

Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Total 2018 £	Total 2017 £
Incoming Resources (Note 2)				
Incoming resources from generated funds	-	-	-	-
Voluntary income	1,327	-	1,327	-
Activities for generating funds	14,821	-	14,821	-
Investment income	28	-	28	-
Incoming resources from other charitable activities	214,749	-	214,749	-
Other incoming resources	-	-	-	-
<i>Total Incoming Resources</i>	230,924	-	230,924	-
Resources Expended (Notes 3 - 5)				
Costs of generating funds				
Costs of Generating Voluntary Income	-	-	-	-
Fundraising Trading Costs	5,630	-	5,630	-
Charitable activities	229,932	-	229,932	-
Governance costs	100	-	100	-
<i>Total Resources Expended</i>	235,662	-	235,662	-
<i>Net incoming/(outgoing) resources</i>	(4,738)		(4,738)	-
Total funds brought forward	0		0	-
Total funds transferred in	43,498		43,498	
<i>Total Funds Carried Forward</i>	38,761	-	38,761	-

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

Independent examiner's report to the Trustees of

BARBADOS HOUSE ASSOCIATION / THE PHOENIX THEATRE & ARTS CENTRE

I report on the accounts of the Association for the year ended 31 March 2018, which are set out on pages 12 to 20.

Respective responsibilities of the trustees and the examiner

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

It is my responsibility to:

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

Basis of independent examiner's report

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

Independent examiner's statement

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

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

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

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

Mrs Nicky Cole
Mad About Book-keeping
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GU35 9AR
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22 October 2018



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Administrative Information:

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

Trustees for the period 1/4/17 – 31/3/18

Davina Hudson	President
Eric Clifford	Chair
Beverley Edwards	Vice-Chair
Brent Sigley	Treasurer
Paul Edwards	Trustee
David Birch	Trustee
Jim Miles	Trustee
Susie Briscoe	Trustee
Peni Parfitt	Representative of The Phoenix Players
Grant Dawkins	Representative of the Deadwater Valley Trust
Curtis Bone	Representative of the Whitehill & Bordon Town Partnership
Cllr. Adam Carew	Representative of Hampshire County Council
Cllr. Mervyn Smith	Representative of East Hants District Council
Cllr. Lynn Malikoff-Johnston	Representative of Whitehill Town Council
Cllr. Leoroy Scott	Representative of Whitehill Town Council

Bankers:

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

Independent Examiner:

Mrs Nicky Cole
Mad About Book-keeping

Arts for All Ages and Abilities

Primary Aims:

The Objectives laid down in the Constitution are:

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

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

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

Management:

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

The Council consists of:-

- the Officers of the Association
- the representatives appointed by the constituent bodies/sections
- representatives of the full members
- one representative of the junior members
- up to four co-opted members
- representatives from funding bodies

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

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

Reserves Policy:

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

Public Benefit:

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

Health & Safety:

The Health & Safety policies of the Association were thoroughly overhauled during the course of the year with the assistance of a specialist in the field who was co-opted onto the Council and the Vice-Chairman took on the role of Lead Trustee for this key area of work.

Staffing:

The staff for the year comprised the following:

- 1 full-time Director
- 1 full-time Administrator
- 1 part-time Marketing Officer
- 1 part-time Cleaner
- part-time volunteer bar staff
- part-time volunteer stewards for the theatre
- part-time volunteers who distribute publicity material in the local area
- part-time volunteer theatre technicians
- freelance artists and actors who are engaged to run creative classes and workshops

Funding Bodies:

Revenue funding has been received from

- Whitehill Town Council
- East Hampshire District Council
- Hampshire County Council
- Lindford Parish Council
- Headley Parish Council

Project funding has been received from:

- Hampshire Cultural Trust: Entertaining Dementia
- Heritage Lottery Fund: A Changing Town
- Whitehill & Bordon Regeneration Company: Hogmoor Inclosure Art Project
- Hampshire County Councillor Devolved Budget
- East Hampshire District Councillor Community Grant Scheme

Review of the Year 2017-18

Chairman's Report:

The Phoenix has reached a crucial point in its history and the next twelve months will see important decisions made by outside bodies, which are out of our control but will dramatically affect our future. Positive decisions will give us the opportunity to expand and develop our key role in providing Bordon and its surrounding area with arts, culture, educational opportunities, entertainment and fun, continuing our pledge to make the arts accessible to all - something we have done successfully for many years. We have recently submitted a substantial funding application to East Hampshire District Council under a Section 106 Planning Gain Scheme for the renovation, updating and enhancement of our building, a former Army school built a hundred years ago, which for some time has begun to show signs of age and disrepair. Featured in these plans are improvements to the theatre space, including upgrading its technical facilities, converting our two ground floor rooms into three, to create a new café and bar area and a lift to the first floor providing disabled access.

There is considerable uncertainty regarding our future local authority revenue funding, and these capital improvements to The Phoenix will help us generate more income to continue our work and help offset any grant reductions that may arise. We will, of course, explore all areas of possible future areas of funding, including sponsorship, but it would be difficult to undertake the range of work we do, with such varied programmes, without some form of financial support from our local authority funders - Whitehill & Bordon Town Council, East Hampshire District Council, and Hampshire County Council. We are extremely grateful for their continuing support and fully acknowledge the financial pressures that they themselves are under in what seems to be a never-ending period of government austerity.

The continued support given to us by their representatives on our Board is greatly appreciated: Councillor Linda Malikoff-Johnston (Whitehill Town Council), Councillor Mervyn Smith (East Hampshire District Council) and Councillor Adam Carew (Hampshire County Council). A very considerable word of thanks is also due to James Child and his staff at the Bordon Regeneration Company for their huge continuing support and advice.

I must stress that without the continuance of the financial support which we currently receive, the Board of Trustees of The Phoenix would need to undertake a serious review of the venue's future and its ability to continue to operate in its present form.

During the last year we hosted well over one hundred events in our theatre space at The Phoenix, covering a wide range of different interests for our patrons. Rob's Theatre Club has featured some tremendously high-quality plays: last December's *Christmas Gothic* (Dyad Productions) starring Rebecca Vaughan and her one-woman play *Jane Eyre*, two months earlier were real tours -de-force and certainly two of the highlights of the year. Another new venture in September (with over three hundred people participating) was a Gamefest Day organised in association with Dominic Clarke and the Beacon Church. It was great success enjoyed by all and there are plans to repeat the event in 2019. Also, in September we held another very successful Phoenix Beer Festival, with a Cornish theme this year. A special thank you must go to Jenni Clarke, our new Marketing Officer, who joined us in the spring and Simon Sharpe and his family for organising the event and helping on the day. These are well supported local events and we have been very encouraged by the number of the new residents from the housing developments nearby who are now supporting us.

The work The Phoenix organises outside the building continues to develop, particularly working in the field of disabilities and dementia, as well as the operation of after-school drama clubs. We were proud to be asked to lead the Hogmoor Inclosure Art Project, which is now coming to a successful conclusion with the installation of some stunning wooden sculptures in the landscape, portraying the history of the area. Another important field in which we work is the issue of domestic abuse, featuring a play and workshops, which over the years have been seen by over 20,000 people. The work is performed in schools and has also been presented to organisations like the police and the army. We are hoping that by working with our partner organisations we may be able to extend this programme to schools right across Hampshire.

I think our current Autumn/ Winter programme is probably our best ever; Our Director Rob Allerston has put together an exciting range of events, a highlight of which is our own first adult panto, *Puss in Boots*, written by Josh Dixon and directed by Rob, and strictly for adults only. This is being staged in December and is not to be missed! At the start of February next year, the comedian Russell Kane comes for four already practically sold out nights. This speaks of Rob's ability to attract top name comedians to The Phoenix at affordable ticket prices.

As I have mentioned in the past, we see the facilities that The Phoenix offers as a hub of opportunity, where people can come and get involved, whether that be performing with our own Phoenix Players or attending our dance classes led by Liz Blake. Her *Dance Picnic* has been very successful, with her now running two sessions and her dancers performing at outside events. The Players put on a hugely successful pantomime, *Aladdin*, in January, which sold out and they followed that with an interesting comedy in the spring, *Keeping Down with the Joneses*. I must give special mention to Peni Parfitt, the Player's Artistic Director who was involved in a horrendous car accident this year and spent many weeks in hospital; she is now, thankfully, back with us and we all wish her well for the future. Our Summer youth theatre production of *Hairspray* rehearsed over an intensive two weeks was led by Rob and Liz and aided by Rhodri, himself a performer, who has long been involved at The Phoenix and is currently studying Drama at university, it was a great success for the young performers and sold out on both nights at the end of the fortnight of rehearsals.

As well as being a hub of opportunity for performers, The Phoenix is also increasingly seen as a creative hub to develop productions in association with writers and directors to bring them to performance. As an example, Liz Blake took her very successful play about Isadora Duncan to this year's Brighton Festival and then on to the famous King's Theatre in Islington. Additionally, rehearsals recently took place for a new play also written and developed here by Simon Dowling, about Fagin, Charles Dickens' memorable creation as the leader of the juvenile gang of thieves in *Oliver Twist*. This is certainly something to look forward to seeing when it is ready to be staged. This facility for creative partnerships and in-house productions is something both Rob and I think is a very important area for the future development of The Phoenix.

The Board recognises that Rob, our Theatre Director has a very heavy workload, which he does a tremendous job of coping with. One area in which he has been able to get some more support this year is that of technical help, as neither Rob Ellis nor Rob Finnis are always available to us due to their paid work commitments and we are very grateful to our two new volunteers, Dave Berry and Oscar Eastman-Dale. We would also like to thank Keri Smith, our Administrator, and Jenni Clarke for their support to Rob and the contribution they make to the continued success of The Phoenix. Jenni has successfully started two new community groups at the venue: first she saw the need for a weekly Mother and Toddler Group where our new residents have the opportunity to make friends and meet regularly. She has also started *Handmaidens*, a monthly craft group. We see

these new groups very much as part of our desire to further develop The Phoenix as a community hub for local residents and Jenni is working assiduously towards that goal.

On a personal note I would like to thank Beverley Edwards, our Vice-Chairman and the other members of the Board for their support to both Rob and myself during the past year. A very special thank you is due to David Birch, the Lead Trustee of a small team of Trustees consisting of Davina Hudson, Peni Parfitt and Jim Miles, who, working with Rob and Keri, take primary responsibility for Health & Safety matters at The Phoenix.

After much thought, David Birch has decided it is time for him to step down from the Board after many years of service, both as one of the Phoenix Players and on the Board as a member, Chairman and President. We all owe David a huge and sincere vote of thanks; he has played a very important part in making The Phoenix the success it is today. I should also mention the work carried out by our Treasurer Brent Sigley. Also, Jim Miles, with his many years experience of working in the arts, for his time in assisting Rob with funding applications and providing his professional expertise at meetings with outside organisations. Finally, I would like to thank all those who work at The Phoenix and outside the building on our behalf, as well as all our volunteers. These volunteers continue to give generously of their time and provide the warm welcome to all our patrons, which fully justifies our reputation as “Hampshire’s friendliest little theatre”.

Eric Clifford
Chairman

Treasurers Report

For this year I have to present two sets of annual accounts. The first is the Barbados House Association accounts and secondly, but for the first time the annual accounts of The Phoenix Theatre & Arts Centre. Barbados House Association was established under a charitable trust deed, whereas The Phoenix Theatre & Arts Centre has been established under a new charitable deed, known as a Charitable Incorporated Organisation or CIO. This new deed affords greater protection in the event of an action being taken against the organisation results in a settlement greater than the charity has at its disposal.

The net assets of the Barbados House Association were transferred at the end of the 2016 - 2017 year to the new CIO commencing on 1 April 2017. In terms of comparing the current year results and financial position with the previous year it is necessary to look at both sets of financial statements at the same time.

Income rose from £191,045 in 2017 to £230,924 in 2018. Significant contributors to the increase in the incoming resources was Arts projects and the theatre. Arts projects increased from £24k to £69k, whilst theatre rose more modestly from £48k to £51k, but as befitting this entity is an important contributor to incoming resources.

Grants remained for the time being fairly static at £40,954 in 2017 and £41,392 in 2018. Rather disappointingly, room hire has dropped off quite sharply from £25,582 to £18,633, and bar takings have also dropped £16,458 to £14,821.

Unfortunately, increases in Art projects income is not a costless process and accordingly Arts project expenses increased from £23,023 to £61,321. On the other hand, expenses related to the theatre actually fell slightly, partly due to improved income splits on show deals. There were also increases in salaries from £63,442 in 2017 to £68,046, and Arts Workshops costs increasing from £14,389 to £18,456, however Arts Workshop activity stagnated.

The combined impact of the movements between 2017 and 2018 was that, despite a lower level of income in 2017 a surplus of £5,628 was recorded, whereas a deficit of £4,737 has been sustained.

The result for the year is reflected in the financial position in the balance sheet. The cash balance has fallen from £57,054 to £40,612. Part of that fall can be attributed to the purchase of fixed assets in the form of new computer equipment. The cash position was further eroded by a relatively faster rate of settlement of liabilities, liabilities having increased only slightly relative the level of expenses incurred during the year. On the other hand, amounts owed to The Phoenix has increased from £4,572 to £13,887. This means the rate of cash collections has slowed.

Having said all of this, what could it mean for us going forward? I believe that we must continue to focus on maintaining and enhancing the level of incoming resources. It is definitely a challenge, particularly with less support and involvement of grantors. We need to look at new income earning opportunities, but also enhancing existing ones. We need to consider the mix and quality of theatre entertainment, the use we can make of the rooms for hire, the conference room, the dance studio and the room set aside to be a coffee bar. At the same time, we have to be careful about how resources are expended.

We hopefully will have new opportunities to serve and entertain the new community which is building up around us assisted by infrastructure developments. A recent application which Rob has made, which if successful has the potential to transfer The Phoenix. On the other hand, there are great uncertainties potentially impacting all of us and as a consequence The Phoenix, with the impending departure of the country from the EU.

I would like to thank Rob and Keri for their efforts during year, and I am confident that, in spite of potential uncertainties weighing against us, they will take this great community asset forward.

Brent Sigley
Treasurer

Health & Safety Task Force Report

The Task Force has met on four occasions since the last Annual General Meeting of the Association. Each meeting has been well attended by the Trustee volunteers and supported by Phoenix Staff. Minutes are recorded, and actions are assigned and followed up.

We have concentrated on making sure the comprehensive checklists created some years ago are being followed on the appropriate daily, weekly, monthly, quarterly and annual bases. It is pleasing to report that the number of corrective actions needing to be addressed has progressively fallen since this mechanistic approach has been followed. There are a very small number of low level issues that can really only be properly addressed once the building is refurbished. The infractions are minor, and they do not constitute a danger.

We have made no progress unfortunately on trying to create quantified risk assessments for our major areas of concern. This remains an objective for next year, although the very fact that we know what they are has helped focus attention on them, such that dynamic risk assessment carried out before the tasks are undertaken has so far been effective.

The two areas are; lone working and working at height.

David Birch
On Behalf of the H&S Task Force

Appendix A

Independently examined Accounts
for the Year Ended 31 March 2018