

**PHOENIX DANCE THEATRE**  
**(A Company Limited by Guarantee)**

**REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**Year ended: 31 March 2019**

**Charity no: 516672**  
**Company no: 1921513**

**DIRECTORS' REPORT**  
**31 March 2019**

The directors are pleased to present their annual directors' report together with the financial statements of the charity for the year ending 31 March 2019 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) (effective 1 January 2015).

**OUR PURPOSES AND ACTIVITIES**

The purposes of the charity are to promote, maintain and advance the education of the public in the arts and sciences and in particular in the art and science of dance by the presentation of public performances and other similar activities.

In shaping our objectives for the year and planning our activities we have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)" at our trustees' meetings. In setting the levels of ticket prices, fees and other charges the Board and senior management is committed to ensuring that all activities are available to those on low incomes through the provision of fair pricing, concessions and, where applicable, bursaries.

During the year 2018/19 the company provided public benefit through the commissioning, creation and touring of two new productions, one work on extended tour and two revivals for 27 high quality performances of its work which was enjoyed by over 21,411 people. In addition to this professional programme, Phoenix's Access and Education department delivered a total of 1,177 sessions to 5,873 unique participants with engagement of 36,790 (repeat users) from a wide section of participants of varying ages, abilities and cultural backgrounds, bringing inspiring and exciting activity to those who may or may not have the chance to normally access the arts. Young participants from Phoenix's Youth Academies and dance education projects performed to audiences of over 16,275 people.

**ACHIEVEMENTS AND PERFORMANCE**

The year 2018/19 saw the company created a major new production 'The Rite of Spring' in partnership with Opera North. The production then undertook a short Northern tour in large scale venues with Opera North and phoenix Dance Theatre touring together for an evening of dance and opera supported by Opera North's live orchestra. This highly successful partnership and tour marks the start of a new ongoing creative partnership with Opera North that enhances both company's reach and engagement.

The Phoenix At Home programme presented a newly developed work 'Kirke' by company dancer Sandrine Monin (following her first commission from Phoenix in 2017/18) and a new work from Phoenix's Youth Academy 'SPAM' choreographed by another company dancer Michael Amrquez. 'Kirke: The First Witch' focused on the character of better known as Circe from Homer's 'The Odyssey' and explored womanhood, abuse and power through a highly ritualistic and gripping performance. SPAM was a light-hearted take on the digital age in which technology can seem to dominate our lives and was performed to great effect by Phoenix's Academy dancers.

The company undertook its first tour to China, creating a programme of signature works for performances in Hangzhou at the Hangzhou Grand Theatre. The Leeds City Region Economic Partnership and Leeds City Council organised their sister city birthday celebration visit to Hangzhou to coincide with the tour and the UK and Chinese delegates were taken to see the work and to share in a celebration of international cultural and economic partnership.

**DIRECTORS' REPORT**  
**31 March 2019**

Artistic creation

Artistic Director Sharon Watson commissioned a Haitian choreographer Jeanguy Saintus to produce 'The Rite of Spring'. Saintus lives in Haiti and reimagined this iconic work by removing the traditional human sacrifice at the final moment of the piece and instead interpreted the sacrifice as the Vodou spirits taking back power from humans in a call and response tussle of dynamic and intoxicating dance.

To accompany 'The Rite of Spring' on tour after the initial Northern tour with Opera North, a new work 'Left Unseen' by Amaury Lebrun was produced which complimented 'The Rite of Spring' through its own mathematical ritualistic dance style, exploring themes of isolation and how reliant we are on navigating the world through our five senses and what happens when we lose one of them. 'Left Unseen' had been very recently commissioned by the Northern School of Contemporary Dance and the school offered the production to Phoenix to re-work, tour and to maximise the opportunities for the choreographer and this compelling work.

Artistic Director Sharon Watson's production 'Windrush: Movement of the People' continued to tour to great acclaim, breaking box office records for contemporary dance at some venues and enabling the company to perform in a range of less formal spaces and contexts in addition to the main tour including Latitude Festival, Tilbury Docks (on Windrush Day) and Lambeth Town Hall.

Following a successful application to The Space and with match funding from Leeds 2023, the company had the rare opportunity to make a broadcast quality full length film of 'Windrush: Movement of the People' with the aim of distribution on social media and hyperlocal distribution in cinemas. In addition, the film received a broadcast on BBC 4 followed by a month on the BBC iPlayer. This opportunity massively extended the engagement with the piece and it is now an asset for the company to use over the following five years.

The annual Phoenix At Home programme highlighted works choreographed by company dancers and high quality performances from company dancers and the company's Youth Academy. The work in development 'Kirke' was very well received and led to a highly supportive article in the publication 'Dance Europe'.

Access and education

The artistic output was as ever supported and matched by education and outreach activity of outstanding quality and the company remains committed to widening access to and encouraging interest in dance by these means. The Access and Education department aims to empower, engage and inspire through high-quality dance provision. Focused on three key strands, training dancers for the future, children and young people and the hard to reach, our team are committed to changing lives through dance.

We continue to offer regular weekly provision through our Saturday School for students aged 3 – 16 years; as well as targeted, subsidised provision for young people with additional needs through our Illuminate Dance programme (funded by the Leeds Short Breaks programme).

We also have a successful Schools Partnership Scheme, working with local schools, colleges and academies to deliver aspects of the dance curriculum as well as cross-curricular projects and behaviour management programmes. All of the young people involved in these initiatives have the opportunity to perform in one of our three annual youth dance platforms.

Youth academy continues to flourish – a high quality training programme for talented young dancers (13-19 years) interested in pursuing dance as a career. Students meet twice per week, developing their contemporary technique, intensive courses during the holiday periods, with regular performance opportunities at platforms across the UK. Full and half bursaries are available to students thanks to support from the Leverhulme Trust.

**DIRECTORS' REPORT**  
**31 March 2019**

Highlights of the year included 13 Youth Academy students selected to perform at the BBC proms at the Royal Albert Hall in London with a specially created work for the event. Movement creation for a new community theatre production at the Leeds Playhouse before it closed for capital development incorporating 40 participants. The Phoenix Youth Academy worked with Opera North and their Young Voices and Young Chorus groups to create a new piece called 'Dance Fables'. The groups all performed on stage together.

**FINANCIAL REVIEW**

Overview

During the year under review the company's incoming resources on unrestricted funds were £97,211 and unrestricted resources expended were £1,010,164. After a Film and Theatre Tax Relief credit of £71,002 the company incurred a deficit on unrestricted funds during the year of £21,951.

Principal Funding Sources

The charity receives revenue grants from Arts Council England and Leeds City Council, project grants, commissions and fees.

Investment Powers and Policy

Under the memorandum and articles of association the charity has the power to make any investment which the directors see fit.

Reserves Policy and Going Concern

At 31 March 2019 the charity had an accumulated surplus on unrestricted funds of £54,621.

The directors maintain their view that the charity needs reserves in line with the guidance issued by the Charity Commission and aim to build the of reserves to the equivalent of three months operating costs. The unrestricted reserves of the charity are intended to meet the risks and contingencies as follows:

- To enable basic operating activities to be maintained in the event of funding delays,
- To cover any cash flow gaps in the delivery of project funded activity supported by grants paid in arrears,
- The provision of an orderly winding down of operations in the event of a significant adverse event that is outside the control of the charity.

The directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

**PLANS FOR FUTURE PERIODS**

Our plans and objectives for the coming year include:

- Experimenting with digital technology through a new partnership with a York based film and media company.
- Collaborating with Indian company Rhythmosaic, a dance company and institute in Kolkata, India, to create a major new full-length work for touring in the UK through 2020 and to India in the Autumn of that year.
- Planning a second collaborative work with Opera North for development and touring in 2020.
- Delivering a second Choreographer and Composer Lab supported by Jerwood Arts and the Leeds Dance Partnership.
- Undertake further international touring.
- Continue to grow and develop the Access and Education department.

Arts Council and Leeds City Council funding for 2019/20 have been confirmed at the following levels:

- Arts Council England £428,510
- Leeds City Council £61,750

**DIRECTORS' REPORT**  
**31 March 2019**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Charity number:** 516672

**Company number:** 1921513

**Principal Office and  
Registered Office:** St Cecilia Street  
Quarry Hill  
LEEDS  
LS2 7PA

**Directors and trustees**

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers who served during the year and since the year end were as follows:

**Directors**

S Coffey  
B Daniels  
S Derrick  
K Evans  
A Fryer  
S Kamstra  
H Paul  
M Roberts  
B Robinson  
S Robinson

**Company Secretary**

M Hollander

**Key Management Personnel**

**Executive Director**

M Hollander

**Artistic Director**

Sharon Watson

**Our Advisers**

**Auditors:**

O'Brien & Co, Chartered Accountants, 31A Finkle Street, Selby, YO8 4DT

**Bankers:**

Barclays Bank plc, Park Row, PO Box 100, Leeds, LS1 1PA

**DIRECTORS' REPORT**  
**31 March 2019**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Governing Document

Phoenix Dance Theatre is a charitable company limited by guarantee, incorporated on 11 June 1985 and registered as a charity on 7 September 1985. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. New Articles were adopted by Special Resolution dated 12 September 2017. In the event of the charity being wound up during the period of membership, or within one year afterwards, members are required to contribute an amount not exceeding £1.

Recruitment and Appointment of Directors

The charity recognises the importance of recruiting members to the Board of Directors who have the appropriate experience and skills to determine strategy, guide artistic development and maintain financial stability.

The Board ensure that the recruitment of Board members is fair, effective and transparent. When a vacancy occurs the Board set up a Nominations Committee, drawn from the Board, and the Committee make recommendations to the Board, which is the appointing authority.

The Board maintains a comprehensive skills profile of its membership and recruitment takes account of identified skills shortages.

Board Induction and Training

An induction pack and, where appropriate, training is provided for all newly appointed Board members.

A self assessment process is conducted on a regular basis to monitor and review the effectiveness of the Board.

Organisation

The Board meets four times per year. The Artistic Director and the Executive Director are appointed by the Board to manage the day to day operations of the charity.

Related parties and co-operation with other organisations

Arts Council England and Leeds City Council provide essential core funding for the charity.

Pay policy for senior staff

The board of directors, who are the charitable charity's trustees, and the senior management team comprise the key management personnel of the charitable charity in charge of directing and controlling, running and operating the charity on a day to day basis. Details of directors' remuneration, expenses and related party transactions are disclosed in note 8 to the accounts.

The pay of senior staff is reviewed annually and increased when funds permit to keep pace with inflation and average earnings of other charitable organisations of a similar size within the arts and cultural sector.

Risk Management

The major risks to which the charity is exposed as identified by the Board have been reviewed and systems have been established to mitigate those risks.

**DIRECTORS' REPORT**  
**31 March 2019**

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors (who are directors for the purpose of Company Law and trustees for the purpose of Charity Law) are responsible for preparing the Director's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the directors 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 income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors 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;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in business.

The directors are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS**

The directors of the company who held office at the date of approval of this Annual Report as set out above each confirm that:

- So far as they are aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as director in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**DIRECTORS' REPORT**  
**31 March 2019**

**AUDITORS**

O'Brien & Co, Chartered Accountants, have indicated their willingness to continue in office and a resolution concerning their re-appointment will be proposed at the forthcoming Annual General Meeting.

Approved by the Board on 10 September 2019 and signed on its behalf by

K Evans  
Director



**31 March 2019**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PHOENIX DANCE THEATRE**

**Opinion**

We have audited the financial statements of Phoenix Dance Theatre (the "Charity") for the year ended 31 March 2019 which comprise the Statement of Financial Activities (including an Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2019 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**31 March 2019**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PHOENIX DANCE THEATRE**  
**(continued)**

**Other information**

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption to prepare a strategic report.

**31 March 2019**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PHOENIX DANCE THEATRE**  
**(continued)**

**Responsibilities of the directors**

As explained more fully in the directors' responsibilities statement [set out on page 6], the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities)]. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed

Stephen O'Brien FCA  
Senior Statutory Auditor  
for and on behalf of O'Brien & Co  
Statutory Auditor  
Chartered Accountants  
31A Finkle Street  
SELBY YO8 4DT

10 September 2019

**STATEMENT OF FINANCIAL ACTIVITIES**  
(Including Income and Expenditure Account) for the year ended 31 March 2019

	Note	2019 Unrestricted Funds £	2019 Restricted Funds £	2019 Total Funds £	2018 Total Funds £
<b>INCOME</b>					
Donations and Grants	3	490,260	0	490,260	490,260
Income from Charitable Activities	4	428,677	100,003	526,680	458,820
Investment Income		274	0	274	356
<b>Total Income</b>		<u>917,211</u>	<u>100,003</u>	<u>1,017,214</u>	<u>949,436</u>
<b>EXPENDITURE</b>					
Costs of Raising Funds		525	0	525	3,876
Expenditure on Charitable Activities	5	1,009,639	24,813	1,034,452	941,644
<b>Total Expenditure</b>		<u>1,010,164</u>	<u>24,813</u>	<u>1,034,977</u>	<u>945,520</u>
Net (expenditure) / income and net movement in funds for the year before tax credit	9	(92,953)	75,190	(17,763)	3,916
Film & Theatre Tax Credit	10	<u>71,002</u>	<u>0</u>	<u>71,002</u>	<u>40,344</u>
Net income / (expenditure) and net movement in funds for the year after tax credit		(21,951)	75,190	53,239	44,260
<b>RECONCILIATION OF FUNDS</b>					
<b>FUND BALANCES B/F</b>		76,572	64,948	141,520	97,260
<b>FUND BALANCES C/F</b>	15	<u>54,621</u>	<u>140,138</u>	<u>194,759</u>	<u>141,520</u>

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

All incoming resources and resources expended derive from continuing activities.

The notes on pages 14 to 21 form part of these financial statements.

**BALANCE SHEET**  
**31 March 2019**

	Note	2019		2018	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible Assets	<b>11</b>		98,078		25,110
Investments	<b>12</b>		<u>1</u>		<u>1</u>
			98,079		25,111
<b>CURRENT ASSETS</b>					
Debtors	<b>13</b>	110,995		107,560	
Cash at bank & in hand		<u>66,166</u>		<u>78,464</u>	
		177,161		186,024	
<b>LIABILITIES</b>					
Creditors falling due within one year	<b>14</b>	<u>80,481</u>		<u>69,615</u>	
<b>NET CURRENT ASSETS</b>			96,680		116,409
<b>NET ASSETS</b>			<u><u>194,759</u></u>		<u><u>141,520</u></u>
<b>FUNDS</b>	<b>15</b>				
Unrestricted Funds			54,621		76,572
Restricted Funds			140,138		64,948
<b>TOTAL CHARITY FUNDS</b>			<u><u>194,759</u></u>		<u><u>141,520</u></u>

The accounts are prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The financial statements were approved by the Board of Directors on 10 September 2019 and signed on its behalf by:

**K Evans**  
Director

**Company no: 1921513**

STATEMENT OF CASH FLOW  
For the year ended 31 March 2019

	Note	2019 £	2018 £
Cash from / (used in) operating activities	18	44,865	(59,681)
Theatre Tax Credit received		40,344	28,753
<b>Cash flows from investing activities</b>			
Interest Income		274	356
Purchase of tangible fixed assets		<u>(97,781)</u>	<u>(26,285)</u>
<b>Cash used in by investing activities</b>		<u>(97,507)</u>	<u>(25,929)</u>
<b>Decrease in cash and cash equivalents in the year</b>		(12,298)	(56,857)
<b>Cash and cash equivalents at the beginning of the year</b>		78,464	135,321
<b>Total cash and cash equivalents at the end of the year</b>		<u>66,166</u>	<u>78,464</u>

NOTES TO THE FINANCIAL STATEMENTS  
31 March 2019

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**Basis of Preparation**

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Phoenix Dance Theatre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

**Going Concern**

The directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**Subsidiary Company**

The company has one subsidiary, PDT Productions Ltd. This subsidiary has been dormant since 31 March 2015 and has assets of £1 and no liabilities. Consolidated financial statements have not been prepared as, in the opinion of the directors their inclusion would not be material for the purpose of giving a true and fair view.

**Income Recognition Policies**

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

**Donated Services and Facilities**

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**Interest Receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

NOTES TO THE FINANCIAL STATEMENTS (continued)  
31 March 2019

1 ACCOUNTING POLICIES (continued)

**Fund Accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**Expenditure and Irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes the costs of providing staff who carry out the work of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**Allocation of Support Costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the company's activities. The bases on which support costs have been allocated are set out in note 6.

**Tangible Fixed Assets**

Fixed assets are depreciated on a straight line balance basis over their estimated useful lives as follows:

	Annual Rate
Equipment	20% straight line p.a.

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

**Cash at Bank and in Hand**

Cash at bank and cash in hand is in respect of bank balances.

**Creditors and Provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.



NOTES TO THE FINANCIAL STATEMENTS (continued)  
31 March 2019

1 ACCOUNTING POLICIES (continued)

**Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at the carrying value plus accrued interest less repayments.

**Pensions**

The company has a defined Contribution Pension Scheme. The pension costs charged to the Statement of Financial Activities are the premiums payable in respect of the accounting period.

2 LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3 DONATIONS AND GRANTS

	2019 £	2019 £	2019 £	2018 £
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£	£	£	£
Arts Council Yorkshire	428,510	0	428,510	428,510
Leeds City Council	61,750	0	61,750	61,750
	<u>490,260</u>	<u>0</u>	<u>490,260</u>	<u>490,260</u>

4 INCOME FROM CHARITABLE ACTIVITIES

	2019 £	2019 £	2019 £	2018 £
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
<b>Grants</b>				
Arts Council England	0	100,003	100,003	0
Education Grants	64,487	0	64,487	95,624
Other Grants & Donations	69,125	0	69,125	200,307
<b>Fees &amp; Other Income</b>				
Touring	124,460	0	124,460	81,667
Programmes & Merchandise	3,164	0	3,164	2,332
Education Fees	62,939	0	62,939	60,198
Other Income	100,788	0	100,788	18,692
Insurance Claim	1,714	0	1,714	0
	<u>426,677</u>	<u>100,003</u>	<u>526,680</u>	<u>458,820</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)  
31 March 2019

5 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Windrush Film	New Productions	Touring & Other Activities	Education	Total
	2019 £	2019 £	2019 £	2019 £	2019 £
Production	93,435	31,770	44,015	0	169,220
Touring	0	3,159	59,225	0	62,384
Staffing Costs	35,752	145,299	276,980	72,275	530,306
Training & Physio	1,309	6,724	10,320	0	18,353
Education	0	0	0	79,489	79,489
Marketing / Audience Development	220	10,821	17,334	0	28,375
Programmes & Merchandise	0	0	838	0	838
Building Overheads	5,900	23,982	37,237	0	67,119
Administration	1,920	5,213	29,894	0	37,027
Legal and Professional	0	0	1,331	0	1,331
Depreciation	0	0	24,813	0	24,813
Governance Costs (see note 6)	0	0	5,000	0	5,000
Support Costs (see note 6)	0	0	10,197	0	10,197
	<u>138,536</u>	<u>226,968</u>	<u>517,184</u>	<u>151,764</u>	<u>1,034,452</u>

Of the £1,034,452 expenditure in 2019 (2018: £941,644) £1,010,639 was charged to unrestricted funds (2018: £865,152) and £24,813 to restricted funds (2018: £76,492)

6 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

The company initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. The table below sets out the basis for apportionment and the analysis of support and governance costs.

	General Support	Governance Function	Total	Basis of Apportionment
	£	£	£	
Salaries and related costs	8,658	0	8,658	<i>actual costs</i>
Building Overheads	1,539	0	1,539	<i>pro rata</i>
Audit	0	5,000	5,000	<i>actual costs</i>
	<u>10,197</u>	<u>5,000</u>	<u>15,197</u>	

NOTES TO THE FINANCIAL STATEMENTS (continued)  
31 March 2019

7	STAFF NUMBERS & COSTS	2019 £	2018 £
	Wages & Salaries & Other Emoluments	471,061	451,223
	Social Security Costs	38,017	35,544
	Other Pension Costs	6,144	4,058
		<u>515,222</u>	<u>490,825</u>

No employees earned in excess of £60,000 p.a.

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	Number	Number
Directors	10	10
Administrative Staff	2	2
Artistic Team & Technical Staff	20	17
	<u>32</u>	<u>29</u>

8 DIRECTORS' REMUNERATION & RELATED PARTY TRANSACTIONS

No remuneration or any other benefits was paid to any trustees in the year (2018: £nil)

Expenses totalling £161 (2018: £34) were reimbursed to 2 trustees (2018: 1 trustee) during the year for travel costs.

9	NET INCOME / (EXPENDITURE) is stated after charging:	2019 £	2018 £
	Depreciation	24,813	1,175
	Audit	5,000	0
	Independent Examination	<u>0</u>	<u>5,000</u>

10 TAXATION

As a charity Phoenix Dance Theatre is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charitable Company.

The company incurs film and theatre production costs and is entitled to claim Film and Theatre Tax Relief on these costs. In connection with these costs the company has submitted claims for a payable Film and Theatre Tax Credit totalling £71,002 (2018: £40,344).

NOTES TO THE FINANCIAL STATEMENTS (continued)  
31 March 2019

11 TANGIBLE FIXED ASSETS

	Equipment £
<b>COST</b>	
At 1 April 2018	129,849
Additions	97,781
Disposals	0
At 31 March 2019	<u>227,630</u>
<b>DEPRECIATION</b>	
At 1 April 2018	104,739
Charge for the Year	24,813
On Disposals	0
At 31 March 2019	<u>129,552</u>
<b>NET BOOK VALUE</b>	
At 31 March 2019	<u>98,078</u>
At 31 March 2018	<u>25,110</u>

All fixed assets are used in direct furtherance of the charity's objects.

At 31 March 2019 the company had made no capital commitments (2018: nil).

12	INVESTMENTS: PDT Productions Ltd	2019 £	2018 £
	Cost		
	At 1 April 2018 and at 31 March 2019	<u>1</u>	<u>1</u>

The company has one subsidiary, PDT Productions Ltd. This subsidiary has been dormant since 31 March 2015 and has assets of £1 and no liabilities. Consolidated financial statements have not been prepared as, in the opinion of the directors their inclusion would not be material for the purpose of giving a true and fair view.

PDT Productions Ltd's details are:

Country of Registration	England
Class of Shares held	£1 ordinary
Proportion of nominal value held	100%

The company was incorporated on 17 December 2014.

NOTES TO THE FINANCIAL STATEMENTS (continued)  
31 March 2019

13	DEBTORS: amounts falling due within one year:	2019 £	2018 £
	Trade Debtors	18,562	59,927
	Other Debtors	87,283	45,383
	Prepayments & Accrued Income	5,150	2,250
		<u>110,995</u>	<u>107,560</u>

14	CREDITORS: amounts falling due within one year:	2019 £	2018 £
	Trade Creditors	36,096	23,172
	Other Taxes & Social Security Costs	10,722	8,943
	Donations & Grants Received in Advance	33,663	37,500
		<u>80,481</u>	<u>69,615</u>

15	FUNDS	Balance b/f 01.04.18 £	Incoming Resources £	Resources Expended £	Film & Theatre Tax Credit £	Balance c/f 31.03.19 £
	Unrestricted	76,572	917,211	1,010,164	71,002	54,621
	Restricted Capital Fund	64,948	100,003	24,813	0	140,138
	Total Funds	<u>141,520</u>	<u>1,017,214</u>	<u>1,034,977</u>	<u>71,002</u>	<u>194,759</u>

Purposes of Restricted Fund:

The **Capital Fund** is to replace a great range of technical touring equipment, production equipment and practical office equipment to enable the company to operate more efficiently in terms of time and cost, to be better connected digitally and to bring obsolete equipment up to date to ensure the company can perform on a diverse range of performance platforms.

**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**31 March 2019**

**16 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted	Restricted	Total
	<b>2019</b>	<b>2019</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Tangible Fixed Assets	1	98,078	98,079
Current Assets	135,101	42,060	177,161
Creditors: due within one year	(80,481)	0	(80,481)
	<u>54,621</u>	<u>140,138</u>	<u>194,759</u>

**17 FUTURE FINANCIAL COMMITMENTS**

At 31 March 2019 the company had total commitments under operating leases over the remaining life of these assets of £11,590 (2018: £10,245).

**18 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Net movement in funds	53,239	44,260
Add back depreciation charge	24,813	1,175
Less Theatre Tax Credit	(71,002)	(40,344)
Less interest shown in investing activities	(274)	(356)
Decrease / (Increase) in debtors	27,223	(18,814)
Increase / (Decrease) in creditors	10,866	(45,602)
Net cash from operating activities	<u>44,865</u>	<u>(59,681)</u>

**DETAILED INCOME & EXPENDITURE ACCOUNT**

**For the year ended 31 March 2019**

	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2018</b>
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>INCOME</b>				
Arts Council England	0	100,003	100,003	0
Arts Council, Yorkshire	428,510	0	428,510	428,510
Leeds City Council	61,750	0	61,750	61,750
Touring	124,460	0	124,460	81,667
Programmes & Merchandise	3,164	0	3,164	2,332
Education	127,426	0	127,426	155,822
Other Grants & Donations	69,125	0	69,125	200,307
Other Income	100,788	0	100,788	18,692
Insurance Claim	1,714	0	1,714	0
Bank Interest	274	0	274	356
<b>TOTAL INCOME</b>	<b>917,211</b>	<b>100,003</b>	<b>1,017,214</b>	<b>949,436</b>
<b>EXPENDITURE</b>				
Production	169,220	0	169,220	65,177
Touring	62,384	0	62,384	52,258
Carnival Ballet	0	0	0	75,317
Staffing Costs	538,964	0	538,964	510,484
Training & Physio	18,353	0	18,353	21,518
Education	79,489	0	79,489	75,339
Marketing & Audience Development	28,375	0	28,375	30,026
Fundraising	525	0	525	3,876
Programmes & Merchandise	838	0	838	2,091
Building Overheads	68,658	0	68,658	69,367
Administration	37,027	0	37,027	32,913
Legal and Professional	6,331	0	6,331	5,981
Depreciation	0	24,813	24,813	1,175
<b>TOTAL EXPENDITURE</b>	<b>1,010,164</b>	<b>24,813</b>	<b>1,034,977</b>	<b>945,520</b>
<b>Net (Expenditure) / Income</b>	<b>(92,953)</b>	<b>75,190</b>	<b>(17,763)</b>	<b>3,916</b>
<b>Film &amp; Theatre Tax Credit</b>	<b>71,002</b>	<b>0</b>	<b>71,002</b>	<b>40,344</b>
<b>Net Income / (Expenditure) After Tax Credit</b>	<b>(21,951)</b>	<b>75,190</b>	<b>53,239</b>	<b>44,260</b>