Fund	4,500	(4,500)	-
Arts Council	34,506	(34,506)	-
	54,001	(54,001)	-
TOTAL FUNDS	196,082	(233,731)	(37,649)

Comparatives for movement in funds

	At 1/4/17 £	Net movement in funds £	Transfers between funds £	At 31/3/18 £
Unrestricted Funds				
General fund	487,472	(13,165)	55,000	529,307
Designated fund	55,000	-	(55,000)	-
	542,472	(13,165)	-	529,307
Restricted Funds				
Children In Need	4,515	(4,515)	-	-
TOTAL FUNDS	546,987	(17,680)	-	529,307

12. Movement in funds - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**143,104**	**(156,269)**	**(13,165)**
Restricted funds			
Children In Need	**-**	**(4,515)**	**(4,515)**
Zich Trust	**5,000**	**(5,000)**	**-**
Hampshire County Councillors Grants	**2,000**	**(2,000)**	**-**
Ringwood School	**1,000**	**(1,000)**	**-**
	8,000	**(12,515)**	**(4,515)**
TOTAL FUNDS	**151,104**	**(168,784)**	**(17,680)**

Funds from the Arts Council were provided to fund the Hidden Project. The Hidden Project is a professional new play for teenagers.

The Children In Need fund relates to monies received to aid in the provision of drama workshops and group theatre work for children and young people from settled gypsy and traveller communities.

Funds from the Zich Trust, Ringwood School and Spud were provided to fund the Elevate Project. The Elevate Project aims to enable school children to produce and perform in their own shows.

Funds from Hampshire County Council was provide to fund capital expenditure.

13. Related party disclosures

There were no related party transactions for the year ended 31 March 2019.