

# CARDBOARD CITIZENS

England & Wales · Charity number 1042457

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">02938531</a>                                |
| Registered     | 1994-11-29                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                                  |
|---------|----------------------------------------------------------------------------------|
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| Website | <a href="http://www.cardboardcitizens.org.uk">www.cardboardcitizens.org.uk</a>   |

## Activities

**Objects:** TO ADVANCE EDUCATION FOR THE PUBLIC BENEFIT BY THE PROMOTION OF THE ARTS, IN PARTICULAR BUT NOT EXCLUSIVELY THE ART OF DRAMA

**Activities:** Our mission is to use theatre combined with information, advice and guidance to inspire and support those who are homeless or at risk of becoming homeless. We act as a catalyst for people to make changes in their lives. We also aim to improve public understanding and awareness by creating and performing works about the experiences of homeless and socially excluded people, with those people.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups, The General Public/mankind

## Geography

- Throughout London

## Finances

| Period end | Income     | Expenditure | Assets   | Employees |
|------------|------------|-------------|----------|-----------|
| 2025-03-31 | £858,113   | £934,063    | £472,141 | 12        |
| 2024-03-31 | £1,033,259 | £888,394    | £548,091 | 14        |
| 2023-03-31 | £913,095   | £1,019,346  | £403,227 | 15        |
| 2022-03-31 | £1,265,718 | £1,645,372  | £509,478 | 13        |
| 2021-03-31 | £1,251,204 | £1,051,013  | £889,132 | 17        |

## Trustees

| Name                               | Role  | Appointed  |
|------------------------------------|-------|------------|
| <b>Anna Elizabeth Williams</b>     | Chair | 2025-01-21 |
| Ajeet Kumar Jugnauth               |       | 2023-02-28 |
| Alexandra Elizabeth Casson         |       | 2026-01-27 |
| Ali Mete Akkemik                   |       | 2025-01-21 |
| Anoushka Gemma Warden              |       | 2026-01-27 |
| Awura-Afua Ayesha Casely-Hayford   |       | 2023-02-28 |
| Christopher Bull                   |       | 2022-10-25 |
| Claire Elizabeth Franceen Matthews |       | 2023-11-01 |
| Jenique McNaught                   |       | 2021-12-07 |
| Kikuko Itasaka                     |       | 2026-01-27 |
| MATTHEW XIA                        |       | 2018-04-24 |
| Victoria Featherstone              |       | 2026-01-27 |

**CARDBOARD CITIZENS**

England & Wales - Charity number 1042457

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# Accounts

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Company number: 02938531  
Charity number: 1042457



# CARDBOARD CITIZENS

REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025



# CONTENTS

|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| Reference and administrative information                                            | 1  |
| Chair’s report                                                                      | 2  |
| Trustees’ annual report                                                             | 3  |
| Independent examiners report                                                        | 22 |
| Statement of financial activities (incorporating an income and expenditure account) | 23 |
| Balance sheet                                                                       | 24 |
| Statement of cash flows                                                             | 25 |
| Notes to the financial statements                                                   | 26 |



Citz Theatre Makers with Imogen Knight, Joe Lyn

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

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

# REFERENCE AND ADMINISTRATIVE INFORMATION

## FOR THE YEAR ENDED 31 MARCH 2025

|                                           |                                                                                                                                   |                                             |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Company number                            | 02938531                                                                                                                          |                                             |
| Charity number                            | 1042457                                                                                                                           |                                             |
| Registered office and operational address | Unit 1A & 1B Hoxton Works 128 Hoxton Street N1 6SH                                                                                |                                             |
| Country of registration                   | England & Wales                                                                                                                   |                                             |
| Country of incorporation                  | United Kingdom                                                                                                                    |                                             |
| Trustees                                  | Trustees, who are also Directors under company law, who served during the year and up to the date of this report were as follows: |                                             |
|                                           | Mete Akkemik                                                                                                                      | Appointed as Trustee in January 2025        |
|                                           | Chris Bull                                                                                                                        | Treasurer / Head of Finance Committee       |
|                                           | Ayesha Casely-Hayford                                                                                                             | Trustee                                     |
|                                           | Charlie Josephine                                                                                                                 | Trustee                                     |
|                                           | Ajeet Jugnauth                                                                                                                    | Trustee                                     |
|                                           | Claire Matthews                                                                                                                   | Trustee                                     |
|                                           | Jenique McNaught                                                                                                                  | Vice Chair                                  |
|                                           | Sacha Milroy                                                                                                                      | Resigned as Trustee October 2024            |
|                                           | Jon Opie                                                                                                                          | Resigned as Trustee October 2024            |
|                                           | Prue Skene CBE                                                                                                                    | Resigned as Trustee October 2024            |
|                                           | Anna Williams                                                                                                                     | Appointed as Chair January 2025             |
|                                           | Matthew Xia                                                                                                                       | Vice Chair                                  |
| Key Management Personnel                  | Lisa Briscoe                                                                                                                      | Executive Director & Joint Chief Executive  |
|                                           | Lucy Madden                                                                                                                       | Head of Audiences                           |
|                                           | Leone Richmond                                                                                                                    | Head of Development                         |
|                                           | Clare Robertson                                                                                                                   | Resigned as Executive Producer August 2024  |
|                                           | Hollie Smith                                                                                                                      | Appointed as Senior Producer September 2025 |
|                                           | Chris Sonnex                                                                                                                      | Artistic Director & Joint Chief Executive   |
|                                           | Jessie Wyld                                                                                                                       | Head of Engagement                          |
| Bankers                                   | National Westminster Bank Plc Tower Bridge Branch P.O. Box 9765 201 Tooley St London, SE1 2ZH                                     |                                             |

It is with both pride and reflection that I introduce this year's Trustees' Report for Cardboard Citizens, marking a period of meaningful progress, growth, and deepened impact throughout 2024-2025.

We begin, however, by recognising a profound loss. We were deeply saddened by the passing of Prue Skene CBE, our former Chair, whose leadership, vision, and compassion shaped Cardboard Citizens over her eight-year tenure from 2016 to 2024. Prue's unwavering belief in the power of theatre to create change helped guide the organisation through transformative years, amplifying the voices of those with lived experience of homelessness and poverty. Her legacy lives on in every corner of our work, and we extend our heartfelt condolences to Prue's family and friends.

This year has seen a remarkable expansion in the scope and depth of our activities. We engaged nearly 400 individuals with lived experience of homelessness or poverty, empowering them through our flagship theatre workshop programme, youth music and performance initiative Cardboard Collective, and our creative wellbeing outreach. We also launched our public campaign More Than One Story, in partnership with Big Issue, reaching over 150,000 people across digital, print, and live platforms.

In 2024-2025, we fully embraced our new home at Hoxton Works, delivering work in Hackney, across London, and beyond. We built new partnerships with organisations including Hoxton Hall, Hackney Domestic Abuse Intervention Service, and the NHS NEL Integrated Care Board, creating new pathways for creative expression, support, and connection.

Our Members, both adults and young people aged 16-25, were central to our achievements, shaping and leading programmes, co-designing our new premises, and even creating a vibrant mural celebrating the organisation's legacy. Their voices, creativity, and leadership continue to inspire us.

As Chair, I am honoured to build upon the foundation laid by Prue. I joined the Board in February 2025 alongside Mete Akkemik, Vice President at Capital Group, a valued corporate supporter. This year also saw the departure of Jon Opie and Sacha Milroy, who completed their terms of service with distinction. I thank them sincerely for their commitment and care.

We are immensely proud of what we've accomplished this year with, through, and for our Members. On behalf of the entire Board, I extend our sincere thanks to all our supporters, partners, and collaborators for enabling us to continue changing the narrative around homelessness through creativity, solidarity, and action. We look forward to the journey ahead.

Anna Williams  
**Chair**

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees to ensure that the charity's aims, objectives and activities remained focused on its stated purposes. The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

## OBJECTIVES AND ACTIVITIES

Cardboard Citizens' objective is to advance education for the public benefit by promoting the arts, particularly, but not exclusively, the art of drama.

## VISION & MISSION

Cardboard Citizens' vision is a more equitable society where homelessness is prevented, understood, and responded to with compassion, support, and creativity.

Our mission is to use the performing arts, in particular theatre, to address homelessness and create lasting personal and social change.

## Rooted in lived experience of homelessness and poverty

Cardboard Citizens works with people who have experience of homelessness, poverty, and inequity. Many of these individuals become Members of our company, while others engage with us as artists, participants in outreach projects, staff, Trustees, or as part of our audiences. This 360° involvement helps ensure our work remains authentic, relevant, and rooted in the communities we serve.

Since our inception, we have worked to amplify voices and challenge the systemic causes of homelessness. Today, our mission also addresses poverty and inequity—two factors that significantly increase the risk of homelessness.

Our Membership includes people who:

- are or have been homeless or vulnerably housed
- are on low incomes or living in extreme poverty
- are unemployed
- have experience of the criminal justice or care systems
- identify as LGBTQIA+
- are from Global Majority ethnicities
- are living with disabilities or mental or physical health conditions
- anyone who self identifies with having experience of homelessness or poverty

## Working together to improve lives

We build strong partnerships across sectors to maximise impact:

- **Supporters:** We maintain long-standing relationships with key supporters who provide vital strategic support and advocate for the power of arts to improve lives affected by homelessness and poverty.
- **Audiences:** Our theatre engages audiences emotionally and encourages advocacy for change. *More Than One Story*, delivered with the Big Issue, reached over 150,000 people internationally, influencing perceptions and inspiring action.
- **Arts Partners:** We collaborate with theatres and co-producers to share stories rooted in homelessness and poverty, broaden audience reach, and model trauma-informed, strengths-based practice.
- **Media & Marketing:** Partnerships amplify campaigns, with *More Than One Story* achieving an estimated media reach of 20 million.
- **Education & Research:** Work with institutions like KNOW-PH and Nottingham University builds evidence for arts-based approaches to homelessness and social injustice.
- **Statutory, Social & Private Sectors:** We work with the NHS, Hackney Council, housing services, and others to provide holistic support. For example, *Becoming*, with Hackney Council, supported survivors of domestic abuse through creative and practical help. We also deliver training to embed inclusive practice across sectors.

## Our Supporters



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**

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TRUST

**BackstageTrust**



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The  
Coutts  
Foundation



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**John Ellerman  
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**ERNEST HECHT**  
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the **Agency**

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MUSIC**

We are also deeply grateful to our individual and anonymous supporters.

## Our Activity

- **Workshop Programme** – theatre, workshops, training, community and support for people over 18 years of age, with experience of homelessness, poverty and inequity. This area includes our Membership programme for people accessing our in-house activities.
- **Young Peoples' Programme** – our youth music programme for young people aged 16-25, with experience of homelessness, poverty and inequity.
- **Public Facing Programme** – public facing theatre, films and events for social change, building a wider platform and audience for our work.
- **Arts and social sector partnerships** – we depend on partnerships with the arts, health and social sectors to improve the impact and reach of our work with people experiencing homelessness and poverty.

### 1.WORKSHOP PROGRAMME

Our Workshop Programme is Cardboard Citizens' flagship year-round offer for Members — a creative and supportive space where people aged 18+ with lived experience of homelessness, poverty, or inequity can connect, create, and grow. The programme combines regular termly theatre-making and writing courses, one-off workshops and tasters, outreach to reach new Members, Member-led activity, and wraparound 1:1 progression support. It is designed to deliver our core outcomes for Members: building a sense of community, increasing wellbeing and resilience, enabling access to art and creativity, and developing the skills, confidence, and motivation to progress in life and in the arts.

### A year of Connection and Creativity

In 2024–25, 114 Members engaged with the Workshop Programme (target: 100), taking part in 111 workshops (target: 85). Our outreach met 179 people with lived experience of homelessness (target: 60), with many going on to join the programme.

The year began with a period of reflection and transition as we settled into our new home at Hoxton Hall, creating a vibrant hub for activity. The spring term saw Hamish Pirie's *Theatre Makers* cohort present their work in April, before a short pause in May to focus on our move and re-engagement with Members.

From June, we welcomed Conrad Murray - theatre-maker, director, rapper and beatboxer - to lead *Theatre Makers*, using song writing, spoken word, and beatboxing to explore personal stories. This culminated in *The Playlist!*, a collaborative "museum of human emotions" performed to Members, staff and friends at Hoxton Hall.

Alongside termly courses, we trialled Intro to Cardboard Citz workshops for new Members, enabling people to try our approach before committing to longer-term activity. We also offered specialist tasters in response to Member feedback, such as Joyful Movement with movement director Imogen Knight.

In autumn, *Theatre Makers* was led by director and facilitator Izzy Rabey, whose *Legend Era* course wove mythology and ghost tales into an epic collaborative performance. The resulting piece, *Winter Solstice Dream*, took audiences on a journey through portals between mythical and mortal worlds, performed at Shoreditch Town Hall to an invited audience.

We marked Black History Month with *Reclaiming Narratives*, a writing workshop for writers of colour led by Chantelle Dusette, offering a space to explore personal voice and representation.

Partnerships became a growing feature of the programme. In January 2025, we launched a collaboration with the Almeida Theatre for *81 (Life)*, offering Members three creative tasters, followed by recruitment workshops. 20 Members were selected to work alongside the Almeida team towards performances in August 2025 — a major opportunity to perform at a leading arts venue.

Meanwhile, Theatre Makers returned with Imogen Knight and guest artist Matthew Herbert, following their popular taster session. This term of workshops explored kindness through story, movement and sound. Over nine weeks, the group created a shared ritual inspired by nature, trust, and connection. This process sparked conversations about developing the work into a future public production.

## Outreach, Member-Led Activity, and Progression Support

Our outreach work remained a vital entry point to the programme, connecting with people through partner organisations, community events, and creative tasters. This year's outreach exceeded targets nearly threefold, reaching 179 people with lived experience.

Member-led activity also grew, with Members initiating their own creative projects and using our space for rehearsals, writing groups, and peer support sessions. This fostered a culture of agency and leadership, enabling Members to take ownership of their creative journeys.

Wraparound 1:1 progression support ran alongside all activities. Members received personalised advice on creative and life goals — from finding training and work experience to navigating housing or financial challenges. For some, this support was about taking a first step into creativity; for others, it was about moving into professional arts pathways or employment.

Member Representative Elections were completed in January 2025, with two new Members taking over the responsibility from previous Members. We have also since been successful in appointing an additional Member Representative from Cardboard Collective. All three Members worked in rotation to support Board meetings, Member forums and various ambassadorial roles through the year. We also took the decision to increase responsibility through offering payment and a corresponding contract for this work, taking note of the responsibility involved in the role and the value to our organisation.

## Outcomes and Impact

Evaluation across the year shows the Workshop Programme delivered strong results, surpassing expectations:

- **Community:** 100% of Members reported feeling more connected to others in the Citz community
- **Voice:** 92% felt able to contribute ideas and opinions about what happens at Cardboard Citizens
- **Wellbeing:** 92% reported reduced stress and anxiety
- **Resilience:** 84% felt more able to adapt to new environments and cope with challenges
- **Access to Art:** 92% felt theatre and art were accessible to them
- **Skills:** 75% of those completing progression courses reported increased essential skills
- **Motivation:** 75% reported greater motivation to pursue opportunities
- **Confidence:** 92% felt proud of their achievements & 84% felt they had progressed towards their personal goals

These outcomes reflect the programme's holistic nature - creativity is the catalyst, but the impact extends to wellbeing, resilience, and life opportunities. Through a combination of surveys, interviews, WEMWBS scores, and Member-led consultation, we've gained deep insight into the change we're making – and how to improve further. We've surpassed or met almost all impact targets and are embedding evaluation to amplify voices with lived experience and shape a more equitable future.

## Challenges and Opportunities

We responded to rising need due to the cost-of-living crisis, particularly as many Members had disability benefits withdrawn. This increased pressure on our wellbeing offer; in response, we strengthened referral pathways, provided hardship support, and shared advice and guidance.

Outreach delivery remained challenging due to stretched frontline services and the complex needs of participants. We've revised our approach, embedding longer-term outreach models. Meanwhile, our trauma-informed practice has grown through new training for artists and stronger Member representation.

Partnerships with artists and venues created major opportunities — from potential public productions of Member-devised work to high-profile collaborations like *81 (Life)* with the Almeida. We also deepened our trauma-informed practice, continually refining the training and support we provide to artists to ensure safe, inclusive spaces.

## Looking Ahead

In the year ahead, we aim to:

- Continue expanding the Intro to Citz offer to welcome more new Members.
- Develop potential public-facing projects from Theatre Makers.
- Build on the success of *81 (Life)* and other partnerships to create new pathways for Members into professional arts settings.
- Strengthen Member-led activity as a core strand of the programme.
- Further integrate outreach, workshops, and progression support into a seamless pathway for Members at all stages of their journey.

Through all of this, the Workshop Programme will remain the beating heart of Cardboard Citizens — a place where lived experience and creativity meet to spark change, in individuals and in the world around them.

## Members' quotes:

***Camaraderie, compassion, creative expression built my confidence, I felt seen and heard, I started to stop blaming myself, I was inspired to grow, create and become myself again.***

***I've been fearful and stuck for so long. the experience encouraged me to step outside of my comfort zone and I started to be creative again. I've proved to myself I'm not defined by my trauma. I can be me again.***

***I haven't been this peaceful since I was five – you realise that you've got it all inside – I didn't know how to find that peace and this has flipped a switch for me.***

***I never thought I was gonna say this – I've experienced moments of pure joy – and that's not me, that doesn't happen – it was amazing. The best thing in my life at the moment!***

***I know I'd be happier doing this every day. It gave me so much energy and much comfort.***

## 2. YOUNG PEOPLES' PROGRAMME

In its second full year, **Cardboard Collective** has continued to grow as a vibrant and empowering strand of Cardboard Citizens' work with young people. The programme offers music and live events opportunities for people aged 16-30 with lived experience of homelessness, poverty or inequity, with the aim of supporting wellbeing, building confidence and motivation, increasing access to creativity, and opening up pathways into progression.

Our delivery this year included artist development workshops, live performance opportunities, outreach sessions, and the successful launch of a new Live Event Associates strand. Through all activities, we've remained focused on creating a safe, collaborative and youth-led space — helping young people build skills, feel part of a creative community, and take steps forward in their lives.



Cardboard Collective, Matt Allen

### Programme Delivery and Participation

Over the year, we engaged **39 young people** (aged 16–30) in our core in-house activity, exceeding our target of 30. Of these, **21 participated regularly** as core members. Across **nine outreach events and taster sessions**, we also connected with **76 young people**, almost doubling our outreach target. In total, Cardboard Collective reached **380 people** this year through its workshops, performances, and events.

We delivered a 12-week programme focused on developing our artists' original music and preparing them for public performance. Sessions were led by musician and facilitator Laura Wolfe, with support from facilitators Nadine Johnson-Rose and Fran Lobo, as well as Cardboard Citizens staff.

At the same time, we launched a new pilot: **Live Event Associates**, a 10-week strand co-facilitated by Dan Tsu (Lyrix Organix). This initiative was designed for young people interested in event production, and covered areas such as hosting, artist liaison, marketing, lighting, and stage management.

The culmination of this work was **Cardboard Collective: Live at Hoxton Hall**, our first major performance, co-produced by the Live Event Associates and featuring our young artists. The event was a powerful celebration of creativity and teamwork. Following this, the Collective toured to four additional venues, including **Certain Blacks' Ensemble Festival**, post-show performances at **Bangers** (Arcola Theatre), and an appearance at **Hoxton Hall's Sound Out**. Across the summer, our artists performed to **249 audience members**, including **55 young people**, and took part in a range of new and challenging performance environments.

We also partnered with the Arcola production team to offer **over 100 free tickets** to *Bangers* for 16–30-year-olds - encouraging cross-pollination between theatre and music audiences and boosting the Collective's visibility.

## Progression, Outcomes and Impact

Alongside creative development, wellbeing and progression support remains at the heart of Cardboard Collective. Over the year, we delivered **104 1:1s** with young people — exceeding our target — offering emotional support, career advice and pathways into further opportunities. In total, **42 progression outcomes** were achieved in employment, education or volunteering — significantly exceeding our goals. Young people also benefitted from paid performance opportunities, chances to host events, and roles in outreach activity. Several alumni from the Act Now youth theatre programme returned as guest artists, and one former Live Event Associate was paid to support outreach delivery at Fun Palaces. Six young people also began working towards a nationally recognised **Arts Award** qualification.

Participant feedback remained extremely positive, with evaluation showing:

- **100%** reported improved interpersonal skills
- **91%** reported reduced stress/anxiety and improved motivation
- **91%** reported learning new skills
- **82%** reported feeling more connected to Cardboard Citizens and peers
- **100%** felt proud of their contributions

*I've learnt a lot about music and songwriting and hope to do this again! It was great working with each other and learning a lot from Dan and the Citz team. There was definitely a sense of pride and proper teamwork. – Participant reflection*

## Outreach, Growth and Access

In the latter half of the year, our focus shifted towards outreach, taster sessions and recruitment for **Year 3** of Cardboard Collective, which began in **January 2025**. We delivered a series of well-attended in-house taster sessions with guest artists including **Liv Wynter, Fran Lobo, NYJO**, and **Nadine Johnson-Rose**, engaging **16 young people**, 11 of whom were entirely new to Cardboard Citizens.

We also engaged young people via **referral partners** (including AKT, The Outside Project, and National Youth Theatre) and local events like **Fun Palaces** on Hoxton Street Market. Overall, the programme saw growing interest and a stronger reputation among local youth networks.

Despite this success, outreach presented some challenges. Many partner organisations in the youth and homelessness sectors are stretched thin, making communication and collaboration difficult. Several planned one-off outreach sessions were cancelled due to staff sickness or low youth turnout. In response, we are now exploring a longer-term outreach model with a small number of key partners, designed to build relationships over time and provide more consistent engagement.

## Challenges and Learning

Running two strands of the programme - artist development and event production - simultaneously proved ambitious, especially given limitations in staff capacity and rehearsal space. However, additional support from Citz staff and freelancers allowed us to navigate these pressures effectively.

Touring and managing external performance opportunities also presented challenges. Some young artists found unfamiliar venues or independent preparation daunting. We responded by offering self-care guidance and 1:1 support, though the logistics of touring required more coordination than anticipated.

Participant retention fluctuated throughout the year, especially towards the end of terms. This is a familiar challenge when working with young people experiencing instability, and we remain flexible and responsive to each young person's needs.

We also experienced capacity strain in our small pool of music facilitators — an area we are now seeking to expand in order to futureproof the programme.

## Strategic Alignment and Future Direction

This year, we also began a wider process of **strategic reflection** around the role of Cardboard Collective within Cardboard Citizens' overall offer. As we head into Year 3, we're actively evaluating how the programme can connect more closely to our **core mission, creative expertise and wider theatre work** - ensuring young people have clearer pathways through our programmes and that we maximise our contribution to the youth homelessness landscape.

We are already seeing stronger links between Collective and the wider organisation: participants have gone on to apply for **Citz Futures**, become **Youth Member Reps**, and take part in our theatre-focused workshops and events.

Looking ahead, we are excited to be working with **Earth Hackney, The Messengers, Young Hackney** and **Hackney Domestic Abuse Intervention Service** on new initiatives. We're also proud to have nominated Collective for two categories at the **Youth Music Awards**, including *Social Action & Outstanding Project* and *Inspirational Music Leader* for Wolfie.

With strong momentum, deepening partnerships and an exciting vision for the future, Cardboard Collective continues to prove the value of high-quality, creative, and community-focused programming for young people on the margins. We look forward to growing this work in 2025 and beyond.

## 3. PUBLIC-FACING WORK

In 2024, we released *More Than One Story*, in partnership with Big Issue – we made nine monologue films about different experiences of homelessness, with the aim of raising awareness about the diverse experiences, meanings and manifestations of homelessness, for example, domestic abuse, temporary accommodation, or overcrowded living.

The project was in direct response to the fact that **more people than ever before are facing homelessness in the UK**: 2023 saw a 14% increase in homeless people in England living in council-arranged temporary accommodation, and overall core homelessness in England this year is anticipated to be 20% higher than in 2020\*. Hundreds of thousands of people across the country have no place to call home, and each of their experiences is different. The monologues also sought to raise awareness about how other forms of oppression, including racism and homophobia, intersect with and compound experiences of homelessness.

The films were released over summer 2024 in partnership with the Big Issue, with a nine-week print and digital campaign and four screening events. All of the 18 writers and actors involved with this project had their own lived experience of homelessness or poverty, a critical factor informing our artistic work.

The **More Than One Story** writers are: the award-winning playwright, **Sonali Bhattacharyya** (*Arabian Nights*, *Chasing Hares*, *Two Billion Beats*); writer and director, **Debbie Hannan** (*The Panopticon* for National Theatre of Scotland, where they were recently appointed Associate Director); actor, writer and Cardboard Citizens Trustee, **Charlie Josephine** (*Cowboys*, *I*, *Joan*); BAFTA Award-winning screenwriter, **Kayleigh Llewellyn** (*Killing Eve*, *In My Skin*, and the newly announced, *The Dream Lands*, a six-part series for BBC One); Citz Member and spoken word artist, **Errol McGlashan/Uncle Errol** (*Something to Take off the Edge*); writer and director, **Neetu Singh** (*The Cherry Orchard*, *Brown Girl Noise*, *Kabul Goes Pop*); Artistic Director and joint CEO of Cardboard Citizens, **Chris Sonnex**; writer, anthropologist and disability rights activist, **Naomi Westerman** (*Puppy*, *Batman* (aka Naomi's Death Show)); and multi-award winning playwright and Cardboard Citizens Ambassador, **Roy Williams** (*Death of England*, *Sing Yer Heart Out for the Lads*, *Fallout*).

## Reach and Engagement

- More Than One Story was a **9-week multi-channel campaign** in partnership with **Big Issue** leveraged **print, digital, and live platforms**, including:
  - **9 editorial features**, reaching **1.5 million readers**.
  - A **double-page spread** introducing the project and writer perspectives.
  - An interview with Cardboard Citizens Ambassador, Malorie Blackman.
- The campaign reached **157,533** people globally. Notably, **48% of in-person event attendees** had lived experience of homelessness or poverty.
- The campaign gained **76,126 video views** across Cardboard Citizens and Big Issue platforms, with the **Big Issue partnership contributing 93% of total awareness**.
- Social media saw strong engagement: **2,634 likes, 186 comments, and 138 shares** across 57 posts, alongside **significant audience growth** (YouTube +14%, Instagram +6%).
- Our website traffic surged **236% compared to 2023**, and international audiences engaged from the **UK, USA, and Australia**.
- In total, the project featured in 21 pieces of print, online, and radio coverage, including three **4-star reviews**, the **BBC Radio London breakfast show** and the **Guardian's 'Best Theatre to Stream This Month'**.
- The films won **6 awards** including a **2025 Arts Council England Digital Culture Award** and an **SMK Creative Changemakers Award**, supporting the work's sector-wide reach and recognition.
- The films featured in **Clean Break's 2024 Online Film Festival**, increasing industry recognition.



More Than One Story, Black Apron Entertainment



**Chris Sonnex, Artistic Director and joint CEO of Cardboard Citizens, said:** *Many of us with lived experience of homelessness know all too well that there are many variables outside of us that create these inequities. This is why we have commissioned a raft of fearless and talented writers to help us better interrogate the systemic failings and biases that lead to the stark division between the haves and the have nots. We're collaborating with writers who understand homelessness, poverty and inequity from the inside, who can bring stories that are so often hidden from view into the light with an authenticity that resonates with their own experiences. Cardboard Citizens was founded on the principle of the power of dramatic storytelling as activism and we've spent more than three decades sharing the human stories behind the statistics to challenge perceptions, disrupt entrenched narratives, build empathy, and create the possibility of a more equitable society. More Than One Story, our new series of filmed monologues, written by nine brilliant writers and starring some of our incredible Members, will explore a cross section of some of the causes of homelessness. We'll be looking through the lens of violence and domestic abuse, from the perspective of the queer community, the migrant community, street sleeping and overcrowded accommodation to inspire broader conversations around what it means to experience homelessness in the UK today. And I'm so grateful to have the support of our tremendous partners – The Big Issue and Black Apron Entertainment – to help us bring these stories to the widest possible audience.*

**Big Issue Editor, Paul McNamee, said:** *Every Big Issue vendor has their own story. They are each working hard to overcome the unique set of circumstances that has led them to become homeless or vulnerably housed, selling The Big Issue magazine to give them more security and stability. Homelessness is not the big issue in itself, rather the result of other problems, prejudices and failures in the system. Cardboard Citizens – which like The Big Issue was founded in 1991 and has likewise spent more than three decades supporting and amplifying the voices of those on the margins – will shine a much-needed spotlight on the human side of homelessness with the More Than One Story series.*



More Than One Story, Black Apron Entertainment

**More Than One Story writer, Charlie Josephine, said:** *Cardboard Citizens is doing the real work. Proper integrity. Proper passion. Giving voice to people who aren't often heard, especially in these heart-breaking and crazy-making times. But Cardboard Citizens has managed to use that anger as fuel to launch a new canon of work. Monologues written from the heart and from personal experience about different perspectives of homelessness. If it's true that culture changes culture then this is vital storytelling and urgent activism and I'm honoured to be asked to contribute.*

**More Than One Story writer, Kayleigh Llewellyn said:** *I have such huge admiration for the work Cardboard Citizens is doing to break down the stigma, shame and barriers that can face those who've experienced homelessness. It's something that has touched my own life, and I only wish I'd had a resource like this to turn to. I'm honoured now to contribute in a small way to the change they are fighting for.*

### Audience feedback included:

*Astonishing as someone who considers themselves to be politically minded, you have completely reframed my perspective. Despite our best efforts, many of us fail to realise the many different presentations of homelessness. I feel like EVERY person in the UK should watch this film.*

*This wonderfully produced film was insightful, funny, moving, and thought-provoking. The quality and detail of it will speak to such a varied cross-section of people.*

*This is the first time I've heard stories like this. Refreshing. Brave. Fun. There are more than one and I want to hear a million more. MORE! AGAIN! Diverse, well-acted, well-written, well-filmed. Bravo!!!*

*Not only am I more aware of the breadth of the definition of what it means to be homeless, but I am also more aware of the systemic ways in which people are made homeless.*



Posts from our More Than One Story social media campaign with the Big Issue, 2024

### Quotes from the writers of More Than One Story:

*It had the impact I hoped for and felt part of a larger mission. It represented stories and lives that are rarely seen, spoke directly to government, and was also high quality artistically.*

*I feel really proud of the project in general - what it's trying to do, what it's doing, the quality of the work, the message it's sharing, the responses to it. I'm really proud to have played a small part in it.*

*Having an actor with my lived experience play the role felt very important and meaningful.*

Our next major step for the project is the creation of **More Than One Story: The Anthology** - a powerful published collection of monologues that give space to voices too often excluded from public discourse and mainstream theatre.

The anthology will include monologues from the original film series, new commissions from established artists with lived experience, and standout pieces from a nationwide open call - inviting emerging, new, and established writers with lived experience to contribute. Writers will be invited to submit monologues that talk to the experience of homelessness or poverty – which can be fictional or inspired by lived experience. The published collection will be curated to reflect the complexity, nuance, and richness of these underrepresented perspectives.

We are also working on a number of other future projects, including two literary adaptations, one of which will be our first show for a family audience. We are continuing our collaboration with the Almeida Theatre, including a co-commission and *81 (Life)*.

### **81 (Life), Almeida Theatre**

The second of the Almeida's Community Play Trilogy, *81 (Life)* will take place Thurs 21 – Sat 23 August 2025 and will celebrate Islington's global diaspora communities through the rituals that mark the rites of passage in a human lifetime, capturing the infinite identities and experiences of people who are born, live, work, love, build families, die, and are remembered in the borough. A company of 15 – 20 Cardboard Citizens Members will take part in the production alongside two other community groups - All Change and a community company of Islington residents recruited by the Almeida.

## **Arts and Social Sector Partnerships**

This year, we strengthened collaborations across the arts, health, and social sectors to improve wellbeing, influence policy, and amplify the voices of people with lived experience.

### **Key Highlights:**

- Took part in the Cultural Philanthropy Foundation's national campaign showcasing culture's role in communities.
- Worked with North East London National Health Service on homelessness and health initiatives, including symposium presentations and creative workshops.
- Delivered a ten week writing programme in partnership with Change Grow Live, supporting people facing challenges with addiction.
- Launched *Who Am I? I Am...* with Hackney Domestic Abuse Intervention Service, engaging twelve women affected by domestic abuse, culminating in a touring artwork called *Becoming*.
- Connected with over 300 organisations through a new social sector newsletter and community screenings of *More Than One Story*.
- Partnered with the University of Nottingham's Public Health Knowledge Mobilisation Team on a research project exploring housing and health inequalities through creative storytelling.
- Continued cultural partnerships with Liverpool Everyman and Playhouse (including two trainees on *The Lieutenant of Inishmore*) and developed new work with the Almeida Theatre.

## Dani's story

Over the past year, we have been working with Dani, a Citz Member, to develop her play, which originated in a previous Cardboard Citizens writing workshop facilitated by playwright Anna Jordan. In recognition of Dani's talent and the strength of the piece, we awarded her a commission to continue its development. This culminated in a work-in-progress reading in December 2024, directed by Matthew Xia. This first-ever Member commission marks a significant shift in authorship and power within our organisation and underscores our commitment to centring lived experience and empowering individuals to thrive as artists and changemakers.

*Cardboard Citizens' involvement in my creative life has been fundamental to my development towards becoming a playwright and writing my first play. Cardboard Citizens has been a space where I have felt nurtured, inspired, and productive. From the first writing class I gained a place on, Cardboard Citizens and Anna Jordan created a space where I could explore, create, be inspired, and learn new techniques and skills, that helped me hone and develop my writing.*

*The Cardboard Citizens writing course opened my eyes to a new world of playwriting that contained both technical and creative aspects of the craft. What had been, up until then, something that I was passionate about but mostly did in my spare time became something that I wanted to be able to do, every day. Since the writing course, that I was fortunate to find myself on, Cardboard Citizens have supported me and walked me through the play commissioning process, from the first meeting when they offered me the commission to the three-day workshop and rehearsed reading with a brilliant team of actors and a director. Cardboard Citizens has through their writing classes, play commission, and artist development supported me to write my first play. This opportunity offered to me by Cardboard Citizens, enabled me to become closer to being a professional writer, which before, I had only hoped and dreamed about.*

## FINANCIAL REVIEW

The results for the year ended 31 March 2025 are given in the Statement of Financial Actives on page 23. The assets and liabilities as at that date are given in the Balance Sheet on page 24. The financial statements should be read in conjunction with their related notes, which appear on page 26 and have been prepared in accordance with relevant law and SORP 2015.

During the year, restricted income amounted to £175,273 (£310,538 in 2024). Unrestricted income amounted to £682,840 (£722,721 in 2024). Project costs amounted to £758,678 (£737,593 in 2024).

Total income in 2024-25 decreased by 17% to £858,113 (£1,033,259 in 2023-24). Income from charitable donations increased by 9% to £668,261 (£613,440 in 2023-4), while income from charitable activities decreased by 56% to £181,135 (£412,079 in 2023-24). This was largely due to a multi –year project starting with film making in 2024-25, pivoting to a live theatre event in 2025-26. The shift resulted in reduced performance income and theatre tax relief for FY25, with plans to replenish this with other sources of income in FY26 . In addition, some restricted income from charitable activities in FY24 was used in FY25. We were also fortunate to receive a one off £70k last year from an anonymous donor for our work with young people, which wasn't repeated in FY25.

Total expenditure increased by 5% in 2024-25 to £934,062 (£888,395 in 2023-24). Staff costs increased by 4.7% due to redundancy costs, and a review of salaries in line with peers in the sector following the cost-of-living crisis. Overall charitable activities' expenditure increased by 3%, in line with inflation.

Trustees review the financial performance of the charity and its fundraising strategy alongside income generation and associated costs on a regular basis. The charity raises money from individuals, companies, trusts, and statutory bodies, and receives income from performances, fundraising events and delivering training activity.

### Principle Risks and Uncertainties

The Trustees reviewed the risk management strategy and the systems and procedures to address those potential risks and minimise any impact on the charity if the risks materialise.

Principal risks identified for the coming year include:

- Increase in numbers of people experiencing homelessness, poverty and inequity. We are seeing an ongoing increase in more complex needs among the people we work with. With a reduction in some social and statutory services, our pastoral support offer continues to experience more demand. We continue to monitor and manage this carefully by working in partnership with support services.
- Funding risks, associated with increased pressure on Trusts & Foundations. We are currently in the process of implementing a plan to release capacity in our senior team to enable focus on multiple strands of alternative income generation, fundraising and partnership development that we have identified as priority. We continue to review the funding landscape and work on corresponding financial plans with our Finance Committee.

## Reserves Policy and going concern

The Trustees recognise that there continues to be increased competition for the organisation around fundraising and income generation from some sources, particularly from Trusts & Foundations, fundraising events and earned income. Budget scenario projections until 2028 have been drafted accordingly. The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Trustees have agreed a Reserves Policy, which is regularly reviewed. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months' operational expenditure commitments, i.e., payroll, core fixed costs and wind-up costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

In FY25 total charity funds stood at £472,141. These are made up of:

- Restricted reserves of £22,054 relating to activities in 2025-2026
- £242,576 designated reserves. £235,358 of these funds are designated by the Trustees to allow us to develop and deliver our future planned theatre productions, which could not be funded from future income alone. The remaining £7,218 is for fixed assets.
- £207,511 free reserves. The target to cover the three months operational expenditure commitments is currently £207,511. The Finance Committee reviewed the adequacy of these reserves and is content with the level given the size of the organisation and the risks it is managing.

## Structure, Governance and Management

The organisation is a charitable company limited by guarantee, incorporated on 14 June 1994 and registered as a charity on 29 November 1994.

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.

The Board of Trustees governs the charity. At 31 March 2025, there were 9 Trustees. There is no upper limit to the number of Trustees, and the quorum is one-third or three, whichever is the greater number.

The Board is drawn from people from the voluntary and public sectors, the arts and the corporate sector. Specific skills include knowledge of governance, strategic planning, risk management, homelessness, poverty, diversity, inclusion, theatre making, legal and financial skills. We are currently working to add to this skill set by recruiting one or more new Trustees with marketing, communications, public relations or fundraising skills.

The Board of Trustees is responsible for strategic decisions and oversight of financial matters and has ultimate legal responsibility. They meet between four and six times a year. Board meetings are attended by the Joint Chief Executives and other senior management officers and staff as necessary, in a non-voting capacity. Member representatives (participants in the charity's work) attend in the same capacity. Away days are arranged annually, in order to undertake longer-term planning processes. The JCEOs presented an updated strategy to the Board and Member Representatives in January 2025, which has since been shared with Members, staff and various partners. There is a separate Finance Committee, which meets to scrutinise budgets, management accounts, fundraising and risk in detail before the main Board meeting. A Development Committee, made of a combination of Trustees and other supporters, exists to support fundraising development. Other short-term working groups are convened as necessary to deal with particular matters and then disbanded. A Nominations Committee continues to support Trustee recruitment alongside a review of the functioning and culture of the Board, working towards a more diverse and inclusive governance system that is dynamic and representative of the organisation's stakeholders and beneficiaries with a view to furthering overall strategic performance.

The senior team is led by Joint Chief Executives, Chris Sonnex (Artistic Director) and Lisa Briscoe (Executive Director). The roles are split with the Artistic Director being responsible for leading vision and direction and the Executive Director responsible for operations and delivery. Other members of the senior team during the year included Lucy Madden as Head of Audiences, Hollie Smith as Senior Producer, Leone Richmond as Head of Development and Jessie Wyld as Head of Engagement.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

## Appointment of Trustees

Trustees are appointed for a term of four years and serve a maximum of two terms of office. Trustees participate in a review of their role with the Chair or Vice Chairs, following which they are invited to stand for re-election at the end of the first term of office. New Trustees are sought by means of advertisement, word of mouth and direct approach. Candidates with lived experience of homelessness / poverty / certain protected characteristics are offered a meeting with the Chair to discuss the role before applying. All candidates are required to demonstrate how they meet the requirements of being a Trustee, as set out in a Trustee appointment pack, and they are interviewed by existing Trustees and senior management.

## Trustee Appointment and Training

Newly appointed Trustees receive an induction pack and Governance Code, which is followed by meetings with the Chair, Joint Chief Executives and Senior Management Team to discuss board orientation as well as historical and current aspects of the company. Individual meetings are also arranged with other staff as appropriate, depending on the new Trustee's particular skill set.

## Fundraising

Cardboard Citizens have a dedicated Development team. Fundraising events are discussed and agreed with the Development Committee, Finance Committee and the Senior Management Team.

We comply in all regards with the Code of Fundraising Practice regulated by the Fundraising Regulator and with Charity Commission guidance. In July 2018, the Board approved an Ethics Statement which will be a benchmark to ensure that there is no conflict between the ethos and core values of Cardboard Citizens and the source of our diverse funding.

We have strengthened our fundraising position through the implementation of the renewed organisational strategy, underpinned by multi-year plans that enable us to pursue strategic grants and articulate clear ambitions to existing and prospective funders.

Logic chains are being updated across all programmes and projects to support delivery of the renewed strategy, while work is underway on a refreshed corporate development strategy, with trustee input and external consultancy support.

Building on the success of our recent Big Give campaign, we are designing supporter journeys, events and milestones around our forthcoming anthology project, with further plans to engage individuals and align earned income activity with the new model.

Our formal partnership with arts marketing agency HdK enhances this work through website, fundraising, communications and social media support, ensuring a joined-up approach to audience and funder engagement.

Cardboard Citizens is compliant with the General Data Protection Regulations which came into force in May 2018.

Cardboard Citizens has received no complaints relating to its fundraising activities during the year FY25.

### **Remuneration Policy for Key Management Personnel**

The Board of Trustees is responsible for the appointment and supervision of the Joint Chief Executives, including setting the salaries for the two posts. It does this by means of a Remuneration Committee. The salary is determined with reference to the sector comparisons, the size of the company and the relativities with other key staff.

As a London Living Wage Employer, Cardboard Citizens is committed to ensuring we are transparent about the pay ratios in the organisation. The median salary is £38,901 and the highest to lowest paid staff ratio is 2.5 to 1.

## Statement of Responsibilities of the Trustees

The Trustees (who are also directors of Cardboard Citizens for the purposes of company law) are responsible for preparing the Trustees' annual 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 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 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
- State whether applicable UK Accounting Standards and statements of recommended practice 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 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 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was 9 (2024: 10). The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

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

The trustees' annual report has been approved by the trustees on date 15 October 2025 and signed on their behalf by

Anna Williams  
Chair

Chris Bull  
Treasurer

# INDEPENDENT EXAMINERS REPORT

## TO THE TRUSTEES OF CARDBOARD CITIZENS

I report to the trustees on my examination of the accounts of Cardboard Citizens for the year ended 31st March 2025.

This report This report is made solely to the trustees as a body, in accordance with the Charities Act 2011 ('the 2011 Act'). My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

### Responsibilities and basis of report

As the charity trustees of the company, 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 the Company's accounts carried out under section 145 of the 2011 Act and 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.

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

I have completed my examination. I confirm that no material 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 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.

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

Signed:

Name: Joanna Pittman FCA

Address: Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG

Date: 28 October 2025

# STATEMENT OF FINANCIAL ACTIVITIES

## INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

|                                                | Note | Unrestricted<br>£ | Restricted<br>£ | 2025<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£  | 2024<br>Total<br>£ |
|------------------------------------------------|------|-------------------|-----------------|--------------------|-------------------|------------------|--------------------|
| <b>Income from:</b>                            |      |                   |                 |                    |                   |                  |                    |
| Donations                                      | 2    | 659,961           | 8,300           | <b>668,261</b>     | 613,440           | –                | <b>613,440</b>     |
| Charitable activities                          | 3    |                   |                 |                    |                   |                  |                    |
| Workshop programmes                            |      | –                 | 80,000          | <b>80,000</b>      | –                 | 81,340           | <b>81,340</b>      |
| Young people's programmes                      |      | –                 | 86,973          | <b>86,973</b>      | –                 | 150,698          | <b>150,698</b>     |
| Community Tour                                 |      | –                 | –               | <b>–</b>           | 30,277            | –                | <b>30,277</b>      |
| Public Facing Theatre                          |      | 437               | –               | <b>437</b>         | 62,278            | 78,500           | <b>140,778</b>     |
| Training                                       |      | 13,726            | –               | <b>13,726</b>      | 8,986             | –                | <b>8,986</b>       |
| Other trading activities                       | 4    | 405               | –               | <b>405</b>         | 2,470             | –                | <b>2,470</b>       |
| Investments                                    |      | 8,311             | –               | <b>8,311</b>       | 5,270             | –                | <b>5,270</b>       |
| <b>Total income</b>                            |      | <b>682,840</b>    | <b>175,273</b>  | <b>858,113</b>     | <b>722,721</b>    | <b>310,538</b>   | <b>1,033,259</b>   |
| <b>Expenditure on:</b>                         |      |                   |                 |                    |                   |                  |                    |
| Raising funds                                  | 5    | 169,139           | 6,246           | <b>175,385</b>     | 33,463            | 117,338          | <b>150,801</b>     |
| Charitable activities                          |      |                   |                 |                    |                   |                  |                    |
| Workshop programmes                            |      | 161,170           | 80,000          | <b>241,170</b>     | 37,449            | 144,815          | <b>182,264</b>     |
| Young people's programmes                      |      | 68,581            | 140,572         | <b>209,153</b>     | 41,591            | 136,512          | <b>178,103</b>     |
| Community Tour                                 |      | –                 | –               | <b>–</b>           | 36,016            | 98,006           | <b>134,022</b>     |
| Public Facing Theatre                          |      | 215,281           | 30,000          | <b>245,281</b>     | 28,367            | 158,245          | <b>186,612</b>     |
| Training                                       |      | 63,074            | –               | <b>63,074</b>      | 56,593            | –                | <b>56,593</b>      |
| <b>Total expenditure</b>                       |      | <b>677,245</b>    | <b>256,818</b>  | <b>934,063</b>     | <b>233,479</b>    | <b>654,916</b>   | <b>888,395</b>     |
| <b>Net income / (expenditure) for the year</b> | 6    | <b>5,595</b>      | <b>(81,545)</b> | <b>(75,950)</b>    | <b>489,242</b>    | <b>(344,378)</b> | <b>144,864</b>     |
| Transfers between funds                        |      | –                 | –               | <b>–</b>           | (447,977)         | 447,977          | <b>–</b>           |
| <b>Net movement in funds</b>                   |      | <b>5,595</b>      | <b>(81,545)</b> | <b>(75,950)</b>    | <b>41,265</b>     | <b>103,599</b>   | <b>144,864</b>     |
| <b>Reconciliation of funds:</b>                |      |                   |                 |                    |                   |                  |                    |
| Total funds brought forward                    |      | 444,492           | 103,599         | <b>548,091</b>     | 403,227           | –                | <b>403,227</b>     |
| <b>Total funds carried forward</b>             |      | <b>450,087</b>    | <b>22,054</b>   | <b>472,141</b>     | <b>444,492</b>    | <b>103,599</b>   | <b>548,091</b>     |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

In the 2024 accounts, the full costs of projects were charged to restricted funds, even where this exceeded the income provided, and this required a transfer to be made from unrestricted funds to restricted funds.

In the 2025 accounts, expenditure has only been charged to restricted funds where there are funds available and additional costs have been charged to unrestricted funds. Therefore there have been no transfers between funds required for 2025.

## BALANCE SHEET

|                                                | Note | £              | 2025<br>£      | 2024<br>£      |
|------------------------------------------------|------|----------------|----------------|----------------|
| <b>Fixed assets:</b>                           |      |                |                |                |
| Tangible assets                                | 11   |                | 7,218          | 8,124          |
|                                                |      |                | <b>7,218</b>   | <b>8,124</b>   |
| <b>Current assets:</b>                         |      |                |                |                |
| Debtors                                        | 12   | 20,398         | 109,131        |                |
| Cash at bank and in hand                       |      | 485,749        | 508,545        |                |
|                                                |      | <b>506,147</b> | <b>617,676</b> |                |
| <b>Liabilities:</b>                            |      |                |                |                |
| Creditors: amounts falling due within one year | 13   | 41,224         | 77,709         |                |
| <b>Net current assets</b>                      |      |                | <b>464,923</b> | <b>539,967</b> |
| <b>Total net assets</b>                        |      |                | <b>472,141</b> | <b>548,091</b> |
| <b>The funds of the charity:</b>               | 15a  |                |                |                |
| Restricted income funds                        |      |                | 22,054         | 103,599        |
| Unrestricted income funds:                     |      |                |                |                |
| Designated funds                               |      | 242,576        | 243,480        |                |
| General funds                                  |      | 207,511        | 201,012        |                |
| <b>Total unrestricted funds</b>                |      |                | <b>450,087</b> | <b>444,492</b> |
| <b>Total charity funds</b>                     |      |                | <b>472,141</b> | <b>548,091</b> |

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge the following responsibilities:

- i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approved by the trustees on 15 October 2025 and signed on their behalf by

Anna Williams  
Chair

# STATEMENT OF CASHFLOWS

Reconciliation of net income to net cash flow from operating activities

|                                                                                                       | 2025<br>£       | 2024<br>£      |
|-------------------------------------------------------------------------------------------------------|-----------------|----------------|
| Net (expenditure) / income for the reporting period<br>(as per the statement of financial activities) | (75,950)        | 144,864        |
| Depreciation charges                                                                                  | 6,321           | 15,838         |
| (Increase)/decrease in debtors                                                                        | 88,738          | 22,197         |
| Increase / (decrease) in creditors                                                                    | (36,485)        | (2,804)        |
| Net cash provided by / (used in) operating activities                                                 | <u>(17,376)</u> | <u>180,095</u> |

|                                                        | 2025<br>£      | 2024<br>£      |
|--------------------------------------------------------|----------------|----------------|
| Cash flows from operating activities                   |                |                |
| Net cash provided by operating activities              | (17,376)       | 180,095        |
| Cash flows from investing activities:                  |                |                |
| Purchase of fixed assets                               | (6,329)        | (3,800)        |
| Proceeds from sale of fixed assets                     | <u>911</u>     | <u>-</u>       |
| Net cash (used in) investing activities                | <u>(5,418)</u> | <u>(3,800)</u> |
| Change in cash and cash equivalents in the year        | (22,794)       | 176,295        |
| Cash and cash equivalents at the beginning of the year | <u>508,544</u> | <u>332,249</u> |
| Cash and cash equivalents at the end of the year       | <u>485,749</u> | <u>508,544</u> |

# NOTES TO THE FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

### a) Statutory information

Cardboard Citizens is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Hoxton Works Unit 1.1 and 1.2, 128 Hoxton Street, London, N1 6SH.

### b) 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), (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

### d) Going concern

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

The Trustees recognise that continued pressures on society and our sectors has created unknowns for the organisation around fundraising and income generation. Budget scenario projections for 2025-26 to 2026-27 alongside a rigorous confidence level assessment system, along with cashflow projections have been drafted accordingly. The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In addition, at the time of reporting, there are no significant risks of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees have agreed a Reserves Policy, which is regularly reviewed, and funds are held in line with the reserves policy. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months operational expenditure commitments, i.e., payroll, core fixed costs and wind-up costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

### e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other 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.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably.

#### **f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation 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. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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.

#### **g) 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.

#### **h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

#### **i) 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 is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services our Workshop and Young People's programmes, our theatre work and our education and training activities, (all undertaken to further the purposes of the charity), and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

#### **j) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

## ACCOUNTING POLICIES CONTD.

Support and governance costs are allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

|                           |     |
|---------------------------|-----|
| • Costs of raising funds  | 21% |
| • Workshop Programme      | 25% |
| • Young Peoples Programme | 23% |
| • Public Facing Theatre   | 6%  |
| • Training                | 25% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

### k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

### l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office Furniture 4 years
- Office Equipment 4 years
- Database/Website Development 4 years

### m) Debtors

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

### n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### o) 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.

## p) 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.

## q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

## 2. INCOME FROM DONATIONS

|                               | Unrestricted<br>£ | Restricted<br>£ | 2025<br>Total<br>£    | Unrestricted<br>£ | Restricted<br>£ | 2024<br>Total<br>£ |
|-------------------------------|-------------------|-----------------|-----------------------|-------------------|-----------------|--------------------|
| Grants and donations          |                   |                 |                       |                   |                 |                    |
| Arts Council England          | 162,944           | –               | <b>162,944</b>        | 162,944           | –               | 162,944            |
| Backstage Trust               | 100,000           | –               | <b>100,000</b>        | 100,000           | –               | 100,000            |
| Julia and Hans Rausing        | 83,000            | –               | <b>83,000</b>         | –                 | –               | –                  |
| The Albert Hunt Trust         | 8,000             | –               | <b>8,000</b>          | –                 | –               | –                  |
| Canary Wharf Contractors Fund | 10,000            | –               | <b>10,000</b>         | 10,000            | –               | 10,000             |
| Capital Group                 | 195               | –               | <b>195</b>            | 30,497            | –               | 30,497             |
| The Clothworkers Foundation   |                   | 8,300           | <b>8,300</b>          | –                 | –               | –                  |
| Fidelity UK Foundation        | 40,500            | –               | <b>40,500</b>         | 50,000            | –               | 50,000             |
| John Ellerman Foundation      | 35,000            | –               | <b>35,000</b>         | 35,000            | –               | 35,000             |
| Swire Charitable Trust        | 20,000            | –               | <b>20,000</b>         | 25,000            | –               | 25,000             |
| The Coutts Foundation         | 35,000            | –               | <b>35,000</b>         | 38,500            | –               | 38,500             |
| HMRC – Gift Aid               | 4,460             | –               | <b>4,460</b>          | 6,660             | –               | 6,660              |
| Other individual donations    | 65,200            | –               | <b>65,200</b>         | 70,000            | –               | 70,000             |
| Other under £5,000            | 95,662            | –               | <b>95,662</b>         | 84,838            | –               | 84,838             |
|                               | <u>659,961</u>    | <u>8,300</u>    | <b><u>668,261</u></b> | <u>613,440</u>    | <u>–</u>        | <u>613,440</u>     |

Statutory grants received from independent government bodies include £162,944 of unrestricted funding received from Arts Council England NPO (2024: £162,944).

### 3. INCOME FROM CHARITABLE ACTIVITIES

|                                          | Unrestricted<br>£ | Restricted<br>£ | 2025<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2024<br>Total<br>£ |
|------------------------------------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| <b>Workshop programmes</b>               |                   |                 |                    |                   |                 |                    |
| Statutory Grants                         | -                 | 25,000          | <b>25,000</b>      | -                 | 12,500          | 12,500             |
| <b>Grants and Donations:</b>             |                   |                 |                    |                   |                 |                    |
| Societe Generale UK Foundation           | -                 | 15,000          | <b>15,000</b>      | -                 | -               | -                  |
| M&G                                      | -                 | -               | -                  | -                 | 25,000          | 25,000             |
| Henry Smith Charity                      | -                 | 40,000          | <b>40,000</b>      | -                 | 40,000          | 40,000             |
| Other under £5,000                       | -                 | -               | -                  | -                 | 3,840           | 3,840              |
| Sub-total for Workshop programmes        | -                 | 80,000          | <b>80,000</b>      | -                 | 81,340          | 81,340             |
| <b>Young people's programmes</b>         |                   |                 |                    |                   |                 |                    |
| Statutory Grants                         | -                 | -               | -                  | -                 | 39,298          | 39,298             |
| <b>Grants and Donations:</b>             |                   |                 |                    |                   |                 |                    |
| Foundation for Future London             | -                 | 37,600          | <b>37,600</b>      | -                 | 23,400          | 23,400             |
| Societe Generale UK Foundation           | -                 | 9,675           | <b>9,675</b>       | -                 | 15,000          | 15,000             |
| MariaMarina Foundation                   | -                 | 20,000          | <b>20,000</b>      | -                 | -               | -                  |
| The National Foundation-Youth Music Fund | -                 | 14,698          | <b>14,698</b>      | -                 | -               | -                  |
| Other                                    | -                 | 5,000           | <b>5,000</b>       | -                 | 70,000          | 70,000             |
| Other under £5,000                       | -                 | -               | -                  | -                 | 3,000           | 3,000              |
| Sub-total for Young people's programmes  | -                 | 86,973          | <b>86,973</b>      | -                 | 150,698         | 150,698            |
| <b>Community Tour programme</b>          |                   |                 |                    |                   |                 |                    |
| <b>Grants and Donations:</b>             |                   |                 |                    |                   |                 |                    |
| Theatre Tax Relief                       | -                 | -               | -                  | 30,277            | -               | 30,277             |
| Sub-total for Community Tour programme   | -                 | -               | -                  | 30,277            | -               | 30,277             |
| <b>Public Facing Theatre</b>             |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income            | 437               | -               | <b>437</b>         | 4,730             | -               | 4,730              |
| Statutory Grants                         | -                 | -               | -                  | -                 | 28,500          | 28,500             |
| <b>Grants and Donations:</b>             |                   |                 |                    |                   |                 |                    |
| The Linbury Trust                        | -                 | -               | -                  | -                 | 50,000          | 50,000             |
| Theatre Tax Relief                       | -                 | -               | -                  | 57,548            | -               | 57,548             |
| Sub-total for Public Facing theatre      | 437               | -               | <b>437</b>         | 62,278            | 78,500          | 140,778            |
| <b>Training</b>                          |                   |                 |                    |                   |                 |                    |
| <b>Project Income:</b>                   |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income            | 13,726            | -               | <b>13,726</b>      | 8,986             | -               | 8,986              |
| Sub-total for Training                   | 13,726            | -               | <b>13,726</b>      | 8,986             | -               | 8,986              |
| Total income from charitable activities  | 14,162            | 166,973         | <b>181,135</b>     | 101,541           | 310,538         | 412,079            |

### 4. INCOME FROM OTHER TRADING ACTIVITIES

|               | Unrestricted<br>£ | Restricted<br>£ | 2025<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2024<br>Total<br>£ |
|---------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Rental income | -                 | -               | -                  | 1,280             | -               | 1,280              |
| Other income  | 405               | -               | <b>405</b>         | 1,190             | -               | 1,190              |
|               | 405               | -               | <b>405</b>         | 2,470             | -               | 2,470              |

## 5a. ANALYSIS OF EXPENDITURE (CURRENT YEAR)

| Charitable activities       |                            |                         |                               |                     |                            |               |                       |                    |           |
|-----------------------------|----------------------------|-------------------------|-------------------------------|---------------------|----------------------------|---------------|-----------------------|--------------------|-----------|
|                             | Cost of raising funds<br>£ | Workshop programme<br>£ | Young people's programme<br>£ | Community Tour<br>£ | Public Facing Theatre<br>£ | Training<br>£ | Governance costs<br>£ | Support costs<br>£ |           |
|                             |                            |                         |                               |                     |                            |               |                       |                    | 2025<br>£ |
|                             |                            |                         |                               |                     |                            |               |                       |                    | 2024<br>£ |
| Staff costs (Note 7)        | 111,625                    | 124,093                 | 121,117                       | -                   | 125,531                    | 41,908        | 12,416                | 18,554             | 555,244   |
| Freelance workers           | 5,900                      | 32,970                  | 15,062                        | -                   | 33,720                     | 3,496         | -                     | 225                | 91,373    |
| Production/ events cost     | -                          | 16,169                  | 6,789                         | -                   | 24,831                     | 536           | -                     | 2,670              | 50,995    |
| Other direct costs          | 3,034                      | 1,050                   | 354                           | -                   | 1,575                      | 10            | -                     | -                  | 6,023     |
| General office expenses     | -                          | -                       | -                             | -                   | -                          | -             | -                     | 48,326             | 48,326    |
| Legal and professional fee  | -                          | -                       | -                             | -                   | -                          | -             | -                     | 16,913             | 16,913    |
| Bank charges/ interest      | -                          | -                       | -                             | -                   | -                          | -             | -                     | 586                | 586       |
| Insurance and subscriptions | -                          | -                       | -                             | -                   | -                          | -             | -                     | 12,340             | 12,340    |
| Marketing                   | -                          | -                       | -                             | -                   | -                          | -             | -                     | 2,626              | 2,626     |
| IT & Software support       | -                          | -                       | -                             | -                   | -                          | -             | -                     | 25,315             | 25,315    |
| Rent and rates              | -                          | -                       | -                             | -                   | -                          | -             | -                     | 83,105             | 83,105    |
| Depreciation                | -                          | -                       | -                             | -                   | -                          | -             | -                     | 6,321              | 6,321     |
| Audit fee                   | -                          | -                       | -                             | -                   | -                          | -             | 9,000                 | -                  | 9,000     |
| Board expenses              | -                          | -                       | -                             | -                   | -                          | -             | 1,168                 | -                  | 1,168     |
| Accountancy Fees            | -                          | -                       | -                             | -                   | -                          | -             | 1,500                 | 23,228             | 24,728    |
|                             | 120,559                    | 174,282                 | 143,322                       | -                   | 185,657                    | 45,950        | 24,084                | 240,209            | 934,063   |
|                             |                            |                         |                               |                     |                            |               |                       |                    | 888,394   |
| Support costs               | 49,830                     | 60,792                  | 59,832                        | -                   | 54,191                     | 15,564        | -                     | (240,209)          | -         |
| Governance costs            | 4,996                      | 6,096                   | 5,999                         | -                   | 5,433                      | 1,560         | (24,084)              | -                  | -         |
| Total expenditure 2025      | 175,385                    | 241,170                 | 209,153                       | -                   | 245,281                    | 63,074        | -                     | -                  | 934,063   |
| Total expenditure 2024      | 150,801                    | 182,264                 | 178,103                       | 134,021             | 186,611                    | 56,593        | -                     | -                  | 888,394   |

## 5b. ANALYSIS OF EXPENDITURE (PREVIOUS YEAR)

|                               | Charitable activities |                    |                          |                |                       |               |                  |               | 2,024          |
|-------------------------------|-----------------------|--------------------|--------------------------|----------------|-----------------------|---------------|------------------|---------------|----------------|
|                               | Cost of raising funds | Workshop programme | Young people's programme | Community Tour | Public Facing Theatre | Training      | Governance costs | Support costs |                |
|                               | £                     | £                  | £                        | £              | £                     | £             | £                | £             | £              |
| Staff costs (Note 7)          | 99,560                | 95,635             | 106,297                  | 89,482         | 68,849                | 38,933        | 14,109           | 17,557        | 530,423        |
| Freelance workers             | 9,545                 | 23,269             | 12,006                   | -              | 43,993                | 3,265         | -                | -             | 92,078         |
| Production/ events cost       | 238                   | 16,383             | 5,357                    | 24             | 29,569                | 90            | -                | -             | 51,661         |
| Other direct costs            | 969                   | 117                | 280                      | 13             | 11,157                | -             | -                | -             | 12,536         |
| General office expenses       | -                     | -                  | -                        | -              | -                     | -             | -                | 25,656        | 25,656         |
| Legal and professional fee    | -                     | -                  | -                        | -              | -                     | -             | -                | 15,248        | 15,248         |
| Bank charges/ interest        | -                     | -                  | -                        | -              | -                     | -             | -                | 673           | 673            |
| Insurance and subscriptions   | -                     | -                  | -                        | -              | -                     | -             | -                | 16,623        | 16,623         |
| Marketing                     | -                     | -                  | -                        | -              | -                     | -             | -                | 2,560         | 2,560          |
| IT & Software support         | -                     | -                  | -                        | -              | -                     | -             | -                | 22,833        | 22,833         |
| Rent and rates                | -                     | -                  | -                        | -              | -                     | -             | -                | 86,916        | 86,916         |
| Depreciation                  | -                     | -                  | -                        | -              | -                     | -             | -                | 15,838        | 15,838         |
| Audit fee                     | -                     | -                  | -                        | -              | -                     | -             | -                | 13,817        | 13,817         |
| Board expenses                | -                     | -                  | -                        | -              | -                     | -             | 1,532            | -             | 1,532          |
| Accountancy Fees              | -                     | -                  | -                        | -              | -                     | -             | -                | -             | -              |
|                               | 110,313               | 135,405            | 123,939                  | 89,519         | 153,567               | 42,288        | 15,641           | 217,721       | 888,394        |
| Support costs                 | 37,775                | 43,718             | 50,533                   | 41,519         | 30,829                | 13,346        | -                | (217,721)     | -              |
| Governance costs              | 2,714                 | 3,141              | 3,630                    | 2,983          | 2,215                 | 959           | (15,641)         | -             | -              |
| <b>Total expenditure 2024</b> | <b>150,801</b>        | <b>182,264</b>     | <b>178,103</b>           | <b>134,021</b> | <b>186,611</b>        | <b>56,593</b> | <b>-</b>         | <b>-</b>      | <b>888,394</b> |

## 6. NET INCOME/ (EXPENDITURE) FOR THE YEAR

This is stated after charging / crediting:

|                                         | 2025<br>£     | 2024<br>£     |
|-----------------------------------------|---------------|---------------|
| Depreciation                            | 6,321         | 15,840        |
| Operating lease rentals:                |               |               |
| Property                                | 49,905        | 64,375        |
| Auditors' remuneration (excluding VAT): |               |               |
| Audit FY 24                             | 800           | 10,950        |
| Independent Examination FY25            | 4,000         | –             |
| Accounts preparation FY24               | 3,000         | 3,000         |
| Corporation tax work FY24               | 1,200         | 2,000         |
|                                         | <b>69,226</b> | <b>95,165</b> |

## 7. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:

|                                                                 | 2025<br>£      | 2024<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 488,565        | 464,312        |
| Social security costs                                           | 47,130         | 44,186         |
| Employer's contribution to defined contribution pension schemes | 19,550         | 21,925         |
|                                                                 | <b>555,245</b> | <b>530,423</b> |

|                   | 2025<br>No. | 2024<br>No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | 2           | 2           |

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £346,900 (2024: £291,210 ).

Trustees' expenses represents the reimbursement and payment of travel and subsistence costs. This year £nil travel expenses were paid (2024: £nil).

## 8. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                             | 2025<br>No. | 2024<br>No. |
|-----------------------------|-------------|-------------|
| Raising funds (Development) | 2.2         | 2.0         |
| Workshop programme          | 2.8         | 2.5         |
| Young People programme      | 2.9         | 3.6         |
| National Residency          | –           | –           |
| Community Tour              | –           | 2.4         |
| Public Facing Theatre       | 2.6         | 1.8         |
| Training                    | 0.7         | 0.8         |
| Other                       | –           | –           |
| Support                     | 0.6         | 0.6         |
|                             | <b>11.8</b> | <b>13.7</b> |

## 9. RELATED PARTY TRANSACTIONS

Aggregate donations from related parties were £5,580 (2024: £4,285), all income was unrestricted. Aggregated payments to 3 trustees for professional or other services supplied to the charity to related parties were £872 (2024: nil).

## 10. TAXATION

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11. TANGIBLE FIXED ASSETS

|                               | Leasehold<br>Improvements<br>£ | Office<br>furniture<br>£ | Office<br>equipment<br>£ | Database/<br>website<br>development<br>£ | Total<br>£   |
|-------------------------------|--------------------------------|--------------------------|--------------------------|------------------------------------------|--------------|
| <b>Cost or valuation</b>      |                                |                          |                          |                                          |              |
| At the start of the year      | 128,693                        | 43,791                   | 65,638                   | 61,044                                   | 299,166      |
| Additions in year             | –                              | 852                      | 5,477                    | –                                        | 6,329        |
| Disposals during the year     | (128,693)                      | (42,553)                 | (42,975)                 | –                                        | (214,221)    |
| At the end of the year        | –                              | 2,090                    | 28,140                   | 61,044                                   | 91,274       |
| <b>Depreciation</b>           |                                |                          |                          |                                          |              |
| At the start of the year      | 128,693                        | 42,553                   | 58,753                   | 61,043                                   | 291,042      |
| Charge for the year           | –                              | 515                      | 5,806                    | –                                        | 6,321        |
| Eliminated on disposal        | (128,693)                      | (42,553)                 | (42,062)                 | 1                                        | (213,307)    |
| At the end of the year        | –                              | 515                      | 22,497                   | 61,044                                   | 84,056       |
| <b>At the end of the year</b> | <b>–</b>                       | <b>1,575</b>             | <b>5,643</b>             | <b>–</b>                                 | <b>7,218</b> |
| At the start of the year      | –                              | 1,238                    | 6,885                    | –                                        | 8,124        |

All of the above assets are used for charitable purposes.

## 12. DEBTORS

|                | 2025<br>£     | 2024<br>£      |
|----------------|---------------|----------------|
| Trade debtors  | 4,800         | 3,175          |
| Accrued Income | –             | 87,825         |
| Prepayments    | 5,997         | 1,606          |
| Other debtors  | 9,601         | 16,525         |
|                | <b>20,398</b> | <b>109,131</b> |

### 13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|                              | 2025<br>£     | 2024<br>£     |
|------------------------------|---------------|---------------|
| Trade creditors              | 20,115        | 35,582        |
| Taxation and social security | 12,305        | 12,476        |
| Accruals                     | 8,804         | 26,608        |
| Other creditors              |               | 3,043         |
|                              | <b>41,224</b> | <b>77,709</b> |

### 14a. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CURRENT YEAR)

|                                    | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|------------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets              | –                            | 7,218           | –               | 7,218            |
| Net current assets                 | 207,511                      | 235,358         | 22,054          | 464,923          |
| <b>Net assets at 31 March 2025</b> | <b>207,511</b>               | <b>242,576</b>  | <b>22,054</b>   | <b>472,141</b>   |

### 14b. ANALYSIS OF NET ASSETS BETWEEN FUNDS (PRIOR YEAR)

|                                    | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|------------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets              | –                            | 8,124           | –               | 8,124            |
| Net current assets                 | 201,012                      | 235,358         | 103,599         | 539,969          |
| <b>Net assets at 31 March 2024</b> | <b>201,012</b>               | <b>243,482</b>  | <b>103,599</b>  | <b>548,093</b>   |

## 15a. MOVEMENTS IN FUNDS (CURRENT YEAR)

|                                           | At 1 April<br>2024<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£ | At 31 March<br>2025<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|----------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                |                          |
| Development                               | –                       | 8,300                  | (6,246)                      | –              | <b>2,054</b>             |
| Workshop Programmes                       | –                       | 80,000                 | (80,000)                     | –              | –                        |
| Young People's Programmes                 | 73,599                  | 86,973                 | (140,572)                    | –              | <b>20,000</b>            |
| Public facing theatre                     | 30,000                  | –                      | (30,000)                     | –              | –                        |
| <b>Total restricted funds</b>             | <b>103,599</b>          | <b>175,273</b>         | <b>(256,818)</b>             | <b>–</b>       | <b>22,054</b>            |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                |                          |
| Designated funds:                         |                         |                        |                              |                |                          |
| Capital investment fund                   | 8,122                   | –                      | (904)                        | –              | <b>7,218</b>             |
| Production investment and Relocation fund | 235,358                 | –                      | –                            | –              | <b>235,358</b>           |
| <b>Total designated funds</b>             | <b>243,480</b>          | <b>–</b>               | <b>(904)</b>                 | <b>–</b>       | <b>242,576</b>           |
| <b>General funds</b>                      | <b>201,012</b>          | <b>682,840</b>         | <b>(676,341)</b>             | <b>–</b>       | <b>207,511</b>           |
| <b>Total unrestricted funds</b>           | <b>444,492</b>          | <b>682,840</b>         | <b>(677,245)</b>             | <b>–</b>       | <b>450,087</b>           |
| <b>Total funds</b>                        | <b>548,091</b>          | <b>858,113</b>         | <b>(934,063)</b>             | <b>–</b>       | <b>472,141</b>           |

The following information on restricted funds relates to activity due to take place in 2024/25:

**Workshop Programmes:** £25k received from the Arts Council England (Lottery Funding) for workshop activities. £15k from Societe Generale UK Foundation and £40k Henry Smith Charity.

**Young People's Programme:** £14.7k received from The National Foundation for Youth Music, £37.6k from Foundation for Future London, £20k was received from The Maria Marina Foundation and £9.7k Societe Generale UK Foundation.

Other donations includes £5k from an individual for activities designed to support and progress young people in 2024/25.

**Public Facing Theatre:** £0.4k received for the activities in 2024/25.

The following designated funds are determined by the Finance Committee and recommended to the Board of Trustees:

**Capital investment funds** - £904 net movement in fixed assets in the year.

Production investment funds, these reserve funds are allocated by the Board of Trustees to development and delivery of our future theatre productions planned between 2025-27.

## 15a. MOVEMENTS IN FUNDS (PREVIOUS YEAR)

### Restricted funds:

|                           |   |         |           |         |        |
|---------------------------|---|---------|-----------|---------|--------|
| Development               | - | -       | (117,338) | 117,338 | -      |
| Workshop Programmes       | - | 81,340  | (144,815) | 63,475  | -      |
| Young People's Programmes | - | 150,698 | (136,512) | 59,413  | 73,599 |
| Community Tour Programme  | - | -       | (98,006)  | 98,006  | -      |
| Public facing theatre     | - | 78,500  | (158,245) | 109,745 | 30,000 |

### Total restricted funds

|   |         |           |         |         |
|---|---------|-----------|---------|---------|
| - | 310,538 | (654,916) | 447,977 | 103,599 |
|---|---------|-----------|---------|---------|

### Unrestricted funds:

#### Designated funds:

|                                           |         |   |          |        |         |
|-------------------------------------------|---------|---|----------|--------|---------|
| Capital investment fund                   | 20,165  | - | (15,839) | 3,796  | 8,122   |
| Production investment and Relocation fund | 157,061 | - | -        | 78,297 | 235,358 |

### Total designated funds

|         |   |          |        |         |
|---------|---|----------|--------|---------|
| 177,226 | - | (15,839) | 82,093 | 243,480 |
|---------|---|----------|--------|---------|

### General funds

|         |         |           |           |         |
|---------|---------|-----------|-----------|---------|
| 226,000 | 722,721 | (217,639) | (530,069) | 201,012 |
|---------|---------|-----------|-----------|---------|

### Total unrestricted funds

|         |         |           |           |         |
|---------|---------|-----------|-----------|---------|
| 403,226 | 722,721 | (233,479) | (447,977) | 444,492 |
|---------|---------|-----------|-----------|---------|

### Total funds

|         |           |           |   |         |
|---------|-----------|-----------|---|---------|
| 403,226 | 1,033,259 | (888,394) | - | 548,091 |
|---------|-----------|-----------|---|---------|

## 16. OPERATING LEASE COMMITMENTS

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property<br>2025<br>£ | 2024<br>£     |
|--------------------|-----------------------|---------------|
| Less than one year | 35,335                | 17,110        |
| One to two years   | 33,279                | -             |
| Two to five years  | -                     | -             |
|                    | <b>68,614</b>         | <b>17,110</b> |

## 18. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

**CARDBOARD CITIZENS**

England & Wales - Charity number 1042457

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# Accounts

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Company number: 02938531  
Charity number: 1042457



# CARDBOARD CITIZENS

## REPORT AND FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2024



# CONTENTS

|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| Reference and administrative information                                            | 1  |
| Chair’s report                                                                      | 2  |
| Trustees’ annual report                                                             | 3  |
| Independent auditor’s report                                                        | 18 |
| Statement of financial activities (incorporating an income and expenditure account) | 22 |
| Balance sheet                                                                       | 23 |
| Statement of cash flows                                                             | 24 |
| Notes to the financial statements                                                   | 25 |



Faun, Ali Wright

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

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

# REFERENCE AND ADMINISTRATIVE INFORMATION

## FOR THE YEAR ENDED 31 MARCH 2024

|                                           |                                                                                                                                   |                                            |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| Company number                            | 02938531                                                                                                                          |                                            |
| Charity number                            | 1042457                                                                                                                           |                                            |
| Registered office and operational address | Unit 1A & 1B Hoxton Works 128 Hoxton Street N1 6SH                                                                                |                                            |
| Country of registration                   | England & Wales                                                                                                                   |                                            |
| Country of incorporation                  | United Kingdom                                                                                                                    |                                            |
| Trustees                                  | Trustees, who are also Directors under company law, who served during the year and up to the date of this report were as follows: |                                            |
|                                           | Marcus Bernard                                                                                                                    | Resigned April 2024                        |
|                                           | Chris Bull                                                                                                                        | Treasurer / Head of Finance Committee      |
|                                           | Ayesha Casely-Hayford                                                                                                             | Trustee                                    |
|                                           | Charlie Josephine                                                                                                                 | Trustee                                    |
|                                           | Ajeet Jugnauth                                                                                                                    | Trustee                                    |
|                                           | Claire Matthews                                                                                                                   | Trustee, appointed October 2023            |
|                                           | Jenique McNaught                                                                                                                  | Vice Chair                                 |
|                                           | Sacha Milroy                                                                                                                      | Trustee                                    |
|                                           | Jon Opie                                                                                                                          | Trustee                                    |
|                                           | Prue Skene CBE                                                                                                                    | Chair                                      |
|                                           | Matthew Xia                                                                                                                       | Vice Chair                                 |
| Key Management Personnel                  | Lisa Briscoe                                                                                                                      | Executive Director & Joint Chief Executive |
|                                           | Lucy Madden                                                                                                                       | Head of Audiences                          |
|                                           | Leone Richmond                                                                                                                    | Head of Development                        |
|                                           | Clare Robertson                                                                                                                   | Executive Producer                         |
|                                           | Chris Sonnex                                                                                                                      | Artistic Director & Joint Chief Executive  |
|                                           | Jessie Wyld                                                                                                                       | Head of Engagement                         |
| Bankers                                   | National Westminster Bank Plc Tower Bridge Branch P.O. Box 9765 201 Tooley St London, SE1 2ZH                                     |                                            |

It is a great pleasure to welcome in our latest Annual Report, outlining as it does another year of successful and energetic activity. As I come to the end of my eight year term as Chair I consider what a great privilege it has been to work with so many extraordinary trustees, staff and other stakeholders and to get to know so many of our remarkable Members.

Over the last year, we have been working to develop our year-round Members' programme comprising our theatre-based workshop programme for Members 18+ and our music-based programme for young Members aged 16-25, both of which are facilitated by leading artists in the theatre and music industry with experience of homelessness, poverty and inequity. We also further established our paid traineeship programme for people with experience of homelessness or poverty to gain experience in theatre careers and presented a public theatre production – *Faun* by Vinnie Heaven, reaching 1,408 people around the UK, with a company made up entirely of people with lived experience of homelessness, poverty and inequity and/or a protected characteristic.

We commissioned three new plays from writers with experience of homelessness or poverty, including a Cardboard Citizens Member, and established theatre partnerships with Liverpool Everyman and Playhouse, Soho Theatre, Northern Stage and the Almeida Theatre.

We launched a major new artistic project called *More Than One Story*, a short film series in partnership with The Big Issue which aims to disrupt the stereotypes, generalisations and misconceptions around homelessness in the UK today.

During the year we also appointed one new trustee and two new Ambassadors, Malorie Blackman OBE and Roy Williams OBE FRSL, advancing our commitment to representing lived experience at all levels of the organisation. I would like to thank everyone who has made Cardboard Citizens what it has become today - Members old and new, trustees and staff past and present, and all of the funders and donors who form part of the wonderful growing alumni that this organisation represents.

Finally we have now moved premises to a brand-new home, taking on two spaces in Hoxton Works, the office building next to the historic Hoxton Hall, where we will be tenants alongside a number of other creative charities and business. We are already seeing the mutual benefits the move will bring about for our community and that of Hoxton Hall and Hackney.

We look forward to continued development, ambition and opportunity together with you all.

Prue Skene CBE  
**Chair**

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees to ensure that the charity's aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

## OBJECTIVES AND ACTIVITIES

Cardboard Citizens' objective is to advance education for the public benefit by promoting the arts, particularly, but not exclusively, the art of drama.

## VISION

We create life-affirming theatre and art, with people experiencing homelessness, poverty and inequity.

Our work will bring more people closer together to make new citizens, united by the communal want to build a better society. The theatre and stories we share inspire and activate people from diverse communities to empathise, connect and tackle injustices, individually and collectively.

We believe that theatre and art can transform. That they can challenge the individual to grow and ignite a fire in the belly of wider society to change. We create spaces where communities come together to heal, connect, find joy and create new possibilities together.

Together we create a world that we want to see. A world where we can challenge what society said you should achieve and be. Where art is seen as one of the most important and joyous things that humans can create. Where the barriers that stop people expressing themselves and accessing equity are dismantled so that we can see and create our version of justice together. All while making or learning to make the best art we can.

## MISSION

We are a space where people with experience of homelessness, poverty and inequity are seen, heard and valued.

We are a stage where people with experience – or at risk – of homelessness, reclaim the power of narrative.

Through our workshops, wellbeing and progression support, artist development and public performances, our Members create the possibility of change- in their own lives and the expectations of society.

### Our activity

1. **Workshop Programme & Members' activity** – theatre, workshops, training, community and support for people over 18 years of age, with experience of homelessness, poverty and inequity.
2. **Cardboard Collective** – our youth music programme for young people aged 16-25, with experience of homelessness, poverty and inequity.
3. **Citz Futures Traineeship** – offering paid placements for people with lived experience of homelessness or poverty to shadow industry professionals in backstage roles.
4. **Public Programme** – public facing theatre for social change, building a wider platform and audience for our work.

## BENEFICIARIES OF OUR SERVICES

Cardboard Citizens works with people with experience of homelessness, poverty and inequity, many of whom become Members of our company and contribute to our work in the long term. We have worked to voice and challenge the systemic cause of homelessness since our inception and now incorporate poverty and inequity – two factors which greatly increase the risk of homelessness – in our central mission.

Our Membership includes people who are or have been homeless or vulnerably housed, people on low incomes or living in extreme poverty, unemployed people, people with experience of the criminal justice and care systems, people from LGBTQI+ communities, from Global Majority ethnicities, as well as those living with disabilities, mental or physical health issues.

### 1. WORKSHOP PROGRAMME AND MEMBERS' ACTIVITY

*My mental health and recovery has changed positively. I am more sociable and feel confident. Citz Member, 2023*

Over the last year, we have worked to further embed and strengthen our workshop programme, **engaging 204 Members** (target 160) aged 18+ with experience of homelessness and poverty.

We have delivered the following activities:

- **19 'taster' workshops and talks** aimed at broadening access to a range of artforms led by industry professionals and visiting theatre companies.
- **5 'Member Forums'** led by our elected Member Representatives for the Membership to contribute to the strategic development of the programme and ensure Members' ideas are positioned front and centre.
- **11 outreach workshops** with homeless hostels and day centres to strengthen our referral and recruitment pathways with partner organisations in the social sector.
- **3x 11 week terms of 'Citz Theatre Makers' and 2x 12-week terms of 'Citz Writers'** – weekly workshops focussed on Members' development in the following areas: increased interpersonal skills and self-confidence; improved wellbeing and resilience; skills and confidence to move into employment, training or education facilitated by industry-leading artists with experience of homelessness, poverty and inequity.

We have trained numerous freelance artists with lived experience of the issues impacting our Membership to feel confident to facilitate the highest quality creative workshops for our Members. This year, considerable energy and focus has been placed on developing our values, strategy and messaging as an arts and social justice organisation with lived experience at its heart, alongside deepening our trauma-informed and strengths-based methodology for our creative work with/for our Members. We feel that we are in a very strong position with this work as we continue to support our Members to develop their wellbeing, resilience, essential skills, motivation and confidence.

### IMPACT OF THE WORKSHOP PROGRAMME

Through the year, Members participating in the Workshop Programme accessed a total of 246 1:1 wellbeing and progression support sessions. In these sessions, staff work with Members to identify issues in their lives which are preventing them from achieving their goals. Staff provide advice and guidance or link Members up with external organisations and statutory services who can provide appropriate, expert support. Staff and Members may also think about appropriate next steps that the Member wants to take in relation to engaging with education, volunteering, employment or training and support Members on this journey by coaching them through application processes.

1:1s may also take place because staff are concerned about a Member's welfare or lack of engagement with a course, or because active Members approach staff with a specific issue that they are facing – sometimes connected to their participation in the programme.

Of those who responded to our end of term surveys for the Workshop Programme between Apr-Dec 2023:

- **96% report increased self-esteem**
- **88% report increased confidence**
- **77% report feeling more resilient**
- **73% report a reduction in stress and anxiety levels**
- **85% report feeling they have developed skills that can be applied to other areas of their lives**, including timekeeping, taking on feedback, dealing with problems, recognising their strengths and weaknesses
- **85% report feeling more motivated to explore further opportunities outside of Citz**, such as training, creative opportunities or employment

As a result of increased confidence through their engagement in the Workshop Programme, access to 1:1s and signposting Members to opportunities, 58 Members achieved progression outcomes as a result of their engagement with the Workshop Programme at Cardboard Citizens. These outcomes include starting qualifications at CC or elsewhere, signing up to further training with external organisations, and applying for jobs, securing interviews. In addition, we directly provided paid opportunities to 32 Members as actors, ambassadors and workshop assistants on Citz projects.

*It was an amazing experience and I feel really proud of myself.*

*It brought me out of my shell, and I am excited in starting a new chapter and what this means for myself.*

*I enjoyed the fun element of it. There was a relaxed atmosphere. When we came in there were games to play which helped us settle into the session. I enjoyed their (the facilitators) relaxed attitude and looked forward to taking part.*

*Improvising, doing the monologue and getting feedback and doing it again. It's fast because it's exhilarating but also at my pace. I wasn't worrying, it was taking my mind off of other things. Citz Members, 2023*



Workshop programme, Ali Wright

## 2. CARDBOARD COLLECTIVE - FOR YOUNG PEOPLE (16-25)

This year, we completed the pilot year of our youth music programme, Cardboard Collective, and started the outreach for year two. In the first year, which ran from Autumn 2022 to Summer 2023, we engaged 31 participants, including a core group of 16 who have completed 21 weekly sessions to develop skills in performance, music production, event management and marketing, recording an album of original music and performing at an album launch event to an audience of 55 people. From this cohort, **86% reported increased confidence, self-esteem, and motivation to work towards arts-based careers.**



Cardboard Collective, Matt Allen

Then in Autumn 2023, we engaged 39 young people with experience of homelessness or poverty who were new to Citz through outreach workshops with partners including **DePaul**, **Sister Systems**, **National Youth Jazz Orchestra**, **Spid Theatre** and **National Youth Theatre**.

The new year of the programme began in January 2024 engaging 19 people, with singer/songwriter **Wolfie** facilitating. In these sessions, the group learned music-making and song writing. We have engaged **Dan Tsu (Lyrix Organix)**, with expertise in platforming young creatives and community-building. He provides coaching support and practical advice around youth engagement, delivery and strategy for Cardboard Collective. Alongside this, he supports progression pathways for Cardboard Collective members and provides advice on the rights the Collective have to the music they make.

Our lead artists on the programme, **Dan Tsu** and **Wolfie**, have supported us to create **The Beat Bank**, a library of donated beats that our participants can access for free when creating their music as part of the programme. The idea arose following feedback from our young people, as finding or producing beats was a significant barrier to creating their own music. We now have over 30 donated 'beats' from producers and artists. The young people went on to perform their new material over the summer 2024 at a series of gigs.

**In 2022-23, C took part in our Cardboard Collective programme for young people aged 16-25 who are affected by homelessness and poverty. C tells her story and shares her aspirations for the future:**

*I do wanna say it has changed my life.*

*I first met Citz when they were recruiting Members in hostels. I just wanted to try something new, and I just got stuck in and really enjoyed myself. It was out of my comfort zone, but it was something I knew that would push me... I've done music in school and things, but this is first thing outside of school. It's been a journey of experiences and just finding myself a little bit more.*

*Before I got involved I was going through hostels, it was really hard and obviously I lost a lot of self-esteem. It's only been the past few months that I've realized how far I've come and how much confidence I've actually gained. I mean, I've still got a long way to go and it's a slow process, but I have come a long way.*

*It's always been a non-judgmental environment where you know that if you are stressed, you can say something about it. It's always been very supportive. I think that's the main word for it. Just the whole support and care about the whole team. I'm hoping to sort out a few things this year, obviously still work with Cardboard Citz on building my confidence, like when I'm performing and start really believing in myself and what I can do and stop doubting it. Just looking forward to something, you know, and being part of something that's amazing. Cardboard Collective Member, 2023*

Across FY24 we engaged 93 young people in total with 28 as regular attendees accessing our core programme. We delivered 93 1:1 wellbeing and progression support sessions offered to our participants as appointments around the weekly session to support with next steps such as applying for opportunities or making specific referrals to specialist support services. We also delivered wellbeing 1:1s during the sessions themselves when specific access needs required more immediate support and intervention. For example, supporting with mental health challenges, suicidal ideation, urgent housing issues or supporting with access to and from the sessions.

We also provided 35 artistic guidance sessions as part of the programme, with lead artists and supporting staff providing 1:1 meetings or small group guidance sessions. These sessions covered advice and guidance around navigating the music and creative industries, supporting to break down barriers to progression. Sessions considered the different levels of experience and support needs of our participants, with the content tailored accordingly. Out of the 28 regular participants, **13 young people achieved progression outcomes around education, employment and training.** This included achieving Arts Award at Bronze & Silver Level, internal paid employment at Citz as ambassadors at public events with Citz, facilitators and workshop assistants on Citz activities, and Citz Futures trainees. The Arts Award qualification was offered at two levels where those taking part had to create a portfolio that focused on their creative journey, goals, reflections, skills sharing and/or leadership skills.

### 3. CITZ FUTURES TRAINEESHIP

We supported a total of 12 trainees this year. The scheme, which launched in 2022, offers 12 days paid work experience placements in the theatre industry, via Citz productions and operations, and partnerships with other theatres.

The 12 individual trainees who were supported included: 3 accessing post placement support following Citz production of *Faun*, 5 trainees on a partnership placement with **The Upsetters** on their production *Dismissed* at Soho Theatre, and 4 in house Citz office-based trainees

Of the three trainees who shadowed the Producer and creative team on our production of *Faun*, **100% of the trainees recruited in this cohort reported increased confidence in working in the arts.**

The second cohort of five trainees recruited by Citz and supported by **The Upsetters** theatre company undertook a range of roles on the production of *Dismissed* including supporting the Director, Stage Manager and technical team.

Four trainees shadowed staff in the Cardboard Citizens office including the Artistic Director, Executive Director and Membership Manager. All trainees in the second cohort were under 30, with three being under 25. They worked alongside our staff for 12 weeks (1 day per week), learning skills and developing their understanding of careers in the arts and other industries.

*The traineeship for me has been completely invaluable, it's helped to build my confidence, skills and get professional work. It has been so helpful to me truly.* Citz Futures Trainee, 2023

*Since the traineeship I have started to be involved with more things whereas I wouldn't have done it before and been able to push through my mental barriers.* Citz Futures Trainee, 2023

*Intangible value – having them shadowing [in the office], has added a new dimension to what the traineeship is, the value and potential of what we are doing as an organisation.* Citz staff member

#### Trainee highlights:

- **Wolf** (*Faun* trainee) has recently produced his own film.
- **Francis** (The Upsetters trainee) is taking part in his 2nd term of an Intermediate Acting course at Morley college.
- **Todd and Zhane** (Cardboard Citizens in-house trainees) were recently employed as Production Runners on *More Than One Story*.
- Trainees have been applying for different roles in the arts industry that we have signposted to them and that they have researched and found themselves.

#### Progress against outputs and outcomes:

- **90% of trainees** have reported a positive change in their behaviour or attitude since taking part in the traineeship and improved confidence in their employability and wider skills
- We provided **21 check ins** with industry mentors
- We provided **39 pastoral support check ins** with Citz support staff (including signposting + progression)
- Trainees have **connected with 6 other organisations** that they have ambitions of working / studying with. These include The Almeida, The New Diorama and the National Theatre.
- **All 12 trainees** continue to work towards taking next steps in their progression (applying for opportunities, attending courses and applying for paid / voluntary work).
- **6 Trainees** have achieved a volunteering, education, or employment outcomes within a year of placement (this includes participating in courses with Morley College and The National Film School).

## 4. PUBLIC PROGRAMME

### **Faun and other public theatre work**

Spring 2023 saw the premiere of *Faun*, the first Cardboard Citizens commission since the appointment of **Chris Sonnex** as Artistic Director in 2021. **The play explores the homelessness crisis affecting trans people in the UK**, with 1 in 4 trans people likely to have experienced homelessness. Written by actor and writer **Vinnie Heaven** (*The Nevers*, HBO) and directed by **Debbie Hannan** (*Sound of the Underground*, Royal Court), the production toured to theatres in Newcastle, London, Salford, Bristol, and Plymouth, reaching **1,408** people. **77% of audiences surveyed said that they learned more about the causes and impacts of homelessness among trans people.**



Faun, Ali Wright

In addition, our 2022 co-production with **Soho Theatre**, *Bangers*, was reprised at the 2023 Edinburgh Festival Fringe and we were a partner on the **Almeida Theatre's** community production, *24 (Day): The Measure of My Dreams* and **Northern Stage's** theatre adaptation of *I, Daniel Blake*.

### **Commissions**

We commissioned three underrepresented, emerging writers with lived experience including the first play from a Cardboard Citizens Member, who has been supported through our workshop programme. We have recruited **Chinonyerem Odimba**, Artistic Director at Tiata Fahodzi, to mentor this Member during the writing process. Also, a play from Soho Theatre's writers' programme focusing on women's experience of homelessness and a new piece through Stockroom's writers' room exploring unacceptable living conditions in social and private rented housing, focused on the epidemic of mould in rented accommodation.

### **More Than One Story**

In the latter half of the year, we have been developing a major new artistic project for 2024. *More Than One Story*, a new short film series in partnership with **The Big Issue**, is due to launch this summer. For this project, we've commissioned nine industry-leading writers, each with personal experience of homelessness, poverty and inequity. **Naomi Westerman**, **Chris Sonnex**, **Neetu Singh**, **Errol McGlashan**, **Sonali Bhattacharyya**, **Debbie Hannan**, **Kayleigh Llewellyn**, **Charlie Josephine** and **Roy Williams** have brought their diverse perspectives to contribute monologues that challenge the stereotypes, generalisations and misconceptions around homelessness in the UK today.

*More than One Story* will shine a light on the diverse intersectional factors that cause and exacerbate homelessness, building on *Faun's* aims. For example, **in the UK, Black people are over three times more likely to experience homelessness than other ethnic groups** (Heriot-watt University, 2022), and **a quarter of young homeless people identify as LGBTQIA+** (The Trevor Project, 2022). By sharing narratives of homelessness from various perspectives such as violence and domestic abuse, overcrowded accommodation and the experiences of the queer, Black and migrant communities, we aim to amplify voices frequently overshadowed by the statistics. Our goal is to raise awareness and encourage audiences to actively contribute to reshaping the narrative surrounding homelessness.

Filmed at the historic Hoxton Hall, Citz's new home, these monologues will be performed by people with lived experience of homelessness, poverty and inequity, many of whom are Cardboard Citizens Members. Under the direction of Chris Sonnex and in collaboration with **Black Apron Entertainment**, these films aim to authentically capture the multiple realities of homelessness. We publicly announced the project on 22 March 2024 and are proud that the story was featured on the homepage of *The Stage*.



*More Than One Story*, Black Apron Entertainment

*Cardboard Citizens has managed to use anger as fuel to launch a new canon of work. Monologues written from the heart and from personal experience about different perspectives of homelessness. If it's true that culture changes culture then this is vital storytelling and urgent activism, and I'm honoured to be asked to contribute.*

*I have such huge admiration for the work Cardboard Citizens is doing to break down the stigma, shame and barriers that can face those who've experienced homelessness. It's something that has touched my own life, and I only wish I'd had a resource like this to turn to. I'm honoured now to contribute in a small way to the change they are fighting for.* Charlie Josephine, *More Than One Story* writer and Citz Trustee.

## Other Arts & Social Sector Partnership highlights for the year:

### ARTS

- We are now an Associate Company with **Liverpool Everyman & Playhouse** for the period 2023-26 and we are currently exploring them hosting some Citz Futures placements.
- **The London Ticket Bank**, led and delivered by the Cultural Philanthropy Foundation in partnership with Cardboard Citizens ran until December 2023, with over 30 cultural partners (**The National Theatre, The Barbican, Roundhouse and the Southbank Centre**) and a growing network of charities (**The Trussell Trust, Centrepont, The Longford Trust and Positive Action in Housing**).
- In November, we signed up as a partner on **Surviving on a Shoestring**, a financial accessibility pilot from Classroom, a space to talk about socio-economic barriers and privilege in theatre co-led by **Stef O'Driscoll** and **Caitriona Shoobridge**.
- We were a partner on **The Squint Playwriting Award** - a paid programme of activity for artists from low-income backgrounds working/studying/living in East London.
- **Chris Sonnex** was named in the Stage 100 citing the work at Cardboard Citizens and boosting our profile.
- We completed an R&D with **Debbie Hannan** and **Caitriona Shoobridge** around the benefit system and how it seems to be a rigged game.

### SOCIAL

- **The Centre for Homeless Link Impact** are partnered with us on part of our wraparound activity for *Faun*, hosting a panel at their events space to discuss the issues covered in *Faun*. We are also engaged with **AKT** (Albert Kennedy Trust) and **Outside Project** through this event.
- **Chris Sonnex** facilitated a staff away day session with over 120 staff from the housing team at the **Royal Borough of Greenwich** on 10th and 11th May 2023. 3 Members performed short monologues inspired by anonymous accounts from staff and service users that we gathered in advance. These monologues formed the basis of group discussion and activity. Feedback included: *"staff found [the session] engaging and beneficial. Mirroring their daily challenges back to them and allowing them to reflect on what was within and outside of their control was really positive"* - **Vincent Lawal, Head of Housing Inclusion and Support Service**.
- **Jessie Wyld** (Head of Engagement) has completed her 'Emerging Leaders' course with **Homeless Link** which has been a useful networking opportunity and provided meaningful connections with staff at organisations such as **The Passage day centre, Crisis, Kineara, Glass Door and Streetwise Opera**.
- We have built new progression pathways for Members with **LeapCC, Capital City College, The Bridge- 99 Club Café and Mind, Tower Hamlets**, and have recently delivered taster outreach workshops with **The Outside Project** and **Bethany House** (women's shelter).
- We delivered training for **Kineara** – a CIC based in Southwark that supports individuals and families facing challenging times in housing, education and employment. 2 Members were employed as actors to perform short monologues inspired by anonymous accounts from landlords and people struggling in the private rented sector (audience of 35). The feedback from **Kineara** was overwhelmingly positive from staff and audience, E.g: *"Cardboard Citizens enabled us to start the conversation about the housing challenges and for perspectives to be shared to understand the different point of views better. It will help us when continuing to have conversations with housing providers."*
- We have been approached by a team of researchers and academics based across the **University of Sheffield, Sheffield Hallam and University of Notts** to be one of three named creative partners on a central government funded project aimed to research / shed light on health inequalities in the region. The project is known as **'Know PH'** (knowledge for public health). We will likely be involved in delivery in the latter half of the project in 2025.

## Organisational change

This year has seen continued change in our staffing and systems as we've worked to strengthen our organisational resilience.

- We successfully completed the move to our new premises in Hoxton, enabling us to build lot of new local partnerships while reducing some of our costs.
- This year we continued to increase representation in our staff and audiences of both people with lived experience of homelessness and poverty, and people with experience of the inequity which puts people at greater risk of homelessness.
- We have continued our inclusive recruitment processes, now attracting a higher number of candidates representative of our community, leading to increased diversity in our staff team.
- We recruited one new trustee currently working in a leadership role within the homelessness sector, who has experience in supporting safeguarding processes.
- We have made further progress in our approach to involving our Members in decision-making, including elected Member Representatives and volunteers joining our Board meetings and strategy sessions; wider Member input into our direction through our regular Members' Forum.
- We opened access to our performances by providing free tickets for individuals referred by partners and allocating a minimum of **10% of tickets for £1 to those on low incomes or with lived experience of homelessness.**
- We have met or exceeded our targets on accessible theatrical experiences (signed/captioned performances, films, and online content), with **19% of our audience being d/Deaf or disabled.**

## WHAT'S NEXT?

### Public Programme

We are currently developing our approach to our public facing work, through which we aim to unlock potential for working with communities most affected by homelessness and poverty to create exceptional new public theatre.

*More Than One Story* officially launched with the **Big Issue** on 8 July 2024, featuring a double page spread in the magazine with an editorial by **Naomi Westerman** about her inspiration behind our first film *Sandwiches*. This was accompanied by an interview with **Malorie Blackman** in the *Note to my Younger Self* section, which also mentioned Cardboard Citizens. The remaining 8 films have been released weekly until September, after which we will complete our evaluation and decide on next steps.

### Current thinking around the development of this project includes:

- Continue to explore screening opportunities for the films for multiple key stakeholder groups – aiming to engage public audiences across the U.K, as an introduction to our work for social sector services, an example of our methodology and as a jumping off point for engaging with people with lived experience.
- Explore the continuation of our partnership with the **Big Issue** and **The Barbican**.
- Potentially commission a longer play based on the film that resonates most strongly with audiences.
- Develop an open call/competition for writers with lived experience of homelessness or poverty across the U.K to submit monologues which are selected by a panel of Members/people with lived experience. We will aim to select 30 monologues to publish in an anthology, which will also open-up opportunities for live performances featuring our Members.

## Audience feedback collected so far includes:

*Genuinely thought-provoking stories, beautifully written and performed. I hope as many people as possible can see these films and hear these stories.*

*Not only emotive, clever, beautiful and talent filled but enabling to actually want to do something to help.*

*Thank you so very much for sharing these stories so poignantly! I have been touched very deeply, please continue to do this. It brings understanding and hopefully also change.*

*You said you wanted to change perceptions of what it means to be homeless, and you blew my perception open. Thank you for educating me, moving me and inspiring me to learn more, do more and share more.*

*This is the first time I've heard stories like this. Refreshing. Brave. Fun. This is more than one story, and I want to hear a million more. Diverse, well-acted, well-written, well-filmed! Bravo!*

## Workshop Programmes / Cardboard collective

This autumn we are launching a period of intensive recruitment and outreach for both our Workshop Programme and Cardboard Collective programmes, introducing a whole new cohort of Members with lived experience to our work. Those we reach will be invited to become Members, after which they will have the opportunity to access our regular workshops. All Members will have access to our progression support, aiming to support people in their engagement with us and moving them onwards in their lives.

## Citz Futures

We are entering into a period of evaluation and planning for the future of this work, with new plans to enhance the programme planned for 2025.

## Cross sector working

Partnership working remains a key priority with continued focus on the arts and social sectors, to enable us to create the most impact possible for people with experience of homelessness, poverty and inequity.

## FINANCIAL REVIEW

The results for the year ended 31 March 2024 are given in the Statement of Financial Activities on page 22. The assets and liabilities as at that date are given in the Balance Sheet on page 23. The financial statements should be read in conjunction with their related notes, which appear on page 25 and have been prepared in accordance with relevant law and SORP 2015.

**During the year, restricted income amounted to £310,538 (£254,280 in FY23). Unrestricted income amounted to £722,721 (£658,815 in 2023). Project costs amounted to £737,593 (£917,375 in FY23).**

Total income in 2023-24 increased by 13.2% to £1,033,259. The main variance was:

Income from charitable activities increased by 4%, mainly because anonymous income was higher in the year for Young People Programme, and core funds from **Fidelity UK Foundation**, **John Ellerman Foundation** and **Swire Charitable Trust**.

Total expenditure decreased by 13% in 2023-24 to £888,395. Staff costs decreased by 11%, mainly due to less senior team salary costs, some of which were replaced by freelance workers on shorter term contracts, giving us more flexibility over expenditure in this area. Overall charitable activities' expenditure decreased by 20%, primarily because the previous year included more production costs, mainly *Ruff Tuff*.

Trustees review the financial performance of the charity and its fundraising strategy alongside income generation and associated costs on a regular basis. The charity raises money from individuals, companies, trusts, and statutory bodies, and receives income from performances, fundraising events and delivering training activity.

### Principal risks and uncertainties

The Trustees reviewed the risk management strategy and the systems and procedures, to address those potential risks and minimise any impact on the charity if the risks materialise.

Principal risks identified for the coming year include:

- Increase in numbers of people experiencing homelessness, poverty and inequity. We are seeing an ongoing increase in more complex needs among the people we work with. With a reduction in some social and statutory services, our pastoral support offer is likely to experience more demand during a period when our resources continue to be stretched. We continue to monitor and manage this carefully while prioritising consistent pastoral care resources.
- Funding risks, associated with either the delay, reduction in or removal of major funding streams. While investing in high quality development skills across the staff team, we continue to review the funding landscape and work on corresponding financial plans with our Finance Committee.
- Chair recruitment is currently ongoing as our current Chair, Prue Skene CBE, comes to the end of her tenure of 8 years' service in October 2024. Alongside recruitment plans we also have two Vice Chairs to cover any gap in the Chair role on an interim basis.

### Reserves policy and going concern

The Trustees recognise that there continues to be increased competition for the organisation regarding fundraising and income generation from some sources, particularly from trusts & foundations, fundraising events, and earned income. Budget scenario projections until 2026 have been drafted accordingly. The Trustees believe that there are no material uncertainties regarding the charitable company's ability to continue as a going concern.

The Trustees have agreed on a Reserves Policy, which is regularly reviewed. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months' operational expenditure commitments, such as payroll, core fixed costs and wind-up costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle, taking into account operational risks and external factors.

**In FY24 total charity funds stood at £548,089. These are made up of:**

- **£103,599** restricted reserves in 2023-24. More details are included in Note 15b to the accounts.
- **£243,481** designated reserves. £235,358 of these funds are designated by the Trustees to allow us to develop and deliver our future planned theatre productions, which could not be funded from future income alone. The remaining **£8,124** is for fixed assets.
- **£201,012** free reserves. The target to cover the three months operational expenditure commitments is currently **£201k**. The Finance Committee reviewed the adequacy of these reserves and is content with the level given the size of the organisation and the risks it is managing.

## **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated on 14 June 1994 and registered as a charity on 29 November 1994.

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.

The Board of Trustees governs the charity. As of 31 March 2024, there were 10 Trustees. There is no upper limit to the number of Trustees, and the quorum is one-third or three, whichever is the greater number.

The Board is drawn from people from the voluntary and public sectors, the arts and the corporate sector. Specific skills include knowledge of governance, strategic planning, homelessness, poverty, diversity, inclusion, theatre making, participatory arts, legal, fundraising and financial skills. The Nominations Committee met in July 2024 to review skills and experience needed on the Board as the current Chair steps down alongside two other long standing trustees. While recruiting for a new Chair, we will also remain alert to individuals who can replace these specific skill sets.

The Board of Trustees is responsible for strategic decisions and oversight of financial matters, and it has ultimate legal responsibility. They meet between four and six times a year. Board meetings are attended by the Joint Chief Executives, along with other senior management officers and staff as necessary, in a non-voting capacity. Member representatives (unpaid participants in the charity's work) attend in the same capacity. Away days are arranged annually, in order to undertake longer-term planning processes. This year, the Board Away Day took place in January 2024, when the Trustees, Member representatives, members of the Senior Management Team and the staff team met with the aim of tracking progress and reviewing strategic priorities. There is a separate Finance Committee, which meets to scrutinise budgets, management accounts, fundraising and risk in detail before the main Board meeting. A Development Committee, made of a combination of Trustees and other supporters, exists to support fundraising development. Other short-term working groups are convened as necessary to deal with particular matters and then disbanded. The Nominations Committee continues to support Trustee recruitment alongside a review of the functioning and culture of the Board, working towards a more diverse and inclusive governance system that is dynamic and representative of the organisation's stakeholders and beneficiaries, with an aim of furthering overall strategic performance.

The senior team is led by Joint Chief Executives, **Chris Sonnex** (Artistic Director) and **Lisa Briscoe** (Executive Director). The roles are split with the Artistic Director being responsible for leading vision and direction, and the Executive Director responsible for operations and delivery. Other members of the senior team during the year included **Clare Robertson** as Executive Producer, **Lucy Madden** as Head of Audiences, **Leone Richmond** as Head of Development and **Jessie Wyld** as Head of Engagement.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

## Appointment of trustees

Trustees are appointed for a term of four years and serve a maximum of two terms of office. Trustees participate in a review of their role with the Chair or Vice Chairs, following which they are invited to stand for re-election at the end of the first term of office. New Trustees are sought by means of advertisement, word of mouth and direct approach. Candidates are required to demonstrate how they meet the requirements of being a Trustee, as set out in a Trustee appointment pack, and they are interviewed by existing Trustees and senior management.

## Trustee induction and training

Newly appointed Trustees receive an induction pack and Governance Code, which is followed by meetings with the Chair, Joint Chief Executives and Senior Management Team to discuss Board orientation as well as historical and current aspects of the company. Individual meetings are also arranged with other staff as appropriate, depending on the new Trustee's particular skill set.

## Fundraising

Cardboard Citizens have a dedicated Development team. Fundraising events are discussed and agreed with the Development Committee and the Senior Management Team.

We comply in all regards with the Code of Fundraising Practice regulated by the Fundraising Regulator and with Charity Commission guidance. In July 2018, the Board approved an Ethics Statement which will be a benchmark to ensure that there is no conflict between the ethos and core values of Cardboard Citizens and the source of our diverse funding.

Cardboard Citizens is compliant with the General Data Protection Regulations, which came into force in May 2018.

Cardboard Citizens has received no complaints relating to its fundraising activities during the year FY24.

## Remuneration policy for key management personnel

The Board of Trustees is responsible for the appointment and supervision of the Joint Chief Executives, including setting the salaries for the two positions. It fulfills this role through a Remuneration Committee. The salary is determined with reference to the sector comparisons, the size of the company and the relativities with other key staff.

As a London Living Wage Employer, Cardboard Citizens is committed to ensuring we are transparent about the pay ratios in the organisation. The median salary is £37,960 and the highest to lowest paid staff ratio is 2 to 1.

## Statement of responsibilities of the Trustees

The Trustees (who are also directors of Cardboard Citizens for the purposes of company law) are responsible for preparing the Trustees' annual 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 provide a true and fair view of the state of affairs of the charitable company, as well as the incoming resources and application of resources, including income and expenditure, for that period.

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
- State whether applicable UK Accounting Standards and statements of recommended practice 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 presume that the charity will continue in operation

The Trustees are responsible for maintaining adequate accounting records that 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, consequently, for taking reasonable steps to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2024 was 10 (2023: 13). The Trustees are members of the charity; however, this only entitles them to voting rights. The Trustees have no beneficial interest in the charity.

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

The trustees' annual report has been approved by the trustees on 15th October, 2024, and signed on their behalf by

Prue Skene  
**Chair**

Chris Bull  
**Treasurer**

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# INDEPENDENT AUDITORS REPORT

## TO THE MEMBERS OF CARDBOARD CITIZENS

### Opinion

We have audited the financial statements of Cardboard Citizens (the 'charitable company') for the year ended 31 March 2024, which comprise the statement of financial activities, balance sheet, statement of cash flows 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 FRS 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 charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure 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 charitable company, 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cardboard Citizens' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities, and the responsibilities of the trustees with respect to going concern, are described in the relevant sections of this report.

### Other Information

The other information comprises the details included in the trustees' annual report, excluding the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information, and, except to the extent explicitly stated otherwise, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, to consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or if it otherwise appears to be materially misstated. If we identify such material inconsistencies, or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company 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; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. They are also responsible for establishing such internal control as they determine 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 trustees are responsible for assessing the charitable company'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 charitable company, cease operations, or have no realistic alternative but to do so.

## Auditor's 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

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
- State whether applicable UK Accounting Standards and statements of recommended practice 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 presume that the charity will continue in operation

### **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Finance Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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.

## **Other matter**

The financial statements of Cardboard Citizens for the year ended 31 March 2023 were not audited, but they were subject to an independent examination in accordance with Charity Commission directions.

## **Use of our report**

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Joanna Pittman (Senior statutory auditor)**

**10 December**

**for and on behalf of Sayer Vincent LLP, Statutory Auditor**

**110 Golden Lane, LONDON, EC1Y 0TG**

# STATEMENT OF FINANCIAL ACTIVITIES

## INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

|                                                | Note | Unrestricted<br>£ | Restricted<br>£  | 2024<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£  | 2023<br>Total<br>£ |
|------------------------------------------------|------|-------------------|------------------|--------------------|-------------------|------------------|--------------------|
| <b>Income from:</b>                            |      |                   |                  |                    |                   |                  |                    |
| Donations                                      | 2    | 613,440           | -                | <b>613,440</b>     | 508,517           | -                | 508,517            |
| Charitable activities                          | 3    |                   |                  |                    |                   |                  |                    |
| Workshop programmes                            |      | -                 | 81,340           | <b>81,340</b>      | -                 | 55,010           | 55,010             |
| Young people's programmes                      |      | -                 | 150,698          | <b>150,698</b>     | -                 | 59,750           | 59,750             |
| Community Tour                                 |      | 30,277            | -                | <b>30,277</b>      | 11,733            | 30,000           | 41,733             |
| Public Facing Theatre                          |      | 62,278            | 78,500           | <b>140,778</b>     | 95,032            | 109,520          | 204,552            |
| Training                                       |      | 8,986             | -                | <b>8,986</b>       | 36,735            | -                | 36,735             |
| Other trading activities                       | 4    | 2,470             | -                | <b>2,470</b>       | 5,317             | -                | 5,317              |
| Investments                                    |      | 5,270             | -                | <b>5,270</b>       | 1,482             | -                | 1,482              |
| <b>Total income</b>                            |      | <b>722,721</b>    | <b>310,538</b>   | <b>1,033,259</b>   | <b>658,815</b>    | <b>254,280</b>   | <b>913,095</b>     |
| <b>Expenditure on:</b>                         |      |                   |                  |                    |                   |                  |                    |
| Raising funds                                  | 5    | 33,463            | 117,338          | <b>150,801</b>     | 26,231            | 105,412          | 131,643            |
| Charitable activities                          |      |                   |                  |                    |                   |                  |                    |
| Workshop programmes                            |      | 37,449            | 144,815          | <b>182,264</b>     | 33,703            | 150,404          | 184,107            |
| Young people's programmes                      |      | 41,591            | 136,512          | <b>178,103</b>     | 35,040            | 143,396          | 178,436            |
| Community Tour                                 |      | 36,016            | 98,006           | <b>134,022</b>     | 28,063            | 147,295          | 175,358            |
| Public Facing Theatre                          |      | 28,367            | 158,245          | <b>186,612</b>     | 37,132            | 228,996          | 266,128            |
| Training                                       |      | 56,593            | -                | <b>56,593</b>      | 83,674            | -                | 83,674             |
| <b>Total expenditure</b>                       |      | <b>233,479</b>    | <b>654,916</b>   | <b>888,395</b>     | <b>243,843</b>    | <b>775,503</b>   | <b>1,019,346</b>   |
| <b>Net income / (expenditure) for the year</b> | 6    | <b>489,242</b>    | <b>(344,378)</b> | <b>144,864</b>     | <b>414,972</b>    | <b>(521,223)</b> | <b>(106,251)</b>   |
| Transfers between funds                        |      | (447,977)         | 447,977          | -                  | (461,223)         | 461,223          | -                  |
| <b>Net movement in funds</b>                   |      | <b>41,265</b>     | <b>103,599</b>   | <b>144,864</b>     | <b>(46,251)</b>   | <b>(60,000)</b>  | <b>(106,251)</b>   |
| <b>Reconciliation of funds:</b>                |      |                   |                  |                    |                   |                  |                    |
| Total funds brought forward                    |      | 403,227           | -                | <b>403,227</b>     | 449,478           | 60,000           | 509,478            |
| <b>Total funds carried forward</b>             |      | <b>444,492</b>    | <b>103,599</b>   | <b>548,091</b>     | <b>403,227</b>    | <b>-</b>         | <b>403,227</b>     |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

# BALANCE SHEET

|                                                | Note | £              | 2024<br>£      | £              | 2023<br>£      |
|------------------------------------------------|------|----------------|----------------|----------------|----------------|
| <b>Fixed assets:</b>                           |      |                |                |                |                |
| Tangible assets                                | 11   |                | 8,124          |                | 20,163         |
|                                                |      |                | <u>8,124</u>   |                | <u>20,163</u>  |
| <b>Current assets:</b>                         |      |                |                |                |                |
| Debtors                                        | 12   | 109,131        |                | 131,328        |                |
| Cash at bank and in hand                       |      | 508,545        |                | 332,249        |                |
|                                                |      | <u>617,676</u> |                | <u>463,577</u> |                |
| <b>Liabilities:</b>                            |      |                |                |                |                |
| Creditors: amounts falling due within one year | 13   | 77,709         |                | 80,513         |                |
|                                                |      | <u></u>        |                | <u></u>        |                |
| <b>Net current assets</b>                      |      |                | <u>539,967</u> |                | <u>383,064</u> |
| <b>Total net assets</b>                        |      |                | <u>548,091</u> |                | <u>403,227</u> |
| <b>The funds of the charity:</b>               | 16a  |                |                |                |                |
| Restricted income funds                        |      |                | 103,599        |                | -              |
| Unrestricted income funds:                     |      |                |                |                |                |
| Designated funds                               |      | 243,480        |                | 177,227        |                |
| General funds                                  |      | 201,012        |                | 226,000        |                |
|                                                |      | <u></u>        |                | <u></u>        |                |
| Total unrestricted funds                       |      |                | <u>444,492</u> |                | <u>403,227</u> |
|                                                |      |                | <u>-</u>       |                | <u>-</u>       |
| <b>Total charity funds</b>                     |      |                | <u>548,091</u> |                | <u>403,227</u> |

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

Approved by the trustees on 15th October, 2024, and signed on their behalf by

Prue Skene CBE  
Chair

# STATEMENT OF CASHFLOWS

Reconciliation of net income to net cash flow from operating activities

|                                                                                              | 2024<br>£      | 2023<br>£        |
|----------------------------------------------------------------------------------------------|----------------|------------------|
| <b>Net income for the reporting period</b><br>(as per the statement of financial activities) | <b>144,864</b> | <b>(106,251)</b> |
| Depreciation charges                                                                         | <b>15,838</b>  | 20,678           |
| (Increase)/decrease in debtors                                                               | <b>22,197</b>  | 81,293           |
| Increase in creditors                                                                        | <b>(2,804)</b> | (145,818)        |
| <b>Net cash provided by / (used in) operating activities</b>                                 | <b>180,095</b> | <b>(150,098)</b> |

|                                                         | 2024<br>£      | 2023<br>£        |
|---------------------------------------------------------|----------------|------------------|
| <b>Cash flows from operating activities</b>             |                |                  |
| <b>Net cash provided by operating activities</b>        | <b>180,095</b> | <b>(150,098)</b> |
| <b>Cash flows from investing activities:</b>            |                |                  |
| Purchase of fixed assets                                | <b>(3,800)</b> | -                |
| Proceeds from sale of fixed assets                      | -              | -                |
| <b>Net cash (used in) investing activities</b>          | <b>(3,800)</b> | -                |
| <b>Change in cash and cash equivalents in the year</b>  | <b>176,295</b> | <b>(150,098)</b> |
| Cash and cash equivalents at the beginning of the year  | <b>332,249</b> | 482,347          |
| <b>Cash and cash equivalents at the end of the year</b> | <b>508,544</b> | 332,249          |

# NOTES TO THE FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

### a) Statutory information

Cardboard Citizens is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Hoxton Works Unit 1.1 and 1.2, 128 Hoxton Street, London, N1 6SH.

### b) 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), (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

### d) Going concern

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

The Trustees recognise that continued pressures on society and our sectors has created unknowns for the organisation around fundraising and income generation. Budget scenario projections for 2024-25 to 2025-26 alongside a rigorous confidence level assessment system, along with cashflow projections have been drafted accordingly. The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In addition, at the time of reporting, there are no significant risks of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees have agreed a Reserves Policy, which is regularly reviewed, and funds are held in line with the reserves policy. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months operational expenditure commitments, i.e., payroll, core fixed costs and windup costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

### e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other 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.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably.

## ACCOUNTING POLICIES CONT.

### f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation 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. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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.

### g) 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.

### h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

### i) 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 is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services our Workshop and Young People's programmes, our theatre work and our education and training activities, (all undertaken to further the purposes of the charity), and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

### j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

## ACCOUNTING POLICIES CONT.

Support and governance costs are allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

|                          |     |
|--------------------------|-----|
| • Costs of raising funds | 20% |
| • Workshop Programme     | 19% |
| • Young People Programme | 21% |
| • Community Tour         | 18% |
| • Public Facing Theatre  | 14% |
| • Training               | 8%  |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

### k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

### l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office Furniture 4 years
- Office Equipment 4 years
- Database/Website Development 4 years

### m) Debtors

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

### n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### o) 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.

### p) 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.

### q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

## 2. INCOME FROM DONATIONS

|                            | Unrestricted   | Restricted | 2024<br>Total  | Unrestricted   | Restricted | 2023<br>Total  |
|----------------------------|----------------|------------|----------------|----------------|------------|----------------|
|                            | £              | £          | £              | £              | £          | £              |
| Grants and donations       |                |            |                |                |            |                |
| Arts Council England       | 162,944        | -          | <b>162,944</b> | 162,944        | -          | 162,944        |
| Backstage Trust            | 100,000        | -          | <b>100,000</b> | 100,000        | -          | 100,000        |
| Julia and Hans Rausing     | -              | -          | -              | 10,000         | -          | 10,000         |
| The Steel Charitable Trust | -              | -          | -              | 13,000         | -          | 13,000         |
| Canary Wharf Contractors   |                |            |                |                |            |                |
| Fund                       | 10,000         | -          | <b>10,000</b>  | 10,000         | -          | 10,000         |
| Capital Group              | 30,497         | -          | <b>30,497</b>  | 32,400         | -          | 32,400         |
| Fidelity UK Foundation     | 50,000         | -          | <b>50,000</b>  | -              | -          | -              |
| John Ellerman Foundation   | 35,000         | -          | <b>35,000</b>  | -              | -          | -              |
| Swire Charitable Trust     | 25,000         | -          | <b>25,000</b>  | -              | -          | -              |
| The Coutts Foundation      | 38,500         | -          | <b>38,500</b>  | 35,000         | -          | 35,000         |
| HMRC - Gift Aid            | 6,660          | -          | <b>6,660</b>   | -              | -          | -              |
| Other individual donations | 70,000         | -          | <b>70,000</b>  | 98,146         | -          | 98,146         |
| Other under £5,000         | 84,838         | -          | <b>84,838</b>  | 47,027         | -          | 47,027         |
|                            | <b>613,440</b> | <b>-</b>   | <b>613,440</b> | <b>508,517</b> | <b>-</b>   | <b>508,517</b> |

Statutory grants received from independent government bodies include £162,944 of unrestricted funding received from Arts Council England NPO (2023: £162,944).

### 3. INCOME FROM CHARITABLE ACTIVITIES

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2024<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2023<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| <b>Workshop programmes</b>              |                   |                 |                    |                   |                 |                    |
| Statutory Grants                        | -                 | 12,500          | 12,500             | -                 | -               | -                  |
| <b>Grants and Donations:</b>            |                   |                 |                    |                   |                 |                    |
| City Bridge Trust                       | -                 | -               | -                  | -                 | 48,010          | 48,010             |
| The Albert Hunt Trust                   | -                 | -               | -                  | -                 | 5,000           | 5,000              |
| M&G                                     | -                 | 25,000          | 25,000             | -                 | -               | -                  |
| Henry Smith Charity                     | -                 | 40,000          | 40,000             | -                 | -               | -                  |
| Other under £5,000                      | -                 | 3,840           | 3,840              | -                 | 2,000           | 2,000              |
| Sub-total for Workshop programmes       | -                 | 81,340          | 81,340             | -                 | 55,010          | 55,010             |
| <b>Young people's programmes</b>        |                   |                 |                    |                   |                 |                    |
| Statutory Grants                        | -                 | 39,298          | 39,298             | -                 | -               | -                  |
| <b>Grants and Donations:</b>            |                   |                 |                    |                   |                 |                    |
| Foundation for Future London            | -                 | 23,400          | 23,400             | -                 | -               | -                  |
| Société Generale UK Foundation Fund     | -                 | 15,000          | 15,000             | -                 | 23,500          | 23,500             |
| Capital Group                           | -                 | -               | -                  | -                 | 20,000          | 20,000             |
| Other                                   | -                 | 70,000          | 70,000             | -                 | 7,000           | 7,000              |
| Other individuals                       | -                 | -               | -                  | -                 | 6,250           | 6,250              |
| Other under £5,000                      | -                 | 3,000           | 3,000              | -                 | 3,000           | 3,000              |
| Sub-total for young people's programmes | -                 | 150,698         | 150,698            | -                 | 59,750          | 59,750             |
| <b>Community Tour programme</b>         |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income           | -                 | -               | -                  | 11,733            | -               | 11,733             |
| <b>Grants and Donations:</b>            |                   |                 |                    |                   |                 |                    |
| Theatre Tax Relief                      | 30,277            | -               | 30,277             | -                 | -               | -                  |
| The Foyle Foundation                    | -                 | -               | -                  | -                 | 25,000          | 25,000             |
| The Thompson Family Charitable Trust    | -                 | -               | -                  | -                 | 5,000           | 5,000              |
| Sub-total for Community Tour programme  | 30,277            | -               | 30,277             | 11,733            | 30,000          | 41,733             |
| <b>Public Facing Theatre</b>            |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income           | 4,730             | -               | 4,730              | 6,542             | -               | 6,542              |
| Statutory Grants                        | -                 | 28,500          | 28,500             | -                 | 28,500          | 28,500             |
| <b>Grants and Donations:</b>            |                   |                 |                    |                   |                 |                    |
| The Linbury Trust                       | -                 | 50,000          | 50,000             | -                 | 55,000          | 55,000             |
| Cockayne Foundation                     | -                 | -               | -                  | -                 | 15,000          | 15,000             |
| The Evan Cornish Foundation             | -                 | -               | -                  | -                 | 10,000          | 10,000             |
| Theatre Tax Relief                      | 57,548            | -               | 57,548             | 88,490            | -               | 88,490             |
| Other                                   | -                 | -               | -                  | -                 | 1,020           | 1,020              |
| Sub-total for Public Facing theatre     | 62,278            | 78,500          | 140,778            | 95,032            | 109,520         | 204,552            |
| <b>Training Project income:</b>         |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income           | 8,986             | -               | 8,986              | 36,735            | -               | 36,735             |
| Sub-total for Training                  | 8,986             | -               | 8,986              | 36,735            | -               | 36,735             |
| Total income from charitable activities | 101,541           | 310,538         | 412,079            | 143,500           | 254,280         | 397,780            |

Statutory grants received from independent government bodies that are restricted in their use are as follows: £12,500 received from Arts Council England (Lottery funding) (2023: £nil), and £28,500 of restricted funds (Strategic Touring) (2023: £28,500). The restricted funding from The National Foundation for Youth Music £14,699 (2023: £nil) and Compass Wellbeing CIC £24,599 (2023: £nil).

4. INCOME FROM OTHER TRADING ACTIVITIES

|               | Unrestricted | Restricted | 2024  | Unrestricted | Restricted | 2023  |
|---------------|--------------|------------|-------|--------------|------------|-------|
|               | £            | £          | Total | £            | £          | Total |
|               |              |            | £     |              |            | £     |
| Rental income | 1,280        | -          | 1,280 | 5,303        | -          | 5,303 |
| Other income  | 1,190        | -          | 1,190 | 15           | -          | 15    |
|               |              |            |       |              |            |       |
|               | 2,470        | -          | 2,470 | 5,317        | -          | 5,317 |

## 5a. ANALYSIS OF EXPENDITURE (CURRENT YEAR)

|                                   | Charitable activities            |                            |                                     |                        |                                  |               |                          |                       | 2024<br>£      | 2023<br>£ |
|-----------------------------------|----------------------------------|----------------------------|-------------------------------------|------------------------|----------------------------------|---------------|--------------------------|-----------------------|----------------|-----------|
|                                   | Cost of<br>raising<br>funds<br>£ | Workshop<br>programme<br>£ | Young<br>people's<br>programme<br>£ | Community<br>Tour<br>£ | Public<br>Facing<br>Theatre<br>£ | Training<br>£ | Governance<br>costs<br>£ | Support<br>costs<br>£ |                |           |
| Staff costs (Note 7)              | 99,560                           | 95,635                     | 106,297                             | 89,482                 | 68,849                           | 38,933        | 14,109                   | 17,557                | 530,423        | 593,336   |
| Freelance workers                 | 9,545                            | 23,269                     | 12,006                              | -                      | 43,993                           | 3,265         | -                        | -                     | 92,078         | 158,531   |
| Production/ events<br>cost        | -                                | 521                        | 2,203                               | 24                     | 13,889                           | -             | -                        | -                     | 16,637         | 18,881    |
| Other direct costs                | 1,207                            | 15,980                     | 3,434                               | 13                     | 26,836                           | 90            | -                        | -                     | 47,560         | 73,711    |
| General office<br>expenses        | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 40,072                | 40,072         | 46,857    |
| Legal and<br>professional fee     | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 9,077                 | 9,077          | 1,599     |
| Bank charges/<br>interest         | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 673                   | 673            | 678       |
| Insurance and<br>subscriptions    | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 16,623                | 16,623         | 9,689     |
| Human resources                   | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 17,813                | 17,813         | 11,663    |
| Marketing                         | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 2,560                 | 2,560          | 470       |
| IT & Software<br>support          | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 22,184                | 22,184         | 21,799    |
| Rent and rates                    | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 64,375                | 64,375         | 57,375    |
| Depreciation                      | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 15,838                | 15,838         | 20,678    |
| Audit fee                         | -                                | -                          | -                                   | -                      | -                                | -             | 10,950                   | -                     | 10,950         | 3,500     |
| Board expenses                    | -                                | -                          | -                                   | -                      | -                                | -             | 1,532                    | -                     | 1,532          | 579       |
|                                   | 110,313                          | 135,405                    | 123,939                             | 89,519                 | 153,567                          | 42,288        | 26,591                   | 206,773               | 888,394        | 1,019,346 |
| Support costs                     | 35,875                           | 41,520                     | 47,992                              | 39,432                 | 29,279                           | 12,675        | -                        | (206,773)             | -              | -         |
| Governance costs                  | 4,614                            | 5,339                      | 6,172                               | 5,071                  | 3,765                            | 1,630         | (26,591)                 | -                     | -              | -         |
| <b>Total expenditure<br/>2024</b> | <b>150,801</b>                   | <b>182,264</b>             | <b>178,103</b>                      | <b>134,021</b>         | <b>186,611</b>                   | <b>56,593</b> | <b>-</b>                 | <b>-</b>              | <b>888,394</b> | <b>-</b>  |
| Total expenditure<br>2023         | 131,643                          | 184,107                    | 178,437                             | 175,358                | 266,128                          | 83,674        | -                        |                       | 1,019,346      |           |

## 5b. ANALYSIS OF EXPENDITURE (PREVIOUS YEAR)

|                               | Charitable activities            |                            |                                     |                        |                                  |               |                          |                       | 2023<br>£        |
|-------------------------------|----------------------------------|----------------------------|-------------------------------------|------------------------|----------------------------------|---------------|--------------------------|-----------------------|------------------|
|                               | Cost of<br>raising<br>funds<br>£ | Workshop<br>programme<br>£ | Young<br>people's<br>programme<br>£ | Community<br>Tour<br>£ | Public<br>Facing<br>Theatre<br>£ | Training<br>£ | Governance<br>costs<br>£ | Support<br>costs<br>£ |                  |
| Staff costs (Note 7)          | 76,425                           | 111,542                    | 115,667                             | 86,447                 | 123,060                          | 40,240        | 20,012                   | 19,942                | 593,336          |
| Freelance workers             | 22,270                           | 19,168                     | 10,750                              | 37,616                 | 43,083                           | 25,644        | -                        | -                     | 158,531          |
| Production/ events cost       | -                                | 519                        | 363                                 | 4,802                  | 12,443                           | 754           | -                        | -                     | 18,881           |
| Other direct costs            | 3,277                            | 9,573                      | 6,750                               | 12,932                 | 39,766                           | 1,413         | -                        | -                     | 73,711           |
| General office expenses       | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 46,857                | 46,857           |
| Legal and professional fee    | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 1,599                 | 1,599            |
| Bank charges/ interest        | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 678                   | 678              |
| Insurance and subscriptions   | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 9,689                 | 9,689            |
| Human resources               | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 11,663                | 11,663           |
| Marketing                     | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 470                   | 470              |
| IT & Software support         | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 21,799                | 21,799           |
| Rent and rates                | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 57,375                | 57,375           |
| Depreciation                  | -                                | -                          | -                                   | -                      | -                                | -             | -                        | 20,678                | 20,678           |
| Audit fee                     | -                                | -                          | -                                   | -                      | -                                | -             | 3,500                    | -                     | 3,500            |
| Board expenses                | -                                | -                          | -                                   | -                      | -                                | -             | 579                      | -                     | 579              |
|                               | 101,972                          | 140,803                    | 133,531                             | 141,797                | 218,352                          | 68,051        | 24,091                   | 190,750               | 1,019,346        |
| Support costs                 | 26,344                           | 38,448                     | 39,870                              | 29,798                 | 42,419                           | 13,871        | -                        | (190,750)             | -                |
| Governance costs              | 3,327                            | 4,856                      | 5,036                               | 3,763                  | 5,357                            | 1,752         | (24,091)                 | -                     | -                |
| <b>Total expenditure 2023</b> | <b>131,643</b>                   | <b>184,107</b>             | <b>178,437</b>                      | <b>175,358</b>         | <b>266,128</b>                   | <b>83,674</b> | <b>-</b>                 | <b>-</b>              | <b>1,019,346</b> |

Support and governance costs have been reallocated to be consistent with 2024.

## 6. NET INCOME/ (EXPENDITURE) FOR THE YEAR

This is stated after charging / crediting:

|                                         | 2024<br>£ | 2023<br>£ |
|-----------------------------------------|-----------|-----------|
| Depreciation                            | 15,840    | 20,678    |
| Operating lease rentals:                |           |           |
| Property                                | 64,375    | 57,375    |
| Auditors' remuneration (excluding VAT): |           |           |
| Audit                                   | 10,950    | -         |
| Independent Examination                 | -         | 3,500     |
| Accounts preparation                    | 3,000     | -         |
| Corporation tax work                    | 2,000     | 2,000     |

## 7. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:

|                                                                 | 2024<br>£      | 2023<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 464,312        | 499,873        |
| Redundancy cost                                                 | -              | 13,747         |
| Social security costs                                           | 44,186         | 55,611         |
| Employer's contribution to defined contribution pension schemes | 21,925         | 24,105         |
|                                                                 | <b>530,423</b> | <b>593,336</b> |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                   | 2024<br>No. | 2023<br>No. |
|-------------------|-------------|-------------|
| £60,000 - £69,999 | 2           | 1           |

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £291,210 (2023: £288,977).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the reimbursement and payment of travel and subsistence costs. This year no expenses were paid (2023: £nil).

## 8. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                             | 2024<br>No. | 2023<br>No. |
|-----------------------------|-------------|-------------|
| Raising funds (Development) | 2.0         | 1.9         |
| Workshop programme          | 2.5         | 2.7         |
| Young People programme      | 3.6         | 3.8         |
| National Residency          | -           | -           |
| Community Tour              | 2.4         | 2.1         |
| Public Facing Theatre       | 1.8         | 2.6         |
| Training                    | 0.8         | 0.8         |
| Other                       | -           | -           |
| Support                     | 0.6         | 0.8         |
|                             | <b>13.7</b> | <b>14.7</b> |

## 9. RELATED PARTY TRANSACTIONS

Aggregate donations from related parties were £4,285 (2023: £7,358), all income was unrestricted. There are no other related party transactions.

## 10. TAXATION

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11. TANGIBLE FIXED ASSETS

|                               | Leasehold<br>Improvements<br>£ | Office<br>furniture<br>£ | Office<br>equipment<br>£ | Database/<br>website<br>development<br>£ | Total<br>£   |
|-------------------------------|--------------------------------|--------------------------|--------------------------|------------------------------------------|--------------|
| <b>Cost or valuation</b>      |                                |                          |                          |                                          |              |
| At the start of the year      | 128,693                        | 42,553                   | 72,052                   | 61,044                                   | 304,342      |
| Additions in year             | -                              | 1,238                    | 2,562                    | -                                        | 3,800        |
| Disposals during the year     | -                              | -                        | (8,976)                  | -                                        | (8,976)      |
| At the end of the year        | 128,693                        | 43,791                   | 65,638                   | 61,044                                   | 299,166      |
| <b>Depreciation</b>           |                                |                          |                          |                                          |              |
| At the start of the year      | 128,691                        | 42,445                   | 59,148                   | 53,894                                   | 284,178      |
| Charge for the year           | 2                              | 108                      | 8,581                    | 7,149                                    | 15,840       |
| Eliminated on disposal        | -                              | -                        | (8,976)                  | -                                        | (8,976)      |
| At the end of the year        | 128,693                        | 42,553                   | 58,753                   | 61,043                                   | 291,042      |
| <b>At the end of the year</b> | <b>-</b>                       | <b>1,238</b>             | <b>6,885</b>             | <b>1</b>                                 | <b>8,124</b> |
| At the start of the year      | 2                              | 108                      | 12,904                   | 7,150                                    | 20,164       |

All of the above assets are used for charitable purposes.

## 12. DEBTORS

|                | 2024<br>£      | 2023<br>£      |
|----------------|----------------|----------------|
| Trade debtors  | 3,175          | 11,314         |
| Accrued Income | 87,825         | 88,490         |
| Prepayments    | 1,606          | 20,524         |
| Other debtors  | 16,525         | 11,000         |
|                | <u>109,131</u> | <u>131,328</u> |

## 13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|                              | 2024<br>£     | 2023<br>£     |
|------------------------------|---------------|---------------|
| Trade creditors              | 35,582        | 35,231        |
| Taxation and social security | 12,476        | 12,950        |
| Accruals                     | 26,608        | 28,471        |
| Other creditors              | 3,043         | 3,631         |
| Deferred income (note 14)    | -             | 230           |
|                              | <u>77,709</u> | <u>80,513</u> |

## 14. DEFERRED INCOME

|                                       | 2024<br>£ | 2023<br>£  |
|---------------------------------------|-----------|------------|
| Balance at the beginning of the year  | 230       | 3,000      |
| Amount released to income in the year | (230)     | (3,000)    |
| Amount deferred in the year           | -         | 230        |
|                                       | <u>-</u>  | <u>230</u> |
| Balance at the end of the year        | -         | 230        |

Deferred income relates to grant funding received in the year that relates to the following year.

## 15a. ANALYSIS OF NET ASSETS BETWEEN FUND (CURRENT YEAR)

|                                    | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|------------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets              | -                            | 8,124           | -               | 8,124            |
| Net current assets                 | 201,012                      | 235,358         | 103,599         | 539,969          |
| <b>Net assets on 31 March 2024</b> | <b>201,012</b>               | <b>243,481</b>  | <b>103,599</b>  | <b>548,093</b>   |

## 15b. ANALYSIS OF NET ASSETS BETWEEN FUND (PRIOR YEAR)

|                                   | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|-----------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets             | -                            | 20,163          | -               | 20,163           |
| Net current assets                | 226,000                      | 157,063         | -               | 383,063          |
| <b>Net assets on 1 April 2023</b> | <b>226,000</b>               | <b>177,226</b>  | <b>-</b>        | <b>403,227</b>   |

## 16a. MOVEMENTS IN FUNDS (CURRENT YEAR)

|                                              | At 1 April<br>2023<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£   | On 31<br>March<br>2024<br>£ |
|----------------------------------------------|-------------------------|------------------------|------------------------------|------------------|-----------------------------|
| <b>Restricted funds:</b>                     |                         |                        |                              |                  |                             |
| Development                                  | -                       | -                      | (117,338)                    | 117,338          | -                           |
| Workshop Programmes                          | -                       | 81,340                 | (144,815)                    | 63,475           | -                           |
| Young People's Programmes                    | -                       | 150,698                | (136,512)                    | 59,413           | <b>73,599</b>               |
| Community Tour Programme                     | -                       | -                      | (98,006)                     | 98,006           | -                           |
| Public facing theatre                        | -                       | 78,500                 | (158,245)                    | 109,745          | <b>30,000</b>               |
| <b>Total restricted funds</b>                | <b>-</b>                | <b>310,538</b>         | <b>(654,916)</b>             | <b>447,977</b>   | <b>103,599</b>              |
| <b>Unrestricted funds:</b>                   |                         |                        |                              |                  |                             |
| Designated funds:                            |                         |                        |                              |                  |                             |
| Capital investment fund                      | 20,165                  | -                      | (15,839)                     | 3,796            | <b>8,122</b>                |
| Production investment and<br>Relocation fund | 157,061                 | -                      | -                            | 78,297           | <b>235,358</b>              |
| <b>Total designated funds</b>                | <b>177,226</b>          | <b>-</b>               | <b>(15,839)</b>              | <b>82,093</b>    | <b>243,480</b>              |
| <b>General funds</b>                         | <b>226,000</b>          | <b>722,721</b>         | <b>(217,639)</b>             | <b>(530,069)</b> | <b>201,012</b>              |
| <b>Total unrestricted funds</b>              | <b>403,227</b>          | <b>722,721</b>         | <b>(233,479)</b>             | <b>(447,977)</b> | <b>444,492</b>              |
| <b>Total funds</b>                           | <b>403,227</b>          | <b>1,033,259</b>       | <b>(888,394)</b>             | <b>-</b>         | <b>548,091</b>              |

The following information on restricted funds relates to activity due to take place in 2023/24:

**Workshop Programmes:** £12.5k received from the Arts Council England (Lottery Funding) for workshop activities. £25k from M&G plc and £40k Henry Smith Charity. Other income includes £2.5k from The Victoria Wood Foundation.

**Young People's Programme:** £14.7k received from The National Foundation for Youth Music, £24.6k from Compass Wellbeing CIC. £70k was received from an anonymous donor, £23.4k from Foundation for Future London and £15k Société Generale UK Foundation. Other donations includes £3k from The D'Oyly Carte Charitable Trust for activities designed to support and progress young people in 2023/24.

**Public Facing Theatre:** £28.5k received from Arts Council England for strategic touring for the *Faun* theatre production. £50k was received from the Linbury Trust.

The following designated funds are determined by the Finance Committee and recommended to the Board of Trustees:

**Capital investment funds:** £3.8k of fixed assets purchased in the year.

**Production investment and relocation funds:** these reserve funds are allocated by the Board of Trustees to development and delivery of our future theatre productions, as well as an allowance towards a possible relocation planned between 2021-26 (relocation in 2012 cost c. £150k).

## 16b. MOVEMENTS IN FUNDS (PRIOR YEAR)

|                                           | On 1 April<br>2022<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£   | On 1 April<br>2023<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|------------------|-------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                  |                         |
| Development                               | -                       | -                      | (105,412)                    | 105,412          | -                       |
| Workshop Programmes                       | 25,000                  | 55,010                 | (150,404)                    | 70,394           | -                       |
| Young People's Programmes                 | 35,000                  | 59,750                 | (143,396)                    | 48,646           | -                       |
| Community Tour Programme                  | -                       | 30,000                 | (147,295)                    | 117,295          | -                       |
| Public facing theatre                     | -                       | 109,520                | (228,996)                    | 119,476          | -                       |
| <b>Total restricted funds</b>             | <b>60,000</b>           | <b>254,280</b>         | <b>(775,503)</b>             | <b>461,223</b>   | <b>-</b>                |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                  |                         |
| Designated funds:                         |                         |                        |                              |                  |                         |
| Capital investment fund                   | 40,843                  | -                      | (20,678)                     | -                | <b>20,165</b>           |
| Production investment and Relocation fund | 131,000                 | -                      | 26,061                       | -                | <b>157,061</b>          |
| <b>Total designated funds</b>             | <b>171,843</b>          | <b>-</b>               | <b>5,383</b>                 | <b>-</b>         | <b>177,226</b>          |
| <b>General funds</b>                      | <b>277,635</b>          | <b>658,815</b>         | <b>(249,226)</b>             | <b>(461,223)</b> | <b>226,001</b>          |
| <b>Total unrestricted funds</b>           | <b>449,478</b>          | <b>658,815</b>         | <b>(243,843)</b>             | <b>(461,223)</b> | <b>403,227</b>          |
| <b>Total funds</b>                        | <b>509,478</b>          | <b>913,095</b>         | <b>(1,019,346)</b>           | <b>-</b>         | <b>403,227</b>          |

Support and governance costs have been reallocated in note 5b to be consistent with 2024, so allocations of expenditure and transfers in this note have also been updated. This does not impact the carried forward figures.

## 17. OPERATING LEASE COMMITMENTS

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property      |               |
|--------------------|---------------|---------------|
|                    | 2024<br>£     | 2023<br>£     |
| Less than one year | 17,110        | 64,375        |
| One to two years   | -             | 16,250        |
| Two to five years  | -             | -             |
|                    | <b>17,110</b> | <b>80,625</b> |

## 18. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

**CARDBOARD CITIZENS**

England & Wales - Charity number 1042457

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# Accounts

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# Cardboard Citizens

Report and financial statements  
For the year ended 31 March 2023

Company number: 2938531

Charity Number: 1042457

## Contents

### For the year ended 31 March 2023

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|                                                                                           |    |
|-------------------------------------------------------------------------------------------|----|
| Reference and administrative information .....                                            | 1  |
| Chair's report.....                                                                       | 2  |
| Trustees' annual report .....                                                             | 3  |
| Independent examiner's report .....                                                       | 17 |
| Statement of financial activities (incorporating an income and expenditure account) ..... | 18 |
| Balance sheet .....                                                                       | 19 |
| Statement of cash flows .....                                                             | 20 |
| Notes to the financial statements .....                                                   | 21 |



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

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

# Cardboard Citizens

## Trustees' report

For the year ended 31 March 2023

|                                                  |                                                                                                                                   |                                                                 |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <b>Company number</b>                            | 2938531                                                                                                                           |                                                                 |
| <b>Charity number</b>                            | 1042457                                                                                                                           |                                                                 |
| <b>Registered office and operational address</b> | 77a Greenfield Road London<br>E1 1EJ                                                                                              |                                                                 |
| <b>Country of registration</b>                   | England & Wales                                                                                                                   |                                                                 |
| <b>Country of incorporation</b>                  | United Kingdom                                                                                                                    |                                                                 |
| <b>Trustees</b>                                  | Trustees, who are also Directors under company law, who served during the year and up to the date of this report were as follows: |                                                                 |
|                                                  | Marcus Bernard                                                                                                                    | Appointed in February 2023                                      |
|                                                  | Chris Bull                                                                                                                        | Treasurer / Head of Finance Committee<br>Appointed in July 2022 |
|                                                  | Ayesha Casely-Hayford                                                                                                             | Appointed in February 2023                                      |
|                                                  | Linden Ife                                                                                                                        | Resigned in February 2023                                       |
|                                                  | Charlie Josephine                                                                                                                 | Appointed in February 2023                                      |
|                                                  | Ajeet Jugnauth                                                                                                                    | Appointed in February 2023                                      |
|                                                  | Chris Jullings                                                                                                                    | Resigned in December 2022                                       |
|                                                  | Jenique McNaught                                                                                                                  | Vice Chair / Chair of Development Committee                     |
|                                                  | Sacha Milroy                                                                                                                      | Trustee                                                         |
|                                                  | Jon Opie                                                                                                                          | Trustee                                                         |
|                                                  | Andrew Pattison                                                                                                                   | Resigned in February 2023                                       |
|                                                  | Prue Skene CBE                                                                                                                    | Chair                                                           |
|                                                  | Matthew Xia                                                                                                                       | Vice Chair                                                      |
| <b>Key Management Personnel</b>                  | Lisa Briscoe                                                                                                                      | Executive Director & Joint Chief Executive                      |
|                                                  | Katherine Harding                                                                                                                 | Director of Development & Communications                        |
|                                                  | Flora Newbiggin                                                                                                                   | Director of Programmes                                          |
|                                                  | Clare Robertson                                                                                                                   | Executive Producer                                              |
|                                                  | Chris Sonnex                                                                                                                      | Artistic Director & Joint Chief Executive                       |
|                                                  | Jessie Wyld                                                                                                                       | Head of Engagement                                              |
| <b>Bankers</b>                                   | National Westminster Bank Plc Tower<br>Bridge Branch<br>P.O. Box 9765<br>201 Tooley St<br>London, SE1 2ZH                         |                                                                 |

This year enabled delivery of a renewed full programme under Chris Sonnex's artistic leadership, carefully supported and driven by Lisa Briscoe as Executive Director. The organisation has taken all the benefits of its history and experience and combined this with new energy and renewed purpose to launch a programme of work for people and audiences with experience of poverty, homelessness and inequity. Our public productions have gathered critical acclaim and we have increased our emphasis on building great partnerships across the arts, social and academic sectors, with a view that more can be done if we all pull together in this post pandemic climate.

We have now entered a new chapter in our history, characterised by the following:

- Community cohesion, improved wellbeing and more opportunities for people we work with
- Widening access to, and interest in, the arts for people experiencing homelessness, poverty, and inequity
- An injection of new, high quality talent to inspire creative output
- Elevating our work to widen attitudinal and tangible social change
- Stepping into mainstream consciousness
- Training and developing Members
- Developing a new generation of theatre professionals, artists & activists

During the year three valued trustees, Linden Ife, Chris Jullings and Andrew Pattison, came to the end of their terms of office; sad as we were to lose them we were delighted that through a recruitment drive we were able to appoint five new trustees, all of whom bring new skills and experience to the Board: Marcus Bernard, Chris Bull, Ayesha Casely-Hayford, Charlie Josephine and Ajeet Jugnauth. I would like to thank everyone who has made Cardboard Citizens what it has become today - Members old and new, trustees and staff past and present, and all of the funders and donors who form part of the wonderful growing alumni that this organisation represents.

We look forward to continued development, ambition and opportunity together with you all.

Prue Skene CBE  
Chair

# Cardboard Citizens

## Trustees' report

For the year ended 31 March 2023

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The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees to ensure that the charity's aims, objectives and activities remained focused on its stated purposes. The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

### Objectives and activities

Cardboard Citizens' objective is to advance education for the public benefit by promoting the arts, particularly, but not exclusively, the art of drama.

### Vision

Our work will bring more people closer together to make new citizens, united by the communal want to build a better society.

The theatre and stories we share inspire and activate people from diverse communities to empathise, connect and tackle injustices, individually and collectively.

Our work will increase representation of and access for people with lived experience of homelessness, inequity or poverty to experience and work within the arts.

### Mission

Cardboard Citizens creates work with and for people who experience homelessness, poverty or inequity.

We provide theatre, art, and training that explores, interrogates, and challenges the injustices that are most alive in our world. We believe that theatre and art can transform. That it can challenge the individual to grow and ignite a fire in the belly of wider society to change. We create spaces where communities come together to heal, connect, find joy and create new possibilities together.

When people make work or train with us, we create a shared belief that our work, voices, and lives will never cease to be important and heard. Together we create a world that we want to see. A world where we can challenge what society said you should achieve and be. Where art is seen as one of the most important and joyous things that humans can create. Where the barriers that stop people expressing themselves and accessing equity are dismantled so that we can see and create our version of justice together. All while making or learning to make the best art we can.

### Beneficiaries of our services

Cardboard Citizens works with people with experience of homelessness, poverty or inequity, many of whom become Members of our company and contribute to our work in the long term. We have worked to voice and challenge the systemic cause of homelessness since our inception and now incorporate poverty and inequity – two factors which greatly increase the risk of homelessness - in our central mission.

Our Membership includes people who are or have been homeless or vulnerably housed, people on low incomes or living in extreme poverty, unemployed people, people with experience of the criminal justice and care systems, people from LGBTQI+ communities, from Global Majority ethnicities, as well as those living with disabilities, mental or physical health issues.

## Achievements and performance

At the beginning of 2022, Cardboard Citizens planned outcomes were set as follows:

### Audiences

- More people have access to and engage with art as a way of expressing and listening to stories and experiences that inspire shared dialogue about issues relating to homelessness, poverty, or inequity.
- Audience members with experience of homelessness, poverty or inequity enjoy our work, feel seen, heard, and understood, experience theatre as accessible, have a greater sense of community, enhance their wellbeing and are motivated to join CC's community.
- Audience members have more empathy and understanding of the experiences of homelessness, poverty or inequity, they are provoked and inspired to make change.

### People with lived experience of homelessness, poverty or inequity

- Build and test a new programme of work to enable more people with lived experience of homelessness, poverty and inequity have access to peer support, enhanced skills, training, and job perspectives.
- People who are currently under-represented in the cultural workforce gain skills, experience and training that enhance their individual employability and the sector's diversity.
- Participants/Members progress artistically, enjoy participating, feel art is accessible, gain self-worth, purpose, resilience, and a sense of achievement, increase their interest in pursuing creative ambitions, have a sense of community.

### Our local community and peers

- Arts sector diversity is enhanced through our work in partnership with arts organisations to improve audience diversity and to increase pathways for people with lived experience to access opportunities to work in the arts.
- More service users engage with Cardboard Citizens' programme as Members and can take up opportunities provided, through our partnerships in the social sector.

### Our activity

1. **Workshop Programme** – theatre, workshops, training and support for people over 25 years of age, with experience of homelessness, poverty or inequity.
2. **Cardboard Collective** – our youth music programme for young people aged 16-25, with experience of homelessness, poverty or inequity.
3. **Citz Futures Traineeship** – offering paid placements for people with lived experience of homelessness or poverty to shadow industry professionals in backstage roles.
4. **Public Programme** – public facing theatre for social change and other commissions.

### 1. Workshop Programme and Members' activity

We relaunched our Workshop programme in April, offering creative training, transferable skills, and support for wellbeing to our Members over 25 years of age who sign up to our programmes. Our refreshed year-round Citz Writers and Citz Theatre Makers programmes each comprise 12 weeks of training delivered three times a year, led by established and acclaimed artists and creatives with lived experience of homelessness, poverty, and inequity, including Anna Jordan (*Killing Eve*, *We Anchor in Hope*), Leo Butler (*Lucky Dog*, *Boy*), emerging theatre makers Georgia Green, Diyan Zora, Emma Baggott (*Wonderful World of Dissocia*, *Dennis of Penge*) and Steven Kavuma (Head of Programming at Seven Dials Playhouse). Over 200 Members have accessed our Workshop Programme this year.

We created an open access space for Members to meet and learn, engaging 61 people across 13 sessions. Artists and topics have included:

- Actress Amy Loughton speaking about the UK's first Cooperative Acting Agency
- Journalist, DJ, and Theatre Director Matthew Xia on his play – *The World from My Window*
- Lemn Sissay OBE (Bafta nominated, multi-award-winning writer): inspirational and interactive talk about his journey and career.
- Jack Ryder (*Eastenders*): practical session on audition technique and self-taping
- Jasmine Lee-Jones (writer, actor, winner of Stage Debut Writer award 2021): on autobiographical writing from the heart
- AQ&A session with Cardboard Citizens Member, Performer, Facilitator and Writer, River
- Chris Sonnex on Directing
- Citz Tasters workshop with Frantic Assembly
- Citz Tasters workshop with Kat Bond (actress, writer, comedian) on Improvisation

### Member progression and support

Alongside creative workshops we continued to deliver our pastoral Information, Advice and Guidance Service (IAG), supporting Members over the past 12 months. Members accessed 226 IAG. Sessions have been focused on emotional support to Members, ensuring we are being proactive in reducing the impact of loneliness and isolation. Tackling financial hardship, mental health and physical health support have also been recurring needs over the last year, demonstrating the impact of rising cost of living and continued strain on health services.

In April 2023, we conducted a Member Survey to reflect on 2022-23. Key findings were as follows:

- 79% of Members felt safe at Cardboard Citizens.
- 72% felt artistically / creatively challenged.
- 69% felt less lonely or isolated.
- 69% felt engaging with Cardboard Citizens has helped them to take control of their lives.
- 65% reported improved wellbeing
- 62% of respondents have new aspirations and ideas for their future.

We also trialled the Five Ways to Wellbeing survey; a measure developed by the National Health Service, key results were as follows:

- 83% A sociable experience
- 85% An active experience
- 95% A learning experience

We continue to focus on creating opportunities for Members to lead and gain employment through our work. This year alone we facilitated 57 employment or volunteering opportunities for 40 individuals. Employed Members receive payments above London Living Wage and in line with Independent Theatre Council's ethical employment payment scale and all expenses are remunerated for volunteers. Paid opportunities have included:

- Performing in a short film, presenting Cardboard Citizens' new Manifesto, and as participants in focus groups on specific areas of the new programme.
- Acting as an Expert by Experience on our Trauma-Informed Working Group.
- Acting and offering tech support in Forum theatre performances as part of our partnership with the International Access to Justice conference.
- Employment as actors in *To Whom It May Concern*, in partnership with Groundswell.
- Acting as outreach Ambassadors and Lead Facilitators on our Community Tour of *Bangers*, to support with recruitment of new Members.
- Assisting on facilitation of our new corporate training workshops.

Members progressed through additional activities including:

- 2 Members commissioned by the BBC to develop scripts for radio reaching up to 1 million listeners.
- 9 members participated in intensive writing workshops with Museum of the Home in Hackney.
- 7 Members joined a residency with Tramshed resident artist Nell Hardy, to create their own public performances at Union Chapel.
- 13 Members took part in a week-long intensive to record audio scripts of their short plays.
- 1 Member received support to rehearse his touring one-man show.
- 1 Member has been commissioned to write for us.

Members have regular routes to input into our strategy through:

- Member-elected Members' representatives attend Board meetings and strategy sessions.
- Quarterly Member consultation forums led by Members' representatives - this year engaging an average of 20 Members per session. In these sessions Members give feedback on our strategy and programming. Trustees also attend to ensure a balanced view of Member engagement is gained.

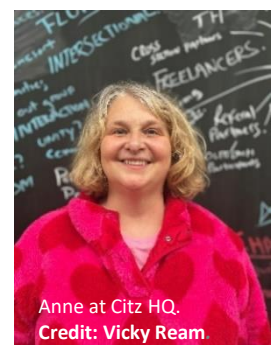
Anne recently completed the Cardboard Citizens' theatre making programme and below she talks about the impact the programme had for her:

*I was struggling for money all the time after being made homeless in an unlawful eviction. Even though I was working, I was made homeless and left impoverished by the experience with no help at all. It was awful.*

*A friend strongly recommended that I contact Citz and get involved.*

*The theatre-making workshop was a unique, therapeutic experience. What you learned was that professionalism involved treating other people with respect is important in a working environment. There was a positive experience of people working together from all different levels of experience and with different things that have happened in their lives. And that's the thing about theatre – it creates a universal goal to work towards. It connects history, it connects generations, and it connects us with humanity.*

Since writing this, Anne's piece was selected and showcased as part of an event at the London Transport Museum. *The thing that made the most impact on me was the way that it affected the audience, the people who were watching it, the people who had paid to see it. And it means that you've given a genuine voice to a community of people. And that's what's important because they do deserve a voice.*



Anne at Citz HQ.  
Credit: Vicky Ream.

## 2. Cardboard Collective

We relaunched our young people's workshop programme as Cardboard Collective in July 2022: a reimagining of our offer for young people aged 16-25 with experience of homelessness and poverty, offering music-based training. The programme offers access to training in music production, performance, marketing, and event management. It aims to help young people build their confidence and wellbeing with a supportive network of peers and industry experts and equip themselves with transferable skills to progress into employment or entrepreneurship in the creative industries. Workshops are facilitated by diverse professional artists and creatives from a range of disciplines. Our Autumn 2022 12-week course culminated in the Collective's performance of their original songs at Cardboard Collective's Takeover Event at Rich Mix in East London. Our Spring 2023 12-week course culminated in the Collective writing and recording original songs. The Collective performed at an album launch event at World Heart Beat Embassy in May 2023.

Our post-programme evaluation with participants showed:

- 100% of participants said they felt proud of their work.
- 100% of participants said they had developed new skills to help overcome barriers and challenges.
- 100% of participants said they felt more curious about art and music.
- 100% of participants said they would like to explore further training or employment in arts, music, or event production.
- 83% of participants said they feel like art/music is for them.
- 66% of participants said that doing something creative had made them feel less stressed or anxious.



Lone Wolf, J Cocoa, SBHarbs, Cardboard Collective takeover event, RichMix, 2022  
Credit: Aaron Imeure.

What we've achieved this year:

- We delivered 35 workshops, attracting 251 young people, 31 of whom engaged regularly.
- 88 information, advice, and guidance sessions have been accessed.
- 15 young people have received advice on careers in the arts and/or mentoring with artists.
- 8 young people have started an Arts Award qualification.
- 7 young people to achieve employment, volunteering, or training outcomes (internal and external).
- We collaborated with 5 organisations: RichMix, National Youth Jazz Orchestra, World Heart Beat, Sound Skool, and CM Sounds.
- We collaborated with 4 artists: Wolfie, Xana, Dan Tsu, and Zardine.

### 3. Citz Futures Traineeships

In April we launched our Citz Futures Traineeship programme, which offers paid work experience to people with experience of poverty and homelessness on our professional touring productions.

In 2022-23, the Citz Futures Traineeship enabled us to:

- Employ 8 people as trainees on 2 productions, 3 of whom were under the age of 25.
- Employ 10 industry professionals as mentors.
- Give trainees access to 60 pastoral support sessions.
- Give trainees access to 25 meetings with their mentors.
- Support 4 trainees start PEARL accreditations.
- Give 5 arts sector partners experience of working with trainees, all of which reported an increased understanding of how to make the arts more accessible.

*It brought me out of my shell and I am excited in starting a new chapter and what this means for myself. I felt comfortable due to the support, felt comfortable to speak, given different options of moments and times where I can check in, ask questions.*

Citz Futures Trainees

Our first 4 trainees shadowed members of the creative team on our Community Tour of *Bangers*. We also offered an additional placement on a voluntary basis due to one of the trainee's age and restrictions around employment and payment. Trainees were appointed to shadow lighting design, direction, stage management, set and costume design. Through their placements they received regular mentoring and practical guidance from industry professionals, pastoral support from Citz staff and opportunities to see work and working practice in London partner theatres.

In an evaluation session with trainees:

- 100% reported increased confidence in their ability to pursue a career in the arts.
- 75% felt working in the arts industry is for them.
- 100% reported an increased understanding of and skills pertaining to their roles.
- 100% reported an increased ability to work well with others.
- 100% reported increased motivation, timekeeping, and problem-solving skills.
- 100% have accessed further training or employment as a result of engaging with Citz Futures.

Our second group of Citz Futures trainees were recruited in the new year to shadow roles on *Faun*. As a result of the evaluation from trainees' experience on *Bangers*, positive changes were made to the recruitment, induction, and trainee support practices.

Francis recently participated in Citz Futures, completing a paid placement with The Upsetters, a professional theatre company putting on a show at Soho Theatre. Here he talks about what he discovered from this process:

*I got involved with Cardboard Citizens accidentally. I saw a play they did when I was at Crisis, and I got recruited from there. I'm still in the process of learning, but good stuff. What I've realized is that we all have stories in us and when you create it's something that comes from you. It's something authentically about your own lived experience situation, certain topic, certain things. We're getting to tell our own story. I realise I can actually create my own work and keep being me. We continue to learn and sometimes we are not even aware we're learning because working as an ensemble is very collaborative. But when you are creating your own work, whether it's writing or improvising you are learning without realising.*

#### 4. Public Programme

##### **Bangers community theatre tour and workshops**

*Bangers* by Danusia Samal was a co-production with Soho Theatre that also went to hostels and community centres across London. The play traced the highs and lows of a group of young Londoners navigating love, sex, sexual identity, relationship breakdown and housing insecurity.

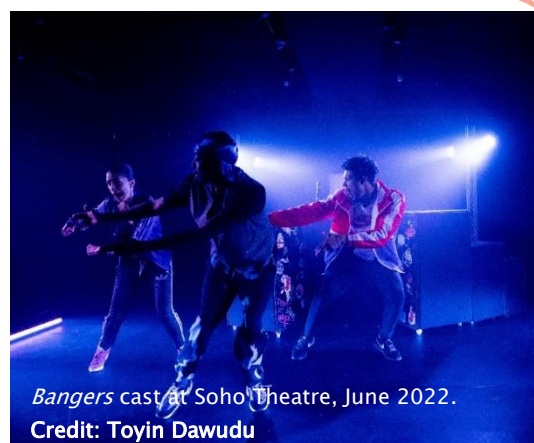
Follow-up workshops engaged young people with the themes of the play. We reached 113 people aged 16-25, 32 of whom signed up for Cardboard Collective.

The tour reached 619 people with lived experience of homelessness and poverty across all 35 performances, exceeding our audience target of 500 people with lived experience. The total audience was 1653 people across the run. 20% of our audience were young people, 23% also identified as D/deaf or disabled. Over 10% of our audience expressed an interest in becoming a Member of Citz and 100% said they had increased awareness of the value of art in supporting individual's progression out of homelessness.

Audience member with lived experience of homelessness and poverty: *Everything in the show related to something in my life.*

School teacher: *A very thought-provoking show which struck a chord with my pupils, but also made them laugh.*

Whats On Stage – 4\* review: *Bangers' rides through the things we feel most keenly, and maybe never talk about, and explores the depth and breadth of the human condition. The addition of such a lively, warm-hearted audience makes it a holistic theatrical experience and a true masterpiece.*



##### **Faun theatre tour (ongoing to 13 May 2023)**

March 2023 saw the premiere of *Faun*, a production exploring the homelessness crisis affecting trans people in the UK (1 in 4 trans people are likely to have experienced homelessness). Commissioned from actor and writer Vinnie Heaven (*The Nevers*, HBO) and directed by Debbie Hannan (*Sound of the Underground*, Royal Court), the play has an entirely genderqueer cast. We co-produced the show with award winning new writing theatres Alphabetti Theatre, Newcastle, and Theatre 503, London, and the production toured to theatres in Newcastle, London, Salford, Bristol and Plymouth, with a target of at least 10% of attendees having lived experience of homelessness and poverty. Our wraparound programme unpacked the real-life context for the production, including events with Common Press Queer Bookshop and the Centre for Homelessness Impact. Our relationship with the Outside Project provided opportunities for Vinnie Heaven to connect with staff and service users which informed their writing. The Albert Kennedy Trust (AKT) were hugely supportive of the production, and we will be collaborating on a panel discussion event.

Audiences for our first run at Alphabetti Theatre said:

*I've been homeless myself. I'm gender queer. [I thought it was] heart wrenching. I could relate to the characters straight away.*

*It deals with a really hard, heart-breaking topic, but laughs through it and laughs through the pain.*

### Arts and social sector partnerships

Following our consultation with more than 40 arts and social sector partners in 2022, we've established new theatre partners. We've:

- been appointed an associate company with Liverpool Everyman and Playhouse
- committed to a co-producing partnership with Soho Theatre, including bringing a production to the theatre in 2023.
- been commissioned to produce a wraparound programme for Northern Stage's production of *I, Daniel Blake* in 2023.
- been chosen to partner with the Almeida on their community play for 2023.

### International Access to Justice Institute

Five Citz Members were employed to create a Forum Theatre piece for the inaugural Access to Justice International Institute which brought together 55 delegates from across the globe working in the criminal justice system in relation to disability. The play formed a core part of the 5-day Institute and explored the barriers faced by people affected by disabilities in accessing the criminal justice system.

*I believe the play provided a way for ALL people, regardless of level of cognitive ability, to participate and think about barriers to justice. This provided a safe and equitable space for us all to meet at the same level to talk about important issues that impact people with disabilities in the criminal justice system.*

Audience member

### Groundswell partnership

*To Whom It May Concern*, our co-production with homelessness campaigning charity Groundswell, provided an opportunity to creatively engage the social sector in a conversation about the broader systemic issues of siloed working between health, housing and welfare. The play, written by Sophie Ellerby and directed by Stef O'Driscoll, Artistic Director of the Gate Theatre, was informed by research gathered from people affected by these systemic failures and performed for audiences of social sector professionals including staff from the Department for Work and Pensions and Crisis. The play took research gathered by Groundswell peer advocates into the problems with the Universal Credit system and the impact it has on those who access it and turned the stories into a play. Performances were followed by a workshop through which audiences explored themes in the play and strategies to find solutions for the characters.

*I have a lot of experience of these issues through work (and some personal experiences), but sitting apart from my own experience and watching it as an audience member (rather than being involved in it) felt different... Maybe what became more obvious is the similarities between experiences, lack of empathy, lack of real support, blocks to moving forward, frustration, and yet there is still not enough done to help this and still not enough understanding.* Audience member with lived experience.

*I [saw] the difficulties people experience in navigating the benefits system. The impact that not having access to benefits has on health, both on managing long term conditions but also the health problems that are caused. Digital poverty and the impact of this when so many services rely on people accessing systems online.* Audience member from the social sector.

### London Ticket Bank

We launched the London Ticket Bank in January 2023: a joint initiative with the Cultural Philanthropy Foundation, offering 1000 cultural tickets each week on a donate-what-you-can basis to people with lived experience from venues including The National Theatre, The Barbican, Roundhouse and the Southbank Centre. Tickets are offered through social sector partners including The Trussel Trust, Centrepoin, House of St Barnabas, The Longford Trust and Positive Action in Housing.

#### Organisational change

This year has seen great change in our staffing and systems as we've worked to strengthen our organisation following the pandemic and to adapt our offer under new artistic leadership.

This year marked significant progress following several years' work to increase representation in our staff and audiences of both people with lived experience of homelessness and poverty and people with experience of the inequity which puts people at greater risk of homelessness.

- Following the appointment of our new Artistic Director in 2021, who has lived experience of homelessness, we have further revised our inclusive recruitment processes, now attracting a higher number of candidates representative of our community. 70% of our Board of Trustees, 58% of staff and 78% of freelancers we work with now have lived experience and/or a protected characteristic.
- We have recruited five new trustees helping us to embed our commitment to diversity in the organisation's leadership, ensuring our decision making is authentic and we can realise our ambitions in art as social change.
- We have made further progress in our approach to involving our Members in decision-making, including elected Member Representatives and volunteers joining our Board meetings and strategy sessions; wider Member input into our direction through our regular Member Forum.
- We open access to our performances through free tickets for individuals referred by partners and allocate 10% of tickets for £1 those on low incomes or with lived experience of homelessness.
- We have met or exceeded our targets on accessible theatrical experiences (signed / captioned performances, films, and online content) reaching a target of 19% of our audience who are d/Deaf or disabled.

#### What's next?

#### Public Programme

We are currently developing our approach to national impact for our work, through which we aim to unlock potential for working with communities most affected by homelessness and poverty to create exceptional new public theatre, and for theatre to help people with lived experience to explore and challenge the causes of housing insecurity in their communities. We will build on our foundation and continue to strengthen our unique methodology, informed by our long history and experience in Theatre of the Oppressed and trauma informed / strength based practice.

#### New commissions

We are commissioning a minimum of three underrepresented, emerging writers with lived experience, including the following so far:

- Our first play from a Cardboard Citizens Member, who has been supported through our Workshop Programme. We have recruited Chinonyerem Odimba, Artistic Director at tiata fahodzi, to mentor her during the writing process.
- A play from Soho Theatre's writers' programme focusing on women's experience of homelessness.
- A new piece through Stockroom writers room exploring unacceptable living conditions in social and private rented housing, focused on the epidemic of mould in rented accommodation.

#### Workshop Programmes / Cardboard collective

This autumn we are launching a period of intensive recruitment and outreach for both our Workshop Programme and Cardboard Collective programmes, introducing a whole new cohort of Members with lived experience to our work. Through this we aim to increase our overall reach through our programmes by over 25%. Those we reach will be invited to become Members, after which they will have the opportunity to access our regular workshops. All Members will have access to our progression support, aiming to support people in their engagement with us and moving them onwards in their lives.

### Citz Futures

This remains a key part of our programme for the year ahead as we seek to implement learnings and trial offering a number of traineeship roles internally over the autumn.

### Cross sector working

Specific partners so far for the year ahead include The Centre for Homelessness Impact, Mind Tower Hamlets, Bethany House, Capital City College, The Bridge 99 Club Café, the Outside Project, Catch 22, DePaul, New Horizons, Single Homeless Project and many more.

In addition to expanding our reach in the arts and social sectors, we are also seeking to formalise partnership working with higher education universities and colleges to access work placements for people with lived experience and academic evaluation resources to help strengthen our case for support externally.

### Financial review

The results for the year ended 31 March 2023 are given in the Statement of Financial Actives on page 18. The assets and liabilities as at that date are given in the Balance Sheet on page 19. The financial statements should be read in conjunction with their related notes, which appear on page 21 and have been prepared in accordance with relevant law and SORP 2015.

During the year, restricted income amounted to £254,280 (£566,380 in 2022). Unrestricted income amounted to £658,815 (£699,338 in 2022). Project costs amounted to £917,375 (£1,553,723 in 2022).

Total income in 2022-23 decreased by 28% to £913,095. The main variance was:

Income from charitable activities decreased by 61% mainly due to the previous year including a significant amount of income for the *Ruff Tuff* production from Arts Council England of £110k, income from the Linbury Trust of £100k and significant performance fees.

Total expenditure decreased by 38% in 2022-23 to £1,019,346. Staff costs decreased by 28%, some of which was replaced by freelance workers on shorter term contracts, giving us more flexibility over expenditure in this area. Overall charitable activities expenditure decreased by 41%, mainly because the previous year included *Ruff Tuff* production costs.

Trustees review the financial performance of the charity and its fundraising strategy alongside income generation and associated costs on a regular basis. The charity raises money from individuals, companies, trusts, and statutory bodies, and receives income from performances, fundraising events and delivering training activity.

### Principal risks and uncertainties

The Trustees reviewed the risk management strategy and the systems and procedures to address those potential risks and minimise any impact on the charity if the risks materialise.

Principal risks identified for the coming year include:

- Increase in numbers of people experiencing homelessness, poverty, or inequity. We believe that the ongoing cost of living crisis has resulted in an increase in more complex needs among the people we work with. With a reduction in some social and statutory services, our pastoral support offer is likely to experience more demand during a period when our resources are also depleted. We continue to monitor and manage this carefully while prioritising consistent pastoral care resources.

- Funding risks, associated with either the delay, reduction in or removal of major funding streams. While investing in high quality development skills across the staff team, we continue to review the funding landscape and work on corresponding financial plans with our Finance Committee.
- Lease expiry in June 2026. We continue to explore options for our premises, supported by pro bono advice combined with support from the Board of Trustees.

#### **Reserves policy and going concern**

The Trustees recognise that post COVID 19 and general pressures on society and our sectors has increased competition for the organisation around fundraising and income generation from some sources, particularly from Trusts & Foundations, fundraising events and earned income. Budget scenario projections for 2023-36 have been drafted accordingly. The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Trustees have agreed a Reserves Policy, which is regularly reviewed. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months operational expenditure commitments, i.e., payroll, core fixed costs and wind-up costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

In 2022-23, total charity funds stood at £403,227. These are made up of:

1. **£no** restricted reserves in 2022-23. More details are included in Note 15a to the accounts.
2. £177,226 designated reserves. £157k of these funds are designated by the Trustees to allow us to develop and deliver our future planned theatre productions, which could not be funded from future income alone. They also provide a contingency should the company need to relocate once the current lease expires in 2026 (relocation in 2012 cost c. £150k). The remaining £20k is for fixed assets.
3. £226,000 free reserves. The target to cover the three months operational expenditure commitments is currently £226k. The Finance Committee reviewed the adequacy of these reserves and is content with the level given the size of the organisation and the risks it is managing.

#### **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated on 14 June 1994 and registered as a charity on 29 November 1994.

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.

The Board of Trustees governs the charity. At 31 March 2023, there were 10 Trustees. There is no upper limit to the number of Trustees, and the quorum is one-third or three, whichever is the greater number.

The Board is drawn from people from the voluntary and public sectors, the arts and the corporate sector. Specific skills include knowledge of governance, strategic planning, homelessness, poverty, diversity, inclusion, theatre making, participatory arts, legal, fundraising, and financial skills. A skills audit and review of current Trustees' protected characteristics as well as lived experience was completed in May 2022 to inform Trustee recruitment and

ensure that an appropriate balance of skills and experience is achieved. Following this we launched a period of recruitment to prepare for three Trustees coming to the end of their terms of service. Five new people joined the Board in this period, refreshing and diversifying our governance overall.

The Board of Trustees is responsible for strategic decisions and oversight of financial matters and has ultimate legal responsibility. They meet between four and six times a year. Board meetings are attended by the Joint Chief Executives and other senior management officers and staff as necessary, in a non-voting capacity. Member representatives (unpaid participants in the charity's work) attend in the same capacity. When longer-term planning processes are being undertaken, away days are arranged. This year, the Board Away Day was in January 2023, when the Trustees, Member representatives and members of the Senior Management Team met with the aim of tracking progress and reviewing strategic priorities. There is a separate Finance Committee, which meets to scrutinise budgets, management accounts, fundraising and risk in detail before the main Board meeting. A Development Committee, made of a combination of Trustees and other supporters, exists to support fundraising development. Other short-term working groups are convened as necessary to deal with particular matters and then disbanded. The Nominations Committee continues to support Trustee recruitment alongside a review of the functioning and culture of the Board, working towards a more diverse and inclusive governance system that is dynamic and representative of the organisation's stakeholders and beneficiaries with a view to furthering overall strategic performance.

The senior team is led by Joint Chief Executives, Chris Sonnex (Artistic Director) and Lisa Briscoe (Executive Director). The roles are split with the Artistic Director being responsible for leading vision and direction and the Executive Director responsible for operations and delivery. Other members of the senior team during the year included Clare Robertson as Executive Producer, Flora Newbigin as Director of Programmes, Katherine Harding as Development Director and Jessie Wyld as Head of Engagement.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

#### **Appointment of trustees**

Trustees are appointed for a term of four years and serve a maximum of two terms of office. Trustees participate in a review of their role with the Chair or Vice Chairs, following which they are invited to stand for re-election at the end of the first term of office. New Trustees are sought by means of advertisement, word of mouth and direct approach. Candidates are required to demonstrate how they meet the requirements of being a Trustee, as set out in a Trustee appointment pack, and they are interviewed by existing Trustees and senior management.

#### **Trustee induction and training**

Newly appointed Trustees receive an induction pack and Governance Code, which is followed by meetings with the Chair, Joint Chief Executives and Senior Management Team to discuss board orientation as well as historical and current aspects of the company. Individual meetings are also arranged with other staff as appropriate, depending on the new Trustee's particular skill set.

#### **Fundraising**

Cardboard Citizens have a dedicated Development team. Fundraising events are discussed and agreed with the Development Committee and the Senior Management Team.

## Cardboard Citizens

### Trustees' report

For the year ended 31 March 2023

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We comply in all regards with the Code of Fundraising Practice regulated by the Fundraising Regulator, and with Charity Commission guidance. In July 2018, the Board approved an Ethics Statement which will be a benchmark to ensure that there is no conflict between the ethos and core values of Cardboard Citizens and the source of our diverse funding.

Cardboard Citizens is compliant with the General Data Protection Regulations which came into force in May 2018.

Cardboard Citizens has received no complaints relating to its fundraising activities during the year 2022-23.

#### **Remuneration policy for key management personnel**

The Board of Trustees is responsible for the appointment and supervision of the Joint Chief Executives, including setting the salaries for the two posts. It does this by means of a Remuneration Committee. The salary is determined with reference to the sector comparisons, the size of the company and the relativities with other key staff.

As a London Living Wage Employer, Cardboard Citizens is committed to ensuring we are transparent about the pay ratios in the organisation. The median salary is £38,000 and the highest to lowest paid staff ratio is 2 to 1.

#### **Statement of responsibilities of the trustees**

The Trustees (who are also directors of Cardboard Citizens for the purposes of company law) are responsible for preparing the Trustees' annual 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 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 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
- State whether applicable UK Accounting Standards and statements of recommended practice 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 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 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Cardboard Citizens

### Trustees' report

For the year ended 31 March 2023

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Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2023 was 13 (2022: 9). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

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

The trustees' annual report has been approved by the trustees on 30/10/23 and signed on their behalf by

Prue Skene  
Chair

Chris Bull  
Treasurer

## **Independent examiner's report**

**To the trustees of**

**Cardboard Citizens**

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I report to the trustees on my examination of the accounts of Cardboard Citizens for the year ended 31 March 2023.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011 ('the 2011 Act'). My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

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

As the trustees of Cardboard Citizens (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 the company's accounts carried out under section 145 of the 2011 Act and 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**

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accounts in England and Wales, 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 that in any material respect:

- 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.

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

Signed:

Joanna Pittman FCA

Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Date: 23 November 2023

## Cardboard Citizens

### Statement of financial activities (incorporating an income and expenditure account)

#### For the year ended 31 March 2023

|                                                |      | Unrestricted    | Restricted       | 2023<br>Total    | Unrestricted     | Restricted       | 2022<br>Total    |
|------------------------------------------------|------|-----------------|------------------|------------------|------------------|------------------|------------------|
|                                                | Note | £               | £                | £                | £                | £                | £                |
| <b>Income from:</b>                            |      |                 |                  |                  |                  |                  |                  |
| Donations                                      | 2    | 508,517         | –                | <b>508,517</b>   | 446,002          | –                | 446,002          |
| Charitable activities                          | 3    |                 |                  |                  |                  |                  |                  |
| Workshop programmes                            |      | –               | 55,010           | <b>55,010</b>    | 2,632            | 196,822          | 199,454          |
| Young people's programmes                      |      | –               | 59,750           | <b>59,750</b>    | –                | 88,558           | 88,558           |
| National Residency                             |      | –               | –                | <b>–</b>         | 87               | 30,000           | 30,087           |
| Community Tour                                 |      | 11,733          | 30,000           | <b>41,733</b>    | 800              | 30,000           | 30,800           |
| Public Facing Theatre                          |      | 95,032          | 109,520          | <b>204,552</b>   | 216,657          | 221,000          | 437,657          |
| Training                                       |      | 36,735          | –                | <b>36,735</b>    | 15,039           | –                | 15,039           |
| Other trading activities                       | 4    | 5,317           | –                | <b>5,317</b>     | 18,064           | –                | 18,064           |
| Investments                                    |      | 1,482           | –                | <b>1,482</b>     | 57               | –                | 57               |
| <b>Total income</b>                            |      | <b>658,815</b>  | <b>254,280</b>   | <b>913,095</b>   | <b>699,338</b>   | <b>566,380</b>   | <b>1,265,718</b> |
| <b>Expenditure on:</b>                         |      |                 |                  |                  |                  |                  |                  |
| Raising funds                                  | 5    | –               | 101,972          | <b>101,972</b>   | 24,539           | 67,109           | 91,648           |
| Charitable activities                          |      |                 |                  |                  |                  |                  |                  |
| Workshop programmes                            |      | –               | 140,803          | <b>140,803</b>   | 65,938           | 309,739          | 375,677          |
| Young people's programmes                      |      | –               | 133,531          | <b>133,531</b>   | 25,075           | 183,605          | 208,680          |
| National Residency                             |      | –               | –                | <b>–</b>         | 52,656           | 120,904          | 173,560          |
| Community Tour                                 |      | 160,124         | 141,797          | <b>301,921</b>   | 26,939           | 78,500           | 105,439          |
| Public Facing Theatre                          |      | –               | 218,352          | <b>218,352</b>   | 42,666           | 558,264          | 600,930          |
| Training                                       |      | 122,768         | –                | <b>122,768</b>   | 89,438           | –                | 89,438           |
| <b>Total expenditure</b>                       |      | <b>282,892</b>  | <b>736,454</b>   | <b>1,019,346</b> | <b>327,251</b>   | <b>1,318,121</b> | <b>1,645,372</b> |
| <b>Net income / (expenditure) for the year</b> | 6    | <b>375,923</b>  | <b>(482,174)</b> | <b>(106,251)</b> | <b>372,087</b>   | <b>(751,741)</b> | <b>(379,654)</b> |
| Transfers between funds                        |      | (422,174)       | 422,174          | <b>–</b>         | (540,542)        | 540,542          | <b>–</b>         |
| <b>Net movement in funds</b>                   |      | <b>(46,251)</b> | <b>(60,000)</b>  | <b>(106,251)</b> | <b>(168,455)</b> | <b>(211,199)</b> | <b>(379,654)</b> |
| <b>Reconciliation of funds:</b>                |      |                 |                  |                  |                  |                  |                  |
| Total funds brought forward                    |      | 449,478         | 60,000           | <b>509,478</b>   | 617,933          | 271,199          | 889,132          |
| <b>Total funds carried forward</b>             |      | <b>403,227</b>  | <b>–</b>         | <b>403,227</b>   | <b>449,478</b>   | <b>60,000</b>    | <b>509,478</b>   |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

# Cardboard Citizens

## Balance sheet

Company no. 2938531

As at 31 March 2023

|                                                | Note | £              | 2023<br>£             | £              | 2022<br>£             |
|------------------------------------------------|------|----------------|-----------------------|----------------|-----------------------|
| <b>Fixed assets:</b>                           |      |                |                       |                |                       |
| Tangible assets                                | 11   |                | <u>20,163</u>         |                | <u>40,841</u>         |
|                                                |      |                | <b>20,163</b>         |                | <b>40,841</b>         |
| <b>Current assets:</b>                         |      |                |                       |                |                       |
| Debtors                                        | 12   | 131,328        |                       | 212,621        |                       |
| Cash at bank and in hand                       |      | <u>332,249</u> |                       | <u>482,347</u> |                       |
|                                                |      | <b>463,577</b> |                       | <b>694,968</b> |                       |
| <b>Liabilities:</b>                            |      |                |                       |                |                       |
| Creditors: amounts falling due within one year | 13   | <u>80,513</u>  |                       | <u>226,331</u> |                       |
| <b>Net current assets</b>                      |      |                | <u><b>383,064</b></u> |                | <u><b>468,637</b></u> |
| <b>Total net assets</b>                        |      |                | <u><b>403,227</b></u> |                | <u><b>509,478</b></u> |
| <b>The funds of the charity:</b>               | 16a  |                |                       |                |                       |
| Restricted income funds                        |      |                | -                     |                | 60,000                |
| Unrestricted income funds:                     |      |                |                       |                |                       |
| Designated funds                               |      | 177,226        |                       | 171,843        |                       |
| General funds                                  |      | <u>226,000</u> |                       | <u>277,635</u> |                       |
| Total unrestricted funds                       |      |                | <u><b>403,227</b></u> |                | <u><b>449,478</b></u> |
| <b>Total charity funds</b>                     |      |                | <u><b>403,227</b></u> |                | <u><b>509,478</b></u> |

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge the following responsibilities:

i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476

ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

Approved by the trustees on 30/10/23

and signed on their behalf by

Prue Skene  
Chair

# Cardboard Citizens

## Statement of cash flows

For the year ended 31 March 2023

### Reconciliation of net income to net cash flow from operating activities

|                                                                                              | 2023<br>£        | 2022<br>£        |
|----------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Net income for the reporting period</b><br>(as per the statement of financial activities) | <b>(106,251)</b> | <b>(379,654)</b> |
| Depreciation charges                                                                         | 20,678           | 27,020           |
| (Increase)/decrease in debtors                                                               | 81,293           | (93,548)         |
| Increase in creditors                                                                        | (145,818)        | 135,871          |
| <b>Net cash provided by / (used in) operating activities</b>                                 | <b>(150,098)</b> | <b>(310,311)</b> |

|                                                         | 2023<br>£        | 2022<br>£        |
|---------------------------------------------------------|------------------|------------------|
| <b>Cash flows from operating activities</b>             |                  |                  |
| <b>Net cash provided by operating activities</b>        | <b>(150,098)</b> | <b>(310,311)</b> |
| <b>Cash flows from investing activities:</b>            |                  |                  |
| Purchase of fixed assets                                | –                | (4,071)          |
| Proceeds from sale of fixed assets                      | –                | 1,000            |
| <b>Net cash (used in) investing activities</b>          | <b>–</b>         | <b>(3,071)</b>   |
| <b>Change in cash and cash equivalents in the year</b>  | <b>(150,098)</b> | <b>(313,382)</b> |
| Cash and cash equivalents at the beginning of the year  | 482,347          | 795,729          |
| <b>Cash and cash equivalents at the end of the year</b> | <b>332,249</b>   | <b>482,347</b>   |

**1 Accounting policies**

**a) Statutory information**

Cardboard Citizens is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 77a Greenfield Rd, London, E1 1EJ.

**b) 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), (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

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

The Trustees recognise that continued pressures on society and our sectors has created unknowns for the organisation around fundraising and income generation. Budget scenario projections for 2023–24 to 2024–25 alongside a rigorous confidence level assessment system, along with cashflow projections have been drafted accordingly. The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In addition, at the time of reporting, there are no significant risks of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees have agreed a Reserves Policy, which is regularly reviewed, and funds are held in line with the reserves policy. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months operational expenditure commitments, i.e., payroll, core fixed costs and wind-up costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other 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.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Government assistance in the form of Coronavirus Job Retention Scheme and Job Support Schemes is recognised as income when an eligible claim has been submitted.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably."

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation 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. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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.

# 1 Accounting policies (continued)

## g) 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.

## h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

## i) 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 is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services our Workshop and Young People's programmes, our theatre work and our education and training activities, (all undertaken to further the purposes of the charity), and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

## j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

|                          |     |
|--------------------------|-----|
| ● Costs of raising funds | 10% |
| ● Workshop Programme     | 14% |
| ● Young People Programme | 13% |
| ● National Residency     | 0%  |
| ● Community Tour         | 14% |
| ● Public Facing Theatre  | 21% |
| ● Training               | 7%  |
| ● Support costs          | 19% |
| ● Governance costs       | 2%  |

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

|                          |     |
|--------------------------|-----|
| ● Costs of raising funds | 0%  |
| ● Workshop Programme     | 0%  |
| ● Young People Programme | 0%  |
| ● National Residency     | 0%  |
| ● Community Tour         | 75% |
| ● Public Facing Theatre  | 0%  |
| ● Training               | 25% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

## Notes to the financial statements

For the year ended 31 March 2023

## 1 Accounting policies (continued)

## k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

## l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office Furniture 4 years
- Office Equipment 4 years
- Database/Website Development 4 years

## m) Debtors

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

## n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## o) 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.

## p) 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.

## q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

## 2 Income from donations

|                                 | Unrestricted   | Restricted | 2023<br>Total  | Unrestricted   | Restricted | 2022<br>Total  |
|---------------------------------|----------------|------------|----------------|----------------|------------|----------------|
|                                 | £              | £          | £              | £              | £          | £              |
| Grants and donations            |                |            |                |                |            |                |
| Arts Council England            | 162,944        | –          | 162,944        | 254,098        | –          | 254,098        |
| Backstage Trust                 | 100,000        | –          | 100,000        | 50,000         | –          | 50,000         |
| City Bridge Trust               | –              | –          | –              | 52,740         | –          | 52,740         |
| Julia and Hans Rausing          | 10,000         | –          | 10,000         | –              | –          | –              |
| The Steel Charitable Trust      | 13,000         | –          | 13,000         | –              | –          | –              |
| The Woodroffe Benton Foundation | –              | –          | –              | 5,000          | –          | 5,000          |
| Canary Wharf Contractors Fund   | 10,000         | –          | 10,000         | 10,000         | –          | 10,000         |
| Capital Group                   | 32,400         | –          | 32,400         | 24,700         | –          | 24,700         |
| The Coutts Foundation           | 35,000         | –          | 35,000         | –              | –          | –              |
| HMRC –CJRS                      | –              | –          | –              | 1,837          | –          | 1,837          |
| Kickstart Scheme                | –              | –          | –              | 6,815          | –          | 6,815          |
| Other individual donations      | 98,146         | –          | 98,146         | 18,800         | –          | 18,800         |
| Other under £5,000              | 47,027         | –          | 47,027         | 22,012         | –          | 22,012         |
|                                 | <u>508,517</u> | <u>–</u>   | <u>508,517</u> | <u>446,002</u> | <u>–</u>   | <u>446,002</u> |

## Notes to the financial statements

For the year ended 31 March 2023

## 3 Income from charitable activities (The figure has been restated)

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2023<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2022<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| <b>Workshop programmes</b>              |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income           | -                 | -               | -                  | 2,632             | -               | 2,632              |
| Statutory Grants                        | -                 | -               | -                  | -                 | 100,389         | 100,389            |
| <b>Grants and Donations:</b>            |                   |                 |                    |                   |                 |                    |
| Swire Charitable Trust                  | -                 | -               | -                  | -                 | 15,000          | 15,000             |
| City Bridge Trust                       | -                 | 48,010          | 48,010             | -                 | -               | -                  |
| The Albert Hunt Trust                   | -                 | 5,000           | 5,000              | -                 | -               | -                  |
| Barings Investment Services Ltd         | -                 | -               | -                  | -                 | 15,000          | 15,000             |
| Foundation for Future London            | -                 | -               | -                  | -                 | 8,000           | 8,000              |
| Derwent London plc                      | -                 | -               | -                  | -                 | 5,000           | 5,000              |
| Other individuals                       | -                 | -               | -                  | -                 | 43,933          | 43,933             |
| Other under £5,000                      | -                 | 2,000           | 2,000              | -                 | 9,500           | 9,500              |
| Sub-total for Workshop programmes       | -                 | 55,010          | 55,010             | 2,632             | 196,822         | 199,454            |
| <b>Young people's programmes</b>        |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income           | -                 | -               | -                  | -                 | -               | -                  |
| <b>Grants and Donations:</b>            |                   |                 |                    |                   |                 |                    |
| Societe Generale UK Foundation          | -                 | 23,500          | 23,500             | -                 | 10,000          | 10,000             |
| Capital Group                           | -                 | 20,000          | 20,000             | -                 | -               | -                  |
| Other                                   | -                 | 7,000           | 7,000              | -                 | 70,000          | 70,000             |
| Other individuals                       | -                 | 6,250           | 6,250              | -                 | -               | -                  |
| Other under £5,000                      | -                 | 3,000           | 3,000              | -                 | 8,558           | 8,558              |
| Sub-total for Young people's programmes | -                 | 59,750          | 59,750             | -                 | 88,558          | 88,558             |
| <b>National Residency</b>               |                   |                 |                    |                   |                 |                    |
| Workshops/ performance income           | -                 | -               | -                  | 87                | -               | 87                 |
| <b>Grants and Donations:</b>            |                   |                 |                    |                   |                 |                    |
| Calouste Gulbenkian Foundation          | -                 | -               | -                  | -                 | 30,000          | 30,000             |
| Sub-total for National Residency        | -                 | -               | -                  | 87                | 30,000          | 30,087             |

## Notes to the financial statements

For the year ended 31 March 2023

## 3 Income from charitable activities (continued)

|                                         | Unrestricted | Restricted | 2023<br>Total | Unrestricted | Restricted | 2022<br>Total |
|-----------------------------------------|--------------|------------|---------------|--------------|------------|---------------|
| <b>Community Tour programme</b>         |              |            |               |              |            |               |
| Workshops/ performance income           | 11,733       | –          | 11,733        | 800          | –          | 800           |
| <b>Grants and Donations:</b>            |              |            |               |              |            |               |
| The Foyle Foundation                    | –            | 25,000     | 25,000        | –            | –          | –             |
| The Thompson Family Charitable          | –            | 5,000      | 5,000         | –            | 30,000     | 30,000        |
| Sub-total for Community Tour programme  | 11,733       | 30,000     | 41,733        | 800          | 30,000     | 30,800        |
| <b>Public Facing Theatre</b>            |              |            |               |              |            |               |
| Workshops/ performance income           | 6,542        | –          | 6,542         | 216,657      | –          | 216,657       |
| Statutory Grants                        | –            | 28,500     | 28,500        | –            | 111,000    | 111,000       |
| <b>Grants and Donations:</b>            |              |            |               |              |            |               |
| The Linbury Trust                       | –            | 55,000     | 55,000        | –            | 100,000    | 100,000       |
| Cockayne Foundation                     | –            | 15,000     | 15,000        | –            | 10,000     | 10,000        |
| The Evan Cornish Foundation             | –            | 10,000     | 10,000        | –            | –          | –             |
| Theatre Tax Relief                      | 88,490       | –          | 88,490        | 3,116        | –          | 3,116         |
| Other                                   | –            | 1,020      | 1,020         | –            | –          | –             |
| Sub-total for Public Facing theatre     | 95,032       | 109,520    | 204,552       | 219,773      | 221,000    | 440,773       |
| <b>Training Project income:</b>         |              |            |               |              |            |               |
| Workshops/ performance income           | 36,735       | –          | 36,735        | 15,039       | –          | 15,039        |
| Sub-total for Training                  | 36,735       | –          | 36,735        | 15,039       | –          | 15,039        |
| Total income from charitable activities | 143,499      | 254,280    | 397,779       | 238,331      | 566,380    | 804,711       |

Statutory grants received from independent government bodies that are restricted in their use are as follows: £nil received from The National Lottery Community Fund –TNLCF (2022: £100,00). £28,500 of restricted funds from Arts Council England (Strategic Touring) (2022: £110,388). The Arts Council Culture Recovery Fund £nil (UN 2022: £91,154). £162,944 of unrestricted funding received from Arts Council England NPO (2022: £162,944), HMRC CJRS grant £nil (2022: £1,837 ) and Kickstart Scheme £nil (2022: £6,814).

Restatement of prior year income: Workshop Programme and Public Facing Theatre income. In error The Arts Council England (Strategic Touring) income included in Workshop Programme instead of Public Facing Theatre. The total Arts Council England income was £110,000 but £100,000 was included in Workshop Programme now restated to Public Facing Theatre. The impact of the restatement has not impacted the net movement in funds. Restatement of Theatre Tax Relief, prior year this income was shown as other trading income. This year it's shown in Public Facing Theatre so its' matched with the production the relief is claimed on. The Restatement has not impactite the net movement in funds.

## 4 Income from other trading activities

|                                | Unrestricted<br>£ | Restricted<br>£ | 2023<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2022<br>Total<br>£ |
|--------------------------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Income from fundraising events | –                 | –               | –                  | 13,608            | –               | 13,608             |
| Rental income                  | 5,303             | –               | 5,303              | 645               | –               | 645                |
| Other income                   | 15                | –               | 15                 | 695               | –               | 695                |
|                                | 5,317             | –               | 5,317              | 14,948            | –               | 14,948             |

# Cardboard Citizens

## Notes to the financial statements

For the year ended 31 March 2023

### 5a Analysis of expenditure (Current year)

|                               | Charitable activities |                    |                          |                    |                |                       |                |                  |               |                  |           |
|-------------------------------|-----------------------|--------------------|--------------------------|--------------------|----------------|-----------------------|----------------|------------------|---------------|------------------|-----------|
|                               | Cost of raising funds | Workshop programme | Young people's programme | National Residency | Community Tour | Public Facing Theatre | Training       | Governance costs | Support costs | 2023             | 2022      |
|                               | £                     | £                  | £                        | £                  | £              | £                     | £              | £                | £             | £                | £         |
| Staff costs (Note 7)          | 76,425                | 111,542            | 115,667                  | -                  | 86,447         | 123,060               | 40,240         | 20,012           | 19,942        | 593,336          | 825,602   |
| Freelance workers             | 22,270                | 19,168             | 10,750                   | -                  | 37,616         | 43,083                | 25,644         | -                | -             | 158,531          | 246,312   |
| Production/ events cost       | -                     | 519                | 363                      | -                  | 4,802          | 12,443                | 754            | -                | -             | 18,881           | 183,434   |
| Other direct costs            | 3,277                 | 9,573              | 6,750                    | -                  | 12,932         | 39,766                | 1,413          | -                | -             | 73,711           | 103,861   |
| General office expenses       | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 46,857        | 46,857           | 52,773    |
| Legal and professional fee    | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 1,599         | 1,599            | 61,039    |
| Bank charges/ interest        | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 678           | 678              | 1,024     |
| Insurance and subscriptions   | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 9,689         | 9,689            | 9,281     |
| Human resources               | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 11,663        | 11,663           | 49,275    |
| Marketing                     | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 470           | 470              | 9,257     |
| IT & Software support         | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 21,799        | 21,799           | 19,104    |
| Rent and rates                | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 57,375        | 57,375           | 47,750    |
| Depreciation                  | -                     | -                  | -                        | -                  | -              | -                     | -              | -                | 20,678        | 20,678           | 27,020    |
| Audit fee                     | -                     | -                  | -                        | -                  | -              | -                     | -              | 3,500            | -             | 3,500            | 8,900     |
| Board expenses                | -                     | -                  | -                        | -                  | -              | -                     | -              | 579              | -             | 579              | 740       |
|                               | 101,972               | 140,803            | 133,531                  | -                  | 141,797        | 218,352               | 68,051         | 24,091           | 190,750       | 1,019,346        | 1,645,372 |
| Support costs                 | -                     | -                  | -                        | -                  | 142,168        | -                     | 48,581         | -                | (190,749)     | 1                | -         |
| Governance costs              | -                     | -                  | -                        | -                  | 17,956         | -                     | 6,136          | (24,091)         | -             | -                | -         |
| <b>Total expenditure 2023</b> | <b>101,972</b>        | <b>140,803</b>     | <b>133,531</b>           | <b>-</b>           | <b>301,921</b> | <b>218,352</b>        | <b>122,768</b> | <b>-</b>         | <b>1</b>      | <b>1,019,347</b> | <b>-</b>  |
| Total expenditure 2022        | 91,648                | 91,648             | 91,648                   | 91,648             | 91,648         | 91,648                | 91,648         | 91,648           | 91,648        | 824,831          |           |

# Cardboard Citizens

## Notes to the financial statements

For the year ended 31 March 2022

### 5b Analysis of expenditure (Prior year)

|                               | Charitable activities      |                         |                               |                         |                     |                            |               |                       |                    |                  |
|-------------------------------|----------------------------|-------------------------|-------------------------------|-------------------------|---------------------|----------------------------|---------------|-----------------------|--------------------|------------------|
|                               | Cost of raising funds<br>£ | Workshop programme<br>£ | Young people's programme<br>£ | National Residency<br>£ | Community Tour<br>£ | Public Facing Theatre<br>£ | Training<br>£ | Governance costs<br>£ | Support costs<br>£ | 2022<br>£        |
| Staff costs (Note 7)          | 64,476                     | 250,186                 | 148,598                       | 69,949                  | 73,164              | 126,790                    | 58,335        | 15,336                | 18,768             | 825,602          |
| Freelance workers             | -                          | 14,193                  | 17,056                        | 30,414                  | 1,850               | 175,404                    | 7,395         | -                     | -                  | 246,312          |
| Production/ events cost       | -                          | 1,024                   | 2,559                         | 865                     | -                   | 178,978                    | 8             | -                     | -                  | 183,434          |
| Other direct costs            | 1,082                      | 9,042                   | 9,681                         | 14,686                  | 820                 | 68,454                     | 96            | -                     | -                  | 103,861          |
| General office expenses       | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 52,773             | 52,773           |
| Legal and professional fee    | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 61,039             | 61,039           |
| Bank charges/ interest        | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 1,024              | 1,024            |
| Insurance and subscriptions   | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 9,281              | 9,281            |
| Human resources               | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 49,275             | 49,275           |
| Marketing                     | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 9,257              | 9,257            |
| IT & Software support         | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 19,104             | 19,104           |
| Rent and rates                | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 47,750             | 47,750           |
| Depreciation                  | -                          | -                       | -                             | -                       | -                   | -                          | -             | -                     | 27,020             | 27,020           |
| Audit fee                     | -                          | -                       | -                             | -                       | -                   | -                          | -             | 8,900                 | -                  | 8,900            |
| Board expenses                | -                          | -                       | -                             | -                       | -                   | -                          | -             | 740                   | -                  | 740              |
|                               | 65,558                     | 274,445                 | 177,894                       | 115,914                 | 75,834              | 549,626                    | 65,834        | 24,976                | 295,291            | 1,645,372        |
| Support costs                 | 24,055                     | 93,337                  | 26,097                        | 55,439                  | 27,296              | 47,303                     | 21,764        | -                     | (295,291)          | -                |
| Governance costs              | 2,035                      | 7,895                   | 4,689                         | 2,207                   | 2,309               | 4,001                      | 1,841         | (24,976)              | -                  | -                |
| <b>Total expenditure 2022</b> | <b>91,648</b>              | <b>375,677</b>          | <b>208,680</b>                | <b>173,560</b>          | <b>105,439</b>      | <b>600,930</b>             | <b>89,439</b> | <b>-</b>              | <b>-</b>           | <b>1,645,372</b> |

## Notes to the financial statements

## For the year ended 31 March 2023

**6 Net income/(expenditure) for the year**

This is stated after charging / crediting:

|                                         | 2023<br>£     | 2022<br>£     |
|-----------------------------------------|---------------|---------------|
| Depreciation                            | 20,678        | 27,020        |
| Operating lease rentals:                |               |               |
| Property                                | 57,375        | 47,750        |
| Auditors' remuneration (excluding VAT): |               |               |
| Audit                                   | –             | 8,900         |
| Independent Examination                 | 3,500         | –             |
| Corporation tax work                    | 2,000         | 2,000         |
|                                         | <u>20,678</u> | <u>77,670</u> |

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

|                                                                 | 2023<br>£      | 2022<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 499,873        | 676,792        |
| Redundancy cost                                                 | 13,747         | 41,088         |
| Social security costs                                           | 55,611         | 71,833         |
| Employer's contribution to defined contribution pension schemes | 24,105         | 35,889         |
|                                                                 | <u>593,336</u> | <u>825,602</u> |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                   | 2023<br>No. | 2022<br>No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | 1           | 1           |

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £288,977 (2022: £291,914).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the reimbursement and payment of travel and subsistence costs. This year no expenses were paid (2022: £nil).

## Notes to the financial statements

## For the year ended 31 March 2023

## 8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                             | 2023<br>No. | 2022<br>No. |
|-----------------------------|-------------|-------------|
| Raising funds (Development) | 1.9         | 1.5         |
| Workshop programme          | 2.7         | 6.2         |
| Young People programme      | 3.8         | 3.9         |
| National Residency          | –           | 1.6         |
| Community Tour              | 2.1         | 1.7         |
| Public Facing Theatre       | 2.6         | 2.7         |
| Training                    | 0.8         | 1.3         |
| Other                       | –           | –           |
| Support                     | 0.8         | 0.7         |
|                             | <b>14.7</b> | <b>19.6</b> |

## 9 Related party transactions

Aggregate donations from related parties were £7,358 (2022: £1,807), all income were unrestricted. There are no other related party transactions.

## 10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11 Tangible fixed assets

|                               | Leasehold<br>Improvements<br>£ | Office<br>furniture<br>£ | Office<br>equipment<br>£ | Database/<br>website<br>development<br>£ | Total<br>£     |
|-------------------------------|--------------------------------|--------------------------|--------------------------|------------------------------------------|----------------|
| <b>Cost or valuation</b>      |                                |                          |                          |                                          |                |
| At the start of the year      | 128,693                        | 42,553                   | 72,052                   | 61,044                                   | <b>304,342</b> |
| Additions in year             | –                              | –                        | –                        | –                                        | –              |
| Disposals during the year     | –                              | –                        | –                        | –                                        | –              |
| At the end of the year        | <b>128,693</b>                 | <b>42,553</b>            | <b>72,052</b>            | <b>61,044</b>                            | <b>304,342</b> |
| <b>Depreciation</b>           |                                |                          |                          |                                          |                |
| At the start of the year      | 128,691                        | 41,230                   | 50,086                   | 43,494                                   | <b>263,501</b> |
| Charge for the year           | –                              | 1,215                    | 9,062                    | 10,400                                   | <b>20,678</b>  |
| Eliminated on disposal        | –                              | –                        | –                        | –                                        | –              |
| At the end of the year        | <b>128,691</b>                 | <b>42,445</b>            | <b>59,148</b>            | <b>53,894</b>                            | <b>284,179</b> |
| <b>At the end of the year</b> | <b>2</b>                       | <b>108</b>               | <b>12,904</b>            | <b>7,150</b>                             | <b>20,163</b>  |
| At the start of the year      | 2                              | 1,323                    | 21,966                   | 17,550                                   | 40,841         |

All of the above assets are used for charitable purposes.

## Notes to the financial statements

For the year ended 31 March 2023

## 12 Debtors

|                | 2023<br>£      | 2022<br>£      |
|----------------|----------------|----------------|
| Trade debtors  | 11,314         | 26,215         |
| Accrued Income | 88,490         | 171,167        |
| Prepayments    | 20,524         | 4,239          |
| Other debtors  | 11,000         | 11,000         |
|                | <b>131,328</b> | <b>212,621</b> |

## 13 Creditors: amounts falling due within one year

|                              | 2023<br>£     | 2022<br>£      |
|------------------------------|---------------|----------------|
| Trade creditors              | 35,231        | 20,139         |
| Taxation and social security | 12,950        | 16,809         |
| Accruals                     | 28,471        | 181,791        |
| Other creditors              | 3,631         | 4,592          |
| Deferred income (note 14)    | 230           | 3,000          |
|                              | <b>80,513</b> | <b>226,331</b> |

## 14 Deferred income

|                                       | 2023<br>£  | 2022<br>£    |
|---------------------------------------|------------|--------------|
| Balance at the beginning of the year  | 3,000      | –            |
| Amount released to income in the year | (3,000)    | –            |
| Amount deferred in the year           | 230        | 3,000        |
|                                       | <b>230</b> | <b>3,000</b> |

Deferred income relates to grant funding received in the year that relates to the following year.

## 15a Analysis of net assets between funds (current year)

|                                    | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|------------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets              | –                            | 20,163          | –               | 20,163           |
| Net current assets                 | 226,000                      | 157,063         | –               | 383,063          |
| <b>Net assets at 31 March 2023</b> | <b>226,000</b>               | <b>177,226</b>  | <b>–</b>        | <b>403,227</b>   |

## 15b Analysis of net assets between funds (prior year)

|                                    | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|------------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets              | –                            | 40,841          | –               | 40,841           |
| Net current assets                 | 277,637                      | 131,000         | 60,000          | 468,637          |
| <b>Net assets at 31 March 2022</b> | <b>277,637</b>               | <b>171,841</b>  | <b>60,000</b>   | <b>509,478</b>   |

## Notes to the financial statements

For the year ended 31 March 2023

## 16a Movements in funds (current year)

|                                           | At 1 April<br>2022<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£   | At 31 March<br>2023<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|------------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                  |                          |
| Development                               | –                       | –                      | (101,972)                    | 101,972          | –                        |
| Workshop Programmes                       | 25,000                  | 55,010                 | (140,803)                    | 60,793           | –                        |
| Young People's Programmes                 | 35,000                  | 59,750                 | (133,531)                    | 38,781           | –                        |
| National Residency                        | –                       | –                      | –                            | –                | –                        |
| Community Tour Programme                  | –                       | 30,000                 | (141,797)                    | 111,797          | –                        |
| Public facing theatre                     | –                       | 109,520                | (218,352)                    | 108,832          | –                        |
| Training                                  | –                       | –                      | –                            | –                | –                        |
| <b>Total restricted funds</b>             | <b>60,000</b>           | <b>254,280</b>         | <b>(736,454)</b>             | <b>422,174</b>   | <b>–</b>                 |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                  |                          |
| Designated funds:                         |                         |                        |                              |                  |                          |
| Capital investment fund                   | 40,843                  | –                      | (20,678)                     | –                | 20,165                   |
| General fund –COVID Emergency appeal      | –                       | –                      | –                            | –                | –                        |
| Production investment and Relocation fund | 131,000                 | –                      | 26,061                       | –                | 157,061                  |
| <b>Total designated funds</b>             | <b>171,843</b>          | <b>–</b>               | <b>5,383</b>                 | <b>–</b>         | <b>177,226</b>           |
| <b>General funds</b>                      | <b>277,635</b>          | <b>658,815</b>         | <b>(288,276)</b>             | <b>(422,174)</b> | <b>226,000</b>           |
| <b>Total unrestricted funds</b>           | <b>449,478</b>          | <b>658,815</b>         | <b>(282,892)</b>             | <b>(422,174)</b> | <b>403,227</b>           |
| <b>Total funds</b>                        | <b>509,478</b>          | <b>913,095</b>         | <b>(1,019,346)</b>           | <b>–</b>         | <b>403,227</b>           |

The following information on restricted funds relates to activity due to take place in 2022/23:

**Workshop Programmes:** £48k from City Bridge Trust for workshop activities. £5k from The Albert Hunt. £8k in individual donations from The Big Give Campaign in December 2022 and £2k from a small Corporate funders.

**Young People's Programme:** £7k was received from an anonymous donor for activities designed to support and progress young people. We received £23.5k from Societe Generale UK Foundation Fund, Capital Group £20k and £3k from a Trust and Foundations.

**Community Tour:** All restricted income mainly relates to the *Bangers* theatre production in 2022/23. £25k from The Foyle Foundation in 2022/23. £5k from variety of small Trust and Foundations.

**Public Facing Theatre:** Most of the restricted income mainly relates to the *Faun* theatre production in 2022/23, including £28.5 from Arts Council England for strategic touring, £55k from the Linbury Trust and £15k from the Cockayne Foundation and £10k Evan Cornish Foundation. £1k from various donors.

## Notes to the financial statements

## For the year ended 31 March 2023

## 16a Movements in funds (continued)

The following designated funds are determined by the Finance Committee and recommended to the Board of Trustees:

**Capital investment funds** – no fixed assets purchased in the year.

**Production investment and relocation funds** these reserve funds are allocated by the Board of Trustees to development and delivery of our future theatre productions, as well as an allowance towards a possible relocation planned between 2021–26 (relocation in 2012 cost c. £150k).

## 16b Movements in funds (prior year)

|                                           | At 1 April<br>2021<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£   | At 31 March<br>2022<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|------------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                  |                          |
| Development                               | 20,000                  | –                      | (67,109)                     | 47,109           | –                        |
| Workshop Programmes                       | 115,700                 | 296,822                | (309,739)                    | (77,783)         | <b>25,000</b>            |
| Young People's Programmes                 | 66,499                  | 88,558                 | (183,605)                    | 63,548           | <b>35,000</b>            |
| National Residency                        | 60,000                  | 30,000                 | (120,904)                    | 30,904           | –                        |
| Hostel Tour Programme                     | –                       | 30,000                 | (78,500)                     | 48,500           | –                        |
| Event theatre                             | 9,000                   | 121,000                | (558,264)                    | 428,264          | –                        |
| Training                                  | –                       | –                      | –                            | –                | –                        |
| <b>Total restricted funds</b>             | <b>271,199</b>          | <b>566,380</b>         | <b>(1,318,121)</b>           | <b>540,542</b>   | <b>60,000</b>            |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                  |                          |
| Designated funds:                         |                         |                        |                              |                  |                          |
| Capital investment fund                   | 64,792                  | 3,071                  | (27,020)                     | –                | <b>40,843</b>            |
| General fund – COVID Emergency appeal     | 92,139                  | –                      | (72,139)                     | (20,000)         | –                        |
| Production investment and Relocation fund | 181,000                 | –                      | (50,000)                     | –                | <b>131,000</b>           |
| <b>Total designated funds</b>             | <b>337,931</b>          | <b>3,071</b>           | <b>(149,159)</b>             | <b>(20,000)</b>  | <b>171,843</b>           |
| <b>General funds</b>                      | <b>280,002</b>          | <b>696,267</b>         | <b>(178,092)</b>             | <b>(520,542)</b> | <b>277,635</b>           |
| <b>Total unrestricted funds</b>           | <b>617,933</b>          | <b>699,338</b>         | <b>(327,251)</b>             | <b>(540,542)</b> | <b>449,478</b>           |
| <b>Total funds</b>                        | <b>889,132</b>          | <b>1,265,718</b>       | <b>(1,645,372)</b>           | <b>–</b>         | <b>509,478</b>           |

## 17 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property<br>2023<br>£ | 2022<br>£      |
|--------------------|-----------------------|----------------|
| Less than one year | <b>64,375</b>         | 57,375         |
| One to two years   | <b>16,250</b>         | 64,375         |
| Two to five years  | –                     | 16,250         |
|                    | <b>80,625</b>         | <b>138,000</b> |

**18 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

**CARDBOARD CITIZENS**

England & Wales - Charity number 1042457

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# Accounts

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# Cardboard Citizens

Report and financial statements

For the year ended 31 March 2022

Company number: 2938531

Charity number: 1042457

Contents

For the year ended 31 March 2022

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|                                                                                          |       |
|------------------------------------------------------------------------------------------|-------|
| Reference and administrative information .....                                           | 1     |
| Chair's report.....                                                                      | 2     |
| Trustees' annual report .....                                                            | 3–23  |
| Independent auditor's report .....                                                       | 24–28 |
| Statement of financial activities (incorporating an income and expenditure account)..... | 29    |
| Balance sheet.....                                                                       | 30    |
| Statement of cash flows .....                                                            | 31    |
| Notes to the financial statements .....                                                  | 32–44 |



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

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Reference and administrative information

For the year ended 31 March 2022

|                                                  |                                                                                                                                   |                                                                       |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <b>Company number</b>                            | 2938531                                                                                                                           |                                                                       |
| <b>Charity number</b>                            | 1042457                                                                                                                           |                                                                       |
| <b>Registered office and operational address</b> | 77a Greenfield Road<br>London<br>E1 1EJ                                                                                           |                                                                       |
| <b>Country of registration</b>                   | England & Wales                                                                                                                   |                                                                       |
| <b>Country of incorporation</b>                  | United Kingdom                                                                                                                    |                                                                       |
| <b>Trustees</b>                                  | Trustees, who are also Directors under company law, who served during the year and up to the date of this report were as follows: |                                                                       |
|                                                  | Riad Akbur                                                                                                                        | Resigned January 2022                                                 |
|                                                  | Chris Bull                                                                                                                        | Treasurer / Head of Finance Committee<br>Appointed in July 2022       |
|                                                  | Linden Ife                                                                                                                        | Vice Chair                                                            |
|                                                  | Chris Jullings                                                                                                                    |                                                                       |
|                                                  | Jenique McNaught                                                                                                                  | Head of Development Committee<br>Appointed in October 2021            |
|                                                  | Sacha Milroy                                                                                                                      |                                                                       |
|                                                  | Jon Opie                                                                                                                          |                                                                       |
|                                                  | Andrew Pattison                                                                                                                   | Treasurer / Head of Finance Committee<br>Terms end in Autumn 2022     |
|                                                  | Prue Skene CBE                                                                                                                    | Chair                                                                 |
|                                                  | Matthew Xia                                                                                                                       |                                                                       |
| <b>Key Management Personnel</b>                  | Lisa Briscoe                                                                                                                      | Executive Director & Joint Chief Executive                            |
|                                                  | Katherine Harding                                                                                                                 | Director of Development & Communications<br>Appointed October 2021    |
|                                                  | Adrian Jackson MBE                                                                                                                | Artistic Director & Joint Chief Executive<br>Resigned July 2021       |
|                                                  | Flora Newbiggin                                                                                                                   | Director of Programmes                                                |
|                                                  | Clare Robertson                                                                                                                   | Executive Producer                                                    |
|                                                  | Chris Sonnex                                                                                                                      | Artistic Director & Joint Chief Executive<br>Appointed September 2021 |
| <b>Bankers</b>                                   | National Westminster Bank Plc<br>Tower Bridge Branch<br>P.O. Box 9765<br>201 Tooley St<br>London, SE1 2ZH                         |                                                                       |

### Chairperson's report

#### For the year ended 31 March 2022

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2021–22 was a momentous year for Cardboard Citizens. In April 2021 Adrian Jackson MBE, who founded the company in 1991, announced he would be stepping down from his role as Artistic Director and Joint CEO (JCEO) at the end of July 2021. Under his leadership, Cardboard Citizens has blazed a trail in the field of arts for social justice with an indefatigable commitment to inspiring positive change and bringing people on the margins of society to the centre of all the company's work to build better public awareness and understanding about homelessness. His work created for the company as a writer and director achieved artistic acclaim and social impact and his masterclasses in Theatre of the Oppressed have influenced many theatre practitioners. We send him our best wishes for all that he will do in the future.

I would like to give warm welcome to our new Artistic Director & JCEO Chris Sonnex. Following his appointment in September 2021, we began a process of consultation on our aims and programme with our Membership, partners in the arts and social sectors and our staff and Trustees. We launched a new manifesto and expanded our remit for our organisation, committing to work with people with experience of poverty and inequity, as well as homelessness. With this change, we aim to proactively highlight these issues as systemic causes of homelessness and to increase our impact by intervening earlier in the cycle of housing instability. The new approach builds in active inclusion of participants, artists and audiences who are at risk of homelessness, but might not define themselves as homeless or in danger of becoming homeless, reducing barriers to engagement. It also helps our message to reach new broader audiences. Details of our future programme are set out later in this report on page 16 and I would like to thank Chris for leading the process and all who contributed to its creation.

All our activity in 2021–22 took place as we emerged from the Covid crisis and we learnt to work in hybrid form, being live where possible and online at other times. The last two and a half years have put immense pressure on Cardboard Citizens and its staff, led by Lisa Briscoe, Executive Director and JCEO, and I would like to acknowledge the debt we owe to all of them, a debt of gratitude that we extend to our Members and the funders and other stakeholders who have given us such vital support through these difficult times.

I would also like to thank all members of our Board who have been steadfast in their commitment and more than exceeded the time and energy that could be expected of them. The company would not be facing its exciting new future without all that they have contributed and my gratitude to them is immense.

Prue Skene CBE  
Chair

### Objectives and activities

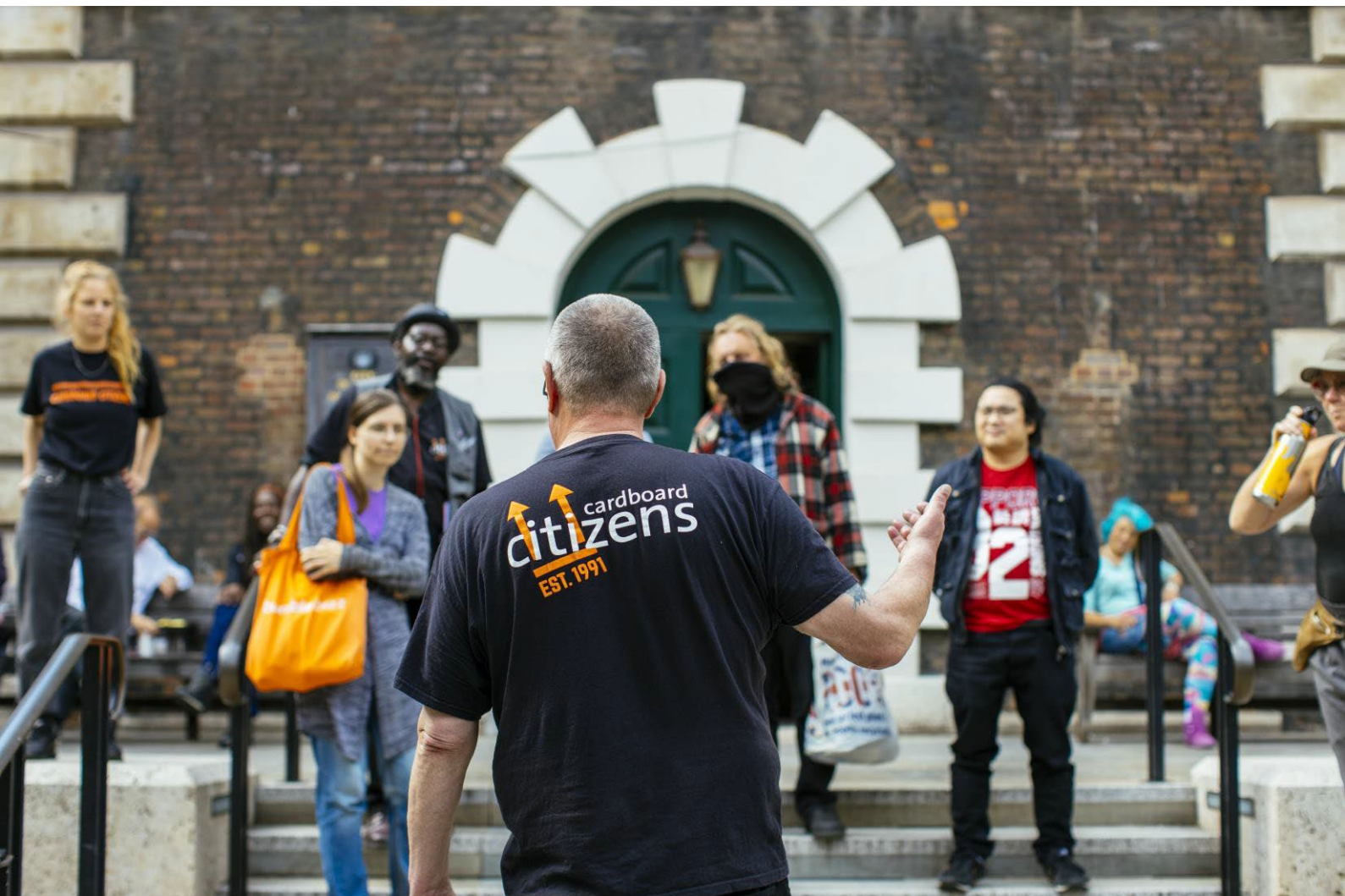
Cardboard Citizens' objective is to advance education for the public benefit by promoting the arts, particularly, but not exclusively, the art of drama.

### Vision

Our work will bring more people closer together to make new citizens, united by the communal want to build a better society.

The theatre and stories we share inspire and activate people from diverse communities to empathise, connect and tackle injustices, individually and collectively.

This work will increase representation of and access for people with lived experience of homelessness, inequity or poverty to experience and work within the arts.



## **Mission**

Cardboard Citizens creates work with and for people who experience homelessness, inequity or poverty.

We provide theatre, art, and training that explores, interrogates, and challenges the injustices that are most alive in our world. We believe that theatre and art can transform. That it can challenge the individual to grow and ignite a fire in the belly of wider society to change. We create spaces where communities come together to heal, connect, find joy and create new possibilities together.

When people make work or train with us, we create a shared belief that our work, voices, and lives will never cease to be important and heard. Together we create a world that we want to see. A world where we can challenge what society said you should achieve and be. Where art is seen as one of the most important and joyous things that humans can create. Where the barriers that stop people expressing themselves and accessing equity are dismantled so that we can see and create our version of justice together. All while making or learning to make the best art we can.

The Trustees review the aims, objectives, and activities of the charity each year. This report looks at the charity's achievements and outcomes of its work in the reporting period. The Trustees report on the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the set aims and objectives.

## **Beneficiaries of our services**

Cardboard Citizens works with people with experience of homelessness, poverty or inequity, many of whom become Members of our company and contribute to our work in the long term. We have worked to voice and challenge the systemic cause of homelessness since our inception and now incorporate poverty and inequity – two factors which greatly increase the risk of homelessness – in our central mission.

Our Membership includes people who are or have been homeless or vulnerably housed, people on low incomes or living in extreme poverty, unemployed people, people with experience of the criminal justice and care systems, people from LGBTQI+ communities, from Global Majority ethnicities, as well as those living with disabilities, mental or physical health issues.

## Achievements and performance

At the beginning of 2022, Cardboard Citizens reviewed and revised its desired outcomes to centre around the people we seek to create change with and for:

### Audiences

- *More people have access to and engage with art as a way of expressing and listening to stories and experiences that inspire shared dialogue about issues relating to homelessness, poverty, or inequity.*
- *Audience members with experience of homelessness, poverty or inequity enjoy our work, feel seen, heard, and understood, experience theatre as accessible, have a greater sense of community, enhance their wellbeing and are motivated to join CC's community.*
- *Audience members have more empathy and understanding of the experiences of homelessness, poverty or inequity, they are provoked and inspired to make change.*

### People with lived experience of homelessness, poverty or inequity:

- *Build and test a new programme of work to enable more people with lived experience of homelessness, poverty and inequity have access to peer support, enhanced skills, training, and job perspectives.*
- *People who are currently under-represented in the cultural workforce gain skills, experience and training that enhance their individual employability and the sector's diversity.*
- *Participants/members progress artistically, enjoy participating, feel art is accessible, gain self-worth, purpose, resilience, and a sense of achievement, increase their interest in pursuing creative ambitions, have a sense of community.*

### Our local community and peers:

Cardboard Citizens seeks to be the best it can be for all its stakeholders, working together to achieve social change.

- **We work in partnership with arts organisations** to improve audience diversity and to increase pathways for people with lived experience to access opportunities to work in the arts. Over time this enhances the sector's diversity and engagement with people who have lived experience.
- **We work in partnership with the social sector** to use theatre to help engage more people working within and engaging with sector services. Service users engage with Cardboard Citizens' programme as Members and can take up opportunities provided, e.g., paid roles / employment.
- **We are starting to work in partnership across our local community** of Tower Hamlets as a borough identified where 40% of residents live in poverty, to improve wellbeing for local residents through theatre and engaging in creative practice, providing skills development and employment support for residents with lived experience of homelessness or poverty.

**To support these aims, there are six interlinked strands to our charitable activities:**

- 1) Workshop Programme – theatre, workshops, training and support for people over 25 years of age, with experience of homelessness, poverty or inequity
- 2) ACT NOW – theatre, workshops, training, and support for young people aged 16–25, with experience of homelessness, poverty or inequity
- 3) Residency Programme – participatory theatre with arts and homeless sectors in cities across UK
- 4) Community Theatre Tour – participatory theatre in theatres, hostels, prisons, and day centres
- 5) Public Facing Theatre – public facing theatre for social change and other commissions
- 6) Ancillary training – theatre training for arts, social and corporate sectors



### 1) Workshop Programme

Our year-round programme of performing arts-based workshops and pastoral support took place over the last year in hybrid form. This programme includes our regular creative workshops, Writers' Circle, Community Check-in programmes, and our wrap-around pastoral programme which enabled Members to sustain their engagement through mental health and practical support.

#### ***Resistance Theatre workshops***

This workshop series explored themes of resistance and activism in relation to the national housing crisis, echoed in our production *Ruff Tuff Cream Puff Estate Agency (Ruff Tuff)* performed as part of Coventry UK City of Culture (see page 12 below). During the series, almost 50 Members worked together to develop 9 original short plays and a musical score. Each phase of delivery offered a development opportunity to one of our Members as a paid creative working on the project. A public performance of the work was due to take place at Rich Mix in Shoreditch in December but unfortunately had to be cancelled due to Covid-19. The pieces are currently being developed into short audio plays, which will be released shortly. This provided further development opportunities for Members to learn how to use recording and technical equipment.

Our Members said of the programme...

*Great learning opportunity, first acting experience I have had. It's different from other things that I have done, I started out anxious/less confident... learnt along the way that I should have confidence in myself and that I was doing good.*

#### **Writers' Circle**

Our longstanding Writers' Circle workshops continued this year with weekly creative writing sessions led by Lisa Ogun, who started her journey with Cardboard Citizens as a Member. This year, we introduced a new Advanced stream, which involved the opportunity for participants to share their work as part of Coventry UK City of Culture events. From this, two Members went on to be commissioned by the BBC to develop short scripts for radio. We also collaborated with the Museum of Homelessness to co-deliver a series of three Writers' Circle workshops on the theme of loneliness.

Our Members said of the programme...

*It's been very important to me as I live alone with health issues, and it has helped my confidence, made me feel valued and improved my writing skills.*

*Some of us have gotten better at writing in our day to day lives, working through writing in our jobs. A couple of members in this Advanced writing group have got new jobs since participating and it has been really helpful across all fields even outside theatre.*

### Community Check-ins

Our monthly workshops led by Members with a focus on creative development, community and wellbeing remain a popular part of our Workshop Programme. This year, the space also included consultation with Members around our new programme, and workshops and talks by industry professionals about their experience in the arts.

Our Members said of the programme...

*[Community Check-ins are] a place to keep each other safe. Share things and overcome loneliness.*

*Place to connect with other members at a time of social isolation.*

### Pastoral Support

Our Information Advice and Guidance (IAG) service provides support for individuals to address issues in their lives which may present as barriers to their engagement in our work. These sessions include dedicated pastoral support and can be critical for those with significant support needs related to health, family issues, housing and employment. Sessions are delivered by skilled staff, trained in mental health first aid and trauma-informed practice. Some recent examples of our pastoral service in action includes:

- Providing advice on a job application for a Member applying for an arts-related vacancy. This Member had been affected by a relationship breakdown, a chronic health condition and poor-quality housing provision. Joining and contributing to Cardboard Citizens enabled her to regain her confidence and her connections with fellow creatives, and she has also benefited from practical advice on how her contributions at Cardboard Citizens could be presented in this and future job applications.
- Supporting a number of young members under 26 including: offering interview feedback, highlighting relevant paid work opportunities and support with key self-employment skills such as invoicing and understanding contracts.
- Assisting Members with documentation to help them to apply for housing more suitable for their needs.

## 2) ACT NOW (16–25 programme)

In the last year, our ACT NOW programme has supported 16–25-year-olds affected by homelessness by providing access to community, creative opportunities, pastoral support, qualifications and training. This has included:

- Open-access performing arts-based workshops, focusing on arts engagement and building transferable skills for the individuals who attend. In turn these build participants' trust in CC, giving them the confidence to take on further training within the programme.
- Residencies with The Outside Project (London's LGBTQIA+ shelter) – we delivered two in-person outreach projects called 'Outside the Box' since the start of the pandemic, working with a group of young LGBTQIA+ people affected by homelessness.
- IAG sessions, providing pastoral support to address external issues which participants are facing in order to sustain their engagement.
- Progression opportunities. We have employed three former ACT NOW Members:  
2 as workshop facilitators and 1 as a trainee facilitator.



### 3) Residency Programme

#### National Residencies

Cardboard Camps, a programme of residencies taking place around the country, completed in 2022. Its aim was to build networks of those interested in using arts for social justice, training individuals and organisations in Cardboard Citizens' techniques and hosting residencies with partner theatres around the country. Each 'Camp' involved Cardboard Citizens partnering with a local theatre, which became a hub to draw in and connect local expertise, charities, housing organisations and artistic practitioners. It is the hope that each residency formed the foundations to leave a legacy to bring change for those affected by homelessness in the region. The residencies provided strategic opportunities to expand the reach and impact of Cardboard Citizens' work.

Our National Residencies comprised the following in 2021–22:

#### Cardboard Camp in Coventry

*Ruff Tuff* was a key moment in Cardboard Camps. Prior to the *Ruff Tuff performances* (see page 12 below), between 5–23 July 19 people with lived experience of homelessness took part in a three-week residency at Coventry's Belgrade Theatre, performing original plays about family breakdown and mental health to a live audience of 175 people (33% with lived experience of homelessness). The event was also livestreamed to an online audience of 91, and four local leaders joined a policy panel discussion following the performance.



Participants said of the programme...

*I have got over a lot of confidence issues. I felt like I had a voice for once.*

*Helps to get across the problems homeless people have to face.*

### **Cardboard Camp in Plymouth**

In March 2022 we presented 3 outreach workshops and a one-week intensive course in Plymouth, reaching 20 participants. On 18 March, 12 people performed to an audience of 58. The group performed two original pieces of Forum Theatre, a form of participatory theatre invented by the Brazilian theatre practitioner and theorist Augusto Boal, with the aim of creating debate about important issues. One piece explored the experiences of young care leavers who become homeless, and the other looked at the mental health impacts of homelessness. The audience then joined a facilitated discussion in small groups focused on issues around homelessness specific to the Plymouth context, which had been identified by our participants. 11 participants completed a PEARL (Personal Employability, Achievement and Reflection for Learning) qualification as part of the Camp.

#### **4) Community Theatre Tour**

Touring our artistic work to theatres, arts venues, hostels, community centres and prisons, in London and nationally, allows us to increase our profile as a theatre company for social change and to reach diverse audiences. It also allows us to create partnerships with a range of people and organisations (in both the arts and social sectors) and opens opportunities for us to influence debate at the highest levels.

In the period 2021–22 we made preparations to tour *Bangers* by Danusia Samal. The play follows the highs and lows of two sets of friends navigating love, sex, sexual identity, relationship breakdown and housing insecurity against an urban backdrop. The piece is a two-hander, also including a DJ who is present on stage throughout a musical narrator shaping the story through music and sound. The piece was originally commissioned by Soho Theatre, who were partners in the ensuing tour, which took place just outside this reporting period in May–June 2022 and consisted of 15 performances in hostels, day centres, young services and colleges as well as a season at Soho Theatre.

The tour also marked the launch of **Citz Futures**, a new paid traineeship programme supporting people without significant prior work experience and with experience of homelessness, poverty and inequity to take their first steps into the arts industry. This will be reported on fully in our 2022–23 annual report.

#### **5) Public Facing Theatre and other commissions**

We aim to present theatre which taps into current issues, raises awareness, and provokes debate. We aim to reinforce our position as change-makers, demonstrating how the arts can be harnessed with both general and particular audiences to influence social change.

In 2021–22 activity in this area comprised:

*The Ruff Tuff Cream Puff Estate Agency*, a brand-new musical production, directed by Adrian Jackson MBE, presented as part of the Coventry UK City of Culture 2021 programme, in October 2021. The show was based on the true story of an estate agency for squatters set up in London the 1970s, and the project included opportunities for people experiencing homelessness in Coventry to engage in creative activity, including being part of the show, as well as opportunities for public audiences to engage with homelessness services in Coventry to create tangible change.



*It may be set nearly 50 years ago but The Ruff Tuff Cream Puff Estate Agency feels particularly relevant today. With increasing levels of homelessness, domestic abuse and mental health problems, the social issues tackled by these activists are still very much with us – so it feels encouraging that the show finishes with a shout of optimism.*

WhatsonStage

***Every Person Wandering, a BBC Radio 4 Commission.***

Developed as part of an association between Cardboard Citizens and the University of Birmingham, the play helped recover the lost histories of 'vagrants' from over a hundred years ago – people who fell foul of the Vagrancy Act of 1824, used to criminalise a wide range of rough sleepers and others. Working with Nick Crowson, Department of History at Birmingham University, and based on an original idea of Adrian Jackson's, Cardboard Citizens' Members developed an hour-long radio play, which aired on BBC Radio 4. 14 Members performed the piece, reaching Radio 4's live audience of up to 1m people. You can listen to the piece here: <https://www.bbc.co.uk/sounds/play/m0014nmc>

**Angel Alley project with Whitechapel**

We began a collaboration with Whitechapel Gallery on a community engagement project consisting of an arts-led response to under-utilised public spaces. The project focused on Angel Alley in Whitechapel, local to both our organisations. Together we established a community steering group to guide the project and two Cardboard Citizens' Members were part of an interview panel to select a lead artist to work with our wider Membership to create an artistic response to the Angel Alley space.

**6) Ancillary training projects**

- We delivered a training session for Thamesreach staff as part of their annual conference. Feedback was overwhelmingly positive (100% found it enjoyable, 92% found it inspiring, relevant, and informative). A participant said: *It gave me a better insight into my clients' wellbeing/ I deliver training to service users on a regular basis. I am now energised to try to include some interactive exercises in my training.*
- We will deliver the final session of the Crisis Experts by Experience project before the end of the year and further evaluate the project in the new year. The workshops were a series of sessions delivered for Crisis Experts by Experience (EbEs), who are all Crisis Members, who work with the Board to contribute to the development of Crisis' strategy. The workshops used Forum techniques to support EbEs to develop skills in facilitating conversations, speaking from their experience, and advocating for others effectively. Feedback so far has been that the workshops have supported participants to develop their confidence and positive self-image to better equip them to participate in the governance structures at Crisis.
- We were commissioned by Groundswell to create a play informed by research conducted in 2021 around the link between homelessness and lack of access to health-related benefits. This created an opportunity for us to commission the writer Sophie Ellerby and engage Stef O'Driscoll as Director.

Other training projects which began development in 2021–22

- We were approached to develop a Forum Theatre piece for the Access to Justice Knowledge Hub, an international conference exploring ethical and humanitarian issues relating to the experience of people with psychosocial disorders within the criminal justice system. This will form part of our 2022–23 annual report.
- City University invited us to develop a pilot project exploring the use of Forum Theatre in journalism study to support students to develop an understanding of how to work with people with trauma.

## Impact

Over the year 2021–22, we were able to reach over **500** people with experience of, or at risk of, homelessness through workshops and performances, supporting Members to continue to make positive progress despite the negative impact of the pandemic.

## Information, Advice and Guidance service

In a recent survey, **85% of Members reported improved wellbeing, 98% felt creatively challenged, 83% felt more connected to others and 69% felt more equipped to deal with the impact of Covid–19** as a result of engaging with Cardboard Citizens.

Members have said:

*Citz gave me their time and made me feel like I wasn't alone. I believe it's helped me with my mental health this year and given me something to focus on.*

*Citz has offered incredible support, an incredible foundation, and an incredible platform for me. I feel blessed.*

*Citz has been a big deal in my life and has helped me cope.*

In a recent survey, **83%** of respondents rated Community Check–ins 'good' or 'very good', commenting that the activity supported them to feel more connected with other Members as well as feeling an improvement in their wellbeing and communication and team–working skills.

## Employment outcomes

In the past year we have offered:

- **39** internal employment opportunities for **17** individuals for which they were paid above the London Living Wage.
- **22** internal volunteering opportunities to **6** individuals.
- **135** Members participated in our strategy review.

Trustees' annual report

For the year ended 31 March 2022

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Members who have engaged in voluntary roles and paid employment with us this year have said:

*It's a challenge to move from homeless, outsider, feelings of worthlessness, drain on society to feeling and being a useful member of society, and an equal to any other person. Having the opportunities that Citz has offered me has been instrumental in me engaging in that journey and transforming how I view my place in the world.*

*I feel more confident to apply for external paid roles now. In some ways it seems like it's harder to get jobs post pandemic but if you continue to work hard there are opportunities as people always want to change or take things in a different direction which creates more opportunities.*

In June 2021, we surveyed Members we have employed to better understand the impact of this experience on supporting their progression long term. We had a 60% response rate, considerably higher than our average internal response rate (12–15%).

- 90% said they developed other skills through their employment with us. Most frequently noted were communication skills, relationship building, confidence and managing wellbeing.
- 95% felt CC contributed to their creative development.
- 76% said they had undertaken paid work externally since working with us.

We also supported 13 Members into employment externally. Employment outcomes included jobs in media, education, charity and the arts sectors.

### Future programme

Our renewed programme under the artistic direction of Chris Sonnex, developed in 2021–22, began in April 2022. This includes new strands of work that will strengthen opportunities for people with lived experience of homelessness, poverty or inequity to gain skills and build representation in the theatre industry. Over the next three years, we will also work towards embedding our work more closely in the arts and social sector in our immediate area of Tower Hamlets.

Our forthcoming programme is characterised by:

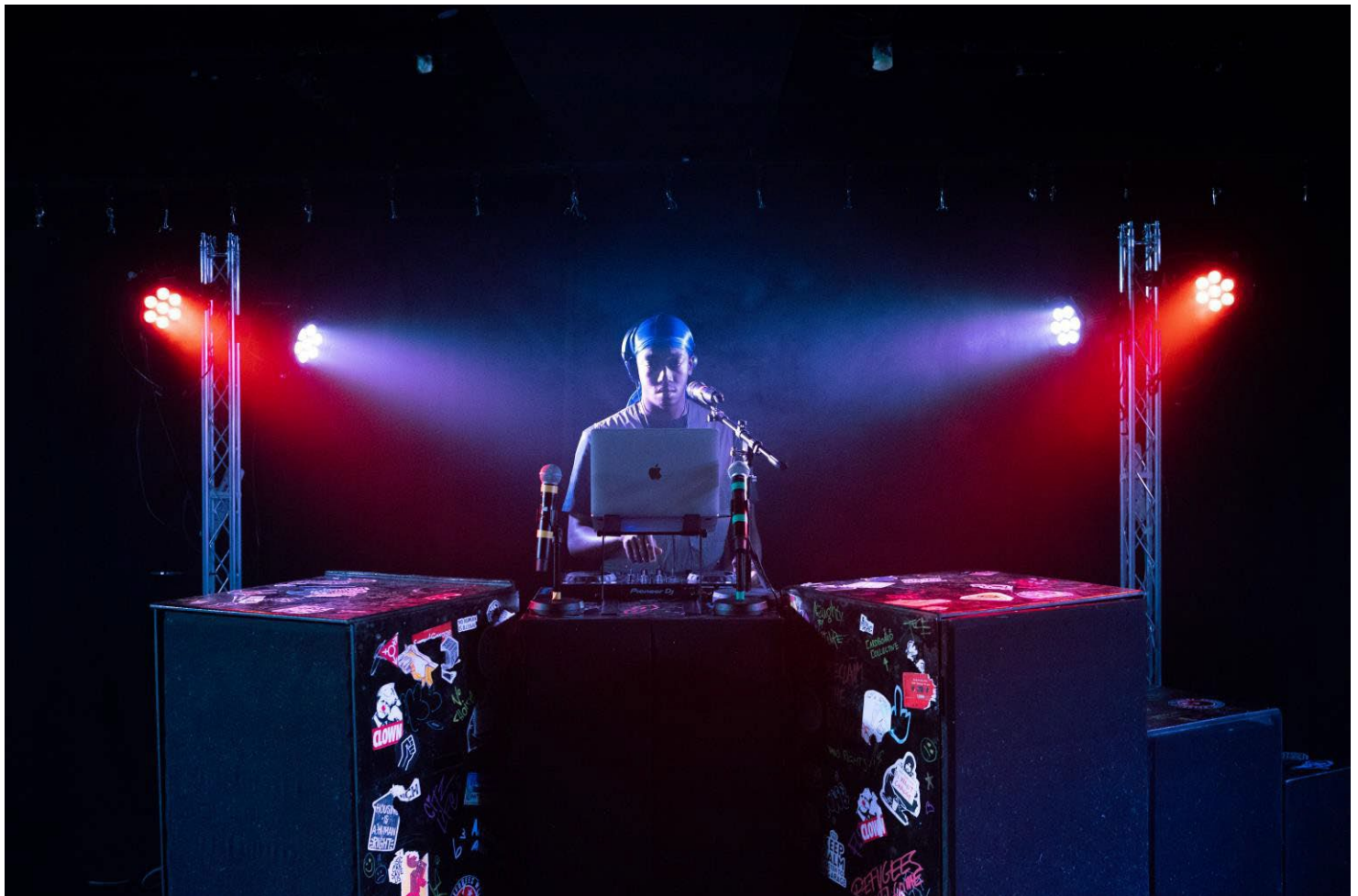
- Widening access to, and interest in, the arts for people experiencing homelessness, poverty, and inequity
- Improved wellbeing, and more opportunities for training and employment for people with lived experience
- Developing a new generation of theatre professionals, artists & activists
- An injection of new, world-class talent rooted in lived experience of poverty, homelessness, and inequity across our public and participatory programming
- Building our theatre audience to step into mainstream consciousness and create both attitudinal and tangible change
- Building social cohesion through embedded programme with communities and artists with lived experience in local communities

Strands of our new programme include:

- Our renewed **Workshop Programme**, offering a curriculum of quality creative training opportunities to our Members, developing artistic skills, self-expression, and wellbeing. We'll reach 120 people each year and offer PEARL employment qualifications, career mentoring and pastoral support.
- **Cardboard Collective**, which reimagines our longstanding ACT NOW offer for people with lived experience aged 16–25. Young people will collaborate to create live music gigs, guided by industry experts from a range of performance disciplines, reaching 220 young people each year. The programme will bring music by young people with lived experience to stages across London as a gateway to our theatre offer. The programme offers training and experience of creative and backstage roles, including career mentoring and PEARL and Arts Award qualifications.
- Our new **Embedded Outreach** programme, in which we'll co-create creative opportunities and performances by, for and with 120 residents/year with lived experience in our home borough of Tower Hamlets. We aim to enable residents with lived experience to access cultural activity in their communities and express themselves creatively, improving wellbeing, gaining skills, building cohesion in communities through the creation of cultural experiences unique to them, and increasing impact through partnerships with Tower Hamlets-based arts and social sector organisations.
- Our **public theatre productions**, both on public stages and touring to community settings, will continue to bring together audiences with and without lived experience to

explore the injustices of our society, and create opportunities for us to employ and mentor theatre professionals with lived experience. We'll create a minimum of two public productions each year, reaching over 2,500 people each year.

- The creation of **new paid employment opportunities** for people with lived experience, helping people to break into and grow through the creative industries while putting representation at the heart of our programmes. These include our **Artistic Associates** scheme employing a minimum of two individuals with lived experience to programme and facilitate major parts of our programme over 18-month contracts.
- Our **Citz Futures Traineeship** offers paid work experience for up to 12 people a year with experience of homelessness, poverty and inequity. Trainees will shadow industry professionals working in backstage, production, and administrative roles on public-facing Cardboard Citizens productions. The programme will help people with lived experience to make a first step into work, encouraging skills and attitudes to move into paid employment within a year of placement, enable arts partners to work with those experiencing inequity, support a more accessible sector, and increase social sector partners awareness of the arts' role in individuals' progression out of poverty.
- Continued **ancillary activities** offering social sector training, development, and skills-sharing to widen the use of theatre in working with marginalised groups and demonstrating the power of theatre to tell stories as a campaigning tool to further social change.



## Financial review

The results for the year ended 31 March 2022 are given in the Statement of Financial Activities on page 29. The assets and liabilities as at that date are given in the Balance Sheet on page 30. The financial statements should be read in conjunction with their related notes, which appear on pages 32–44 and have been prepared in accordance with relevant law and SORP 2015.

During the year, restricted income amounted to £566,380 (£500,182 in 2021). Unrestricted income amounted to £699,338 (£751,022 in 2021). Project costs amounted to £1,553,723 (£934,374 in 2021).

Total income compared to 2020–1 increased by 1% to £1,265,718. The main variances were:

Income from charitable activities increased by 42% mainly due to new income for the *Ruff Tuff* production from Arts Council England of £110k, income from The Linbury Trust of £100k and other trust and performance fees from co-producers, and £30k for *Bangers* production for the Community Tour from the Thompson Family Charitable Trust.

Total expenditure increased by 57% in 2021–22 to £1,645,372. Staff costs increased by 21% in 2022 due to rebuilding the staff team. We also accessed the government's Coronavirus Job Retention Scheme and had one employee on furlough up to the end of the scheme in September 2021. Overall charitable activities expenditure increased by 66%, mainly due to the *Ruff Tuff* production and *Bangers* Hostel tour.

Trustees review the financial performance of the charity and its fundraising strategy alongside income generation and associated costs on a regular basis. The charity raises money from individuals, companies, trusts, and statutory bodies, and receives income from performances, training courses and fundraising events.

## Principal risks and uncertainties

The Trustees reviewed the risk management strategy and the systems and procedures to address those potential risks and minimise any impact on the charity if the risks materialise.

Principal risks identified for the coming year include:

- *Increase in numbers of people experiencing homelessness, poverty, or inequity.*  
We believe that the ongoing effects of COVID-19 and the current cost of living crisis will result in an increase in more complex needs among the people we work with. With a reduction in some social and statutory services, our pastoral support offer is likely to experience more demand during a period when our resources are also depleted. We will be monitoring and managing this carefully while prioritising consistent pastoral care resources.

- *Funding risks, associated with either the delay, reduction in or removal of major funding streams.*

While investing in high quality development skills across the staff team, we continue to review the funding landscape and work on corresponding financial plans with our Finance Committee.

- *Operational risks.*

This includes running a part remote programme and the constraints and risks that this presents, as well as continued pressure on our partners in the homelessness and arts sectors. This presents uncertainty around our delivery and planned outreach and residencies. We have updated our safeguarding and wider policies for online and continue to maintain our relationships with partners, so we are able to adapt our programme to respond to changing circumstances.

- *Over-commitment on or lack of integration between projects.*

We have completed a strategic review and launched a new vision that will help to inform priorities over the next few years while also seeking to support staff structure and capacity.

- *Lease expiry in June 2026.*

We continue to explore options for our premises, supported by pro bono advice and a Capital working group from the Board of Trustees.

### **Reserves policy and going concern**

The Trustees recognise that COVID 19 and general pressures on society and our sectors has created unknowns for the organisation around fundraising and income generation from some sources, particularly fundraising events, corporate fundraising, rehearsal room hire and income from training activity. Budget scenario projections for 2022–23 to 2023–24, along with cashflow projections have been drafted accordingly. The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In addition, at the time of reporting, there are no significant risks of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees have agreed a Reserves Policy, which is regularly reviewed. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months operational expenditure commitments, i.e., payroll, core fixed costs and wind-up costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

In 2021–22, total charity funds stood at £509,478. These are made up of:

- £60,000 restricted reserves relating to funds already received for specific charitable projects taking place in 2022–23, in Workshop and Young People's Programmes. More details are included in Note 3 and 17 to the accounts.

- £171,843 designated reserves. These are funds designated by the Trustees to allow us to develop and deliver our future planned theatre productions, which could not be funded from future income alone. They also provide a contingency should the company need to relocate once the current lease expires in 2026 (relocation in 2012 cost c. £150k).
- £277,635 free reserves. The target to cover the three months operational expenditure commitments is £309K. The Finance Committee reviewed the adequacy of these reserves and is content with the level given the size of the organisation and the risks it is managing.

### Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 14 June 1994 and registered as a charity on 29 November 1994.

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 (revised and updated in July 2017).

The Board of Trustees governs the charity. At 31 March 2022, there were 8 Trustees. There is no upper limit to the number of Trustees, and the quorum is one-third or three, whichever is the greater number. The Board is drawn from people from the voluntary and public sectors, the arts and the corporate sector. Specific skills include knowledge of governance, strategic planning, housing, diversity, inclusion, theatre making, participatory arts, legal, fundraising, and financial skills. A skills audit and review of current Trustees' protected characteristics as well as lived experience was completed in July 2022 to inform Trustee recruitment and ensure that an appropriate balance of skills and experience is achieved.

The Board of Trustees is responsible for strategic decisions and oversight of financial matters and has ultimate legal responsibility. They meet between four and six times a year. Board meetings are attended by the Joint Chief Executives and other senior management officers and staff as necessary, in a non-voting capacity. Member representatives (unpaid participants in the charity's work) attend in the same capacity. When longer-term planning processes are being undertaken, away days are arranged. This year, the Board Away Day was in January 2022, when the Trustees, Member representatives and members of the Senior Management Team met with the aim of tracking progress and reviewing strategic priorities.

There is a separate Finance Committee, which meets to scrutinise budgets, management accounts, fundraising and risk in detail before the main Board meeting. A Development Committee, made of a combination of Trustees and other supporters, exists to support fundraising development. Other short-term working groups are convened as necessary to deal with particular matters and then disbanded. During 2021–22, this included a Capital Working Group, set up to consider the short and longer-term options for the location of

the company. The Nominations Committee continues to support Trustee recruitment alongside a review of the functioning and culture of the Board, working towards a more diverse and inclusive governance system that is dynamic and representative of the organisation's stakeholders and beneficiaries with a view to furthering overall strategic performance.

The Senior Management Team is led by Joint Chief Executives, Chris Sonnex (Artistic Director) and Lisa Briscoe (Executive Director). The roles are split with the Artistic Director being responsible for leading vision and direction and the Executive Director responsible for operations and delivery. Other members of the senior team include Clare Robertson as Executive Producer, Katherine Harding as Development Director and Flora Newbigin as Director of Programmes.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

### **Appointment of Trustees**

Trustees are appointed for a term of four years and serve a maximum of two terms of office. Trustees participate in a review of their role with the Chair or Vice Chair, following which they are invited to stand for re-election at the end of the first term of office.

New Trustees are sought by means of advertisement, word of mouth and direct approach. Candidates are required to demonstrate how they meet the requirements of being a Trustee, as set out in a Trustee appointment pack, and they are interviewed by existing Trustees and senior management.

### **Trustee induction and training**

Newly appointed Trustees receive an induction pack, which is followed by meetings with the Chair, Joint Chief Executives and Senior Management Team to discuss board orientation as well as historical and current aspects of the company. Individual meetings are also arranged with other staff as appropriate, depending on the new Trustee's particular skill set.

### **Fundraising**

Cardboard Citizens have a dedicated Development team, headed by a Director of Development, Katherine Harding who started with the team in September 2021. Fundraising events are discussed and agreed with the Development Committee and the senior team.

We comply in all regards with the Code of Fundraising Practice regulated by the Fundraising Regulator, and with Charity Commission guidance. In July 2018, the Board approved an Ethics Statement which will be a benchmark to ensure that there is no conflict between the ethos and core values of Cardboard Citizens and the source of our diverse funding.

Cardboard Citizens is compliant with the General Data Protection Regulations which came into force in May 2018.

Cardboard Citizens has received no complaints relating to its fundraising activities during the year 2021–22.

### **Remuneration policy for key management personnel**

The Board of Trustees is responsible for the appointment and supervision of the Joint Chief Executives, including setting the salaries for the two posts. It does this by means of a Remuneration Committee. The salary is determined with reference to the sector comparisons, the size of the company and the relativities with other key staff.

As a London Living Wage employer Cardboard Citizens is committed to ensuring we are transparent about the pay ratios in the organisation. The median salary is £35,700 and the highest to lowest paid staff ratio is 3 to 1.

### **Policy for employment of disabled persons**

This policy meets the requirements of the Equality Act 2010 and other related legislation and seeks to satisfy its obligations by the adoption of an Equality and Diversity Policy and Action plan, which is regularly reviewed and monitored for progress. During 2021–22 Trustees, staff and Member representatives undertook diversity training delivered by Fearless Futures.

### **Statement of responsibilities of the Trustees**

The Trustees (who are also directors of Cardboard Citizens for the purposes of company law) are responsible for preparing the Trustees' annual 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 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 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
- State whether applicable UK Accounting Standards and statements of recommended practice 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 presume that the charity will continue in operation

**Trustees' annual report**

**For the year ended 31 March 2022**

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The Trustees are responsible for keeping adequate accounting records that 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 Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- 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 auditor is aware of that information

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 10 (2019: 10). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

**Auditor**

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report has been approved by the Trustees on 25 October 2022 and signed on their behalf by

Prue Skene  
Chair

Andrew Pattison  
Treasurer

## Independent auditor's report

To the members of

Cardboard Citizens

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### Opinion

We have audited the financial statements of Cardboard Citizens (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows 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 FRS 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 charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure 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 charitable company 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cardboard Citizens' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **Independent auditor's report**

To the members of

**Cardboard Citizens**

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### **Other Information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company 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; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 trustees are responsible for assessing the charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

## **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Finance Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

## Independent auditor's report

To the members of

### Cardboard Citizens

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- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 charitable company'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 charitable company'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

## Independent auditor's report

To the members of

**Cardboard Citizens**

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charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

18 November 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

## Cardboard Citizens

### Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

|                                                | Note | Unrestricted<br>£ | Restricted<br>£  | 2022<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£  | 2021<br>Total<br>£ |
|------------------------------------------------|------|-------------------|------------------|--------------------|-------------------|------------------|--------------------|
| <b>Income from:</b>                            |      |                   |                  |                    |                   |                  |                    |
| Donations                                      | 2    | 446,002           | –                | <b>446,002</b>     | 619,095           | 22,000           | 641,095            |
| Charitable activities                          | 3    |                   |                  |                    |                   |                  |                    |
| Workshop programmes                            |      | 2,632             | 296,822          | <b>299,454</b>     | 3,350             | 237,495          | 240,845            |
| Young people's programmes                      |      | –                 | 88,558           | <b>88,558</b>      | 1,600             | 153,187          | 154,787            |
| National Residency                             |      | 87                | 30,000           | <b>30,087</b>      | 38                | 82,500           | 82,538             |
| Hostel tour programme                          |      | 800               | 30,000           | <b>30,800</b>      | –                 | –                | –                  |
| Event theatre                                  |      | 216,657           | 121,000          | <b>337,657</b>     | 63,350            | 5,000            | 68,350             |
| Training                                       |      | 15,039            | –                | <b>15,039</b>      | 16,357            | –                | 16,357             |
| Other trading activities                       | 4    | 18,064            | –                | <b>18,064</b>      | 46,973            | –                | 46,973             |
| Investments                                    |      | 57                | –                | <b>57</b>          | 260               | –                | 260                |
| <b>Total income</b>                            |      | <b>699,338</b>    | <b>566,380</b>   | <b>1,265,718</b>   | <b>751,022</b>    | <b>500,182</b>   | <b>1,251,204</b>   |
| <b>Expenditure on:</b>                         |      |                   |                  |                    |                   |                  |                    |
| Raising funds                                  | 5    | 24,539            | 67,109           | <b>91,648</b>      | 32,120            | 84,520           | 116,640            |
| Charitable activities                          |      |                   |                  |                    |                   |                  |                    |
| Workshop programmes                            |      | 65,938            | 309,739          | <b>375,677</b>     | 54,745            | 200,992          | 255,737            |
| Young people's programmes                      |      | 25,075            | 183,605          | <b>208,680</b>     | 36,947            | 160,755          | 197,702            |
| National Residency                             |      | 52,656            | 120,904          | <b>173,560</b>     | 48,952            | 122,619          | 171,571            |
| Hostel tour programme                          |      | 26,939            | 78,500           | <b>105,439</b>     | 12,487            | 35,259           | 47,746             |
| Event theatre                                  |      | 42,666            | 558,264          | <b>600,930</b>     | 39,079            | 147,704          | 186,782            |
| Training                                       |      | 89,438            | –                | <b>89,438</b>      | 74,836            | –                | 74,836             |
| <b>Total expenditure</b>                       |      | <b>327,251</b>    | <b>1,318,121</b> | <b>1,645,372</b>   | <b>299,166</b>    | <b>751,846</b>   | <b>1,051,013</b>   |
| <b>Net income / (expenditure) for the year</b> | 6    | <b>372,087</b>    | <b>(751,741)</b> | <b>(379,654)</b>   | <b>451,856</b>    | <b>(251,665)</b> | <b>200,191</b>     |
| Transfers between funds                        |      | (540,542)         | 540,542          | –                  | (432,864)         | 432,864          | –                  |
| <b>Net movement in funds</b>                   |      | <b>(168,455)</b>  | <b>(211,199)</b> | <b>(379,654)</b>   | <b>18,992</b>     | <b>181,199</b>   | <b>200,191</b>     |
| <b>Reconciliation of funds:</b>                |      |                   |                  |                    |                   |                  |                    |
| Total funds brought forward                    |      | 617,933           | 271,199          | <b>889,132</b>     | 598,941           | 90,000           | 688,941            |
| <b>Total funds carried forward</b>             |      | <b>449,478</b>    | <b>60,000</b>    | <b>509,478</b>     | <b>617,933</b>    | <b>271,199</b>   | <b>889,132</b>     |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

# Cardboard Citizens

## Balance sheet

Company no. 2938531

As at 31 March 2022

|                                                | Note | £              | 2022<br>£             | £              | 2021<br>£             |
|------------------------------------------------|------|----------------|-----------------------|----------------|-----------------------|
| <b>Fixed assets:</b>                           |      |                |                       |                |                       |
| Tangible assets                                | 11   |                | <u>40,841</u>         |                | <u>64,791</u>         |
|                                                |      |                | <b>40,841</b>         |                | <b>64,791</b>         |
| <b>Current assets:</b>                         |      |                |                       |                |                       |
| Debtors                                        | 12   | 212,621        |                       | 119,073        |                       |
| Cash at bank and in hand                       |      | <u>482,347</u> |                       | <u>795,729</u> |                       |
|                                                |      | <b>694,968</b> |                       | <b>914,802</b> |                       |
| <b>Liabilities:</b>                            |      |                |                       |                |                       |
| Creditors: amounts falling due within one year | 13   | <u>226,331</u> |                       | <u>90,460</u>  |                       |
| <b>Net current assets</b>                      |      |                | <u><b>468,637</b></u> |                | <u><b>824,342</b></u> |
| <b>Total net assets</b>                        |      |                | <u><b>509,478</b></u> |                | <u><b>889,132</b></u> |
| <b>The funds of the charity:</b>               | 17   |                |                       |                |                       |
| Restricted income funds                        |      |                | 60,000                |                | 271,199               |
| Unrestricted income funds:                     |      |                |                       |                |                       |
| Designated funds                               |      | 171,843        |                       | 337,931        |                       |
| General funds                                  |      | <u>277,635</u> |                       | <u>280,002</u> |                       |
| Total unrestricted funds                       |      |                | <u><b>449,478</b></u> |                | <u><b>617,933</b></u> |
| <b>Total charity funds</b>                     |      |                | <u><b>509,478</b></u> |                | <u><b>889,132</b></u> |

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

Approved by the trustees on 25 October 2022 and signed on their behalf by

Prue Skene  
Chair

Cardboard Citizens

Statement of cash flows

For the year ended 31 March 2022

Reconciliation of net income to net cash flow from operating activities

|                                                                                       | 2022<br>£        | 2021<br>£      |
|---------------------------------------------------------------------------------------|------------------|----------------|
| Net income for the reporting period<br>(as per the statement of financial activities) | (379,654)        | 200,191        |
| Depreciation charges                                                                  | 27,020           | 28,478         |
| (Increase)/decrease in debtors                                                        | (93,548)         | 15,986         |
| Increase in creditors                                                                 | 135,871          | 5,197          |
| Net cash provided by / (used in) operating activities                                 | <u>(310,311)</u> | <u>249,851</u> |

|                                                        | 2022<br>£      | 2021<br>£       |
|--------------------------------------------------------|----------------|-----------------|
| Cash flows from operating activities                   |                |                 |
| Net cash provided by operating activities              | (310,311)      | 249,852         |
| Cash flows from investing activities:                  |                |                 |
| Purchase of fixed assets                               | (4,071)        | (17,995)        |
| Proceeds from sale of fixed assets                     | <u>1,000</u>   |                 |
| Net cash (used in) investing activities                | <u>(3,071)</u> | <u>(17,995)</u> |
| Change in cash and cash equivalents in the year        | (313,382)      | 231,857         |
| Cash and cash equivalents at the beginning of the year | <u>795,729</u> | <u>563,872</u>  |
| Cash and cash equivalents at the end of the year       | <u>482,347</u> | <u>795,729</u>  |

**1 Accounting policies**

**a) Statutory information**

Cardboard Citizens is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 77a Greenfield Rd, London, E1 1EJ.

**b) 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), (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

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

The Trustees recognise that COVID 19 and general pressures on society and our sectors has created unknowns for the organisation around fundraising and income generation from some sources, particularly fundraising events, corporate fundraising, rehearsal room hire and income from training activity. Budget scenario projections for 2022–23 to 2023–24, along with cashflow projections have been drafted accordingly. The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In addition, at the time of reporting, there are no significant risks of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees have agreed a Reserves Policy, which is regularly reviewed. The policy states that free reserves (i.e., those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months operational expenditure commitments, i.e., payroll, core fixed costs and wind-up costs. The Reserves Policy also states that, in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other 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.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Government assistance in the form of Coronavirus Job Retention Scheme and Job Support Schemes is recognised as income when an eligible claim has been submitted.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably."

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation 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. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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.

**1 Accounting policies (continued)**

**g) 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.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**i) 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 is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services our Workshop and Young People's programmes, our theatre work and our education and training activities, (all undertaken to further the purposes of the charity), and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

**1 Accounting policies (continued)**

**j) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

|                          |     |
|--------------------------|-----|
| ● Costs of raising funds | 4%  |
| ● Workshop Programme     | 17% |
| ● Young People Programme | 11% |
| ● National Residency     | 7%  |
| ● Forum Theatre Tour     | 4%  |
| ● Event Theatre          | 33% |
| ● Training               | 4%  |
| ● Support costs          | 18% |
| ● Governance costs       | 2%  |

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

|                          |     |
|--------------------------|-----|
| ● Costs of raising funds | 8%  |
| ● Workshop Programme     | 32% |
| ● Young People Programme | 10% |
| ● National Residency     | 18% |
| ● Forum Theatre Tour     | 9%  |
| ● Event Theatre          | 16% |
| ● Training               | 7%  |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**k) Operating leases**

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

## Notes to the financial statements

For the year ended 31 March 2022

## 1 Accounting policies (continued)

## l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office Furniture 4 years
- Office Equipment 4 years
- Database/Website Development 4 years

## m) Debtors

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

## n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## o) 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.

## p) 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.

## q) Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

## 2 Income from donations

|                                 |                |            | 2022           |                |               | 2021           |
|---------------------------------|----------------|------------|----------------|----------------|---------------|----------------|
|                                 | Unrestricted   | Restricted | Total          | Unrestricted   | Restricted    | Total          |
|                                 | £              | £          | £              | £              | £             | £              |
| Grants and donations            |                |            |                |                |               |                |
| Arts Council England            | 254,098        | –          | 254,098        | 225,944        | –             | 225,944        |
| Paul Hamlyn Foundation          | –              | –          | –              | –              | 20,000        | 20,000         |
| Backstage Trust                 | 50,000         | –          | 50,000         | 50,000         | –             | 50,000         |
| Esmée Fairbairn Foundation      | –              | –          | –              | 30,000         | –             | 30,000         |
| Comic Relief                    | –              | –          | –              | 5,000          | –             | 5,000          |
| City Bridge Trust               | 52,740         | –          | 52,740         | 51,670         | –             | 51,670         |
| Julia and Hans Rausing          | –              | –          | –              | 99,981         | –             | 99,981         |
| Garfield Weston Foundation      | –              | –          | –              | 30,000         | –             | 30,000         |
| The Woodroffe Benton Foundation | 5,000          | –          | 5,000          | –              | –             | –              |
| Canary Wharf Contractors Fund   | 10,000         | –          | 10,000         | –              | –             | –              |
| Capital Group                   | 24,700         | –          | 24,700         | 26,394         | –             | 26,394         |
| HSBC UK Bank Plc                | –              | –          | –              | –              | –             | –              |
| HMRC –CJRS                      | 1,837          | –          | 1,837          | 19,492         | –             | 19,492         |
| Kickstart Scheme                | 6,815          | –          | 6,815          | –              | –             | –              |
| Other individual donations      | 18,800         | –          | 18,800         | 40,000         | –             | 40,000         |
| Other under £5,000              | 22,012         | –          | 22,012         | 40,613         | 2,000         | 42,613         |
|                                 | <u>446,002</u> | <u>–</u>   | <u>446,002</u> | <u>619,095</u> | <u>22,000</u> | <u>641,095</u> |

## 3 Income from charitable activities

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2022<br>Total<br>£    | Unrestricted<br>£ | Restricted<br>£ | 2021<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|-----------------------|-------------------|-----------------|--------------------|
| <b>Workshop programmes</b>              |                   |                 |                       |                   |                 |                    |
| Workshops/ performance income           | 2,632             | –               | <b>2,632</b>          | 3,350             | –               | 3,350              |
| Statutory Grants                        | –                 | 200,389         | <b>200,389</b>        | –                 | 140,295         | 140,295            |
| <b>Grants and Donations:</b>            |                   |                 |                       |                   |                 |                    |
| Swire Charitable Trust                  | –                 | 15,000          | <b>15,000</b>         | –                 | –               | –                  |
| Homeless Link                           | –                 | –               | –                     | –                 | 35,000          | 35,000             |
| Crisis                                  | –                 | –               | –                     | –                 | 5,000           | 5,000              |
| Comic Relief                            | –                 | –               | –                     | –                 | 15,000          | 15,000             |
| The Woodroffe Benton Foundation         | –                 | –               | –                     | –                 | 8,500           | 8,500              |
| East End Community Foundation           | –                 | –               | –                     | –                 | 10,000          | 10,000             |
| Barings Investment Services Ltd         | –                 | 15,000          | <b>15,000</b>         | –                 | 15,000          | 15,000             |
| Pret Foundation Trust                   | –                 | –               | –                     | –                 | 5,000           | 5,000              |
| Foundation for Future London            | –                 | 8,000           | <b>8,000</b>          | –                 | –               | –                  |
| Derwent London plc                      | –                 | 5,000           | <b>5,000</b>          | –                 | –               | –                  |
| Other individuals                       | –                 | 43,933          | <b>43,933</b>         | –                 | –               | –                  |
| Other under £5,000                      | –                 | 9,500           | <b>9,500</b>          | –                 | 3,700           | 3,700              |
| Sub-total for Workshop programmes       | <u>2,632</u>      | <u>296,822</u>  | <u><b>299,454</b></u> | <u>3,350</u>      | <u>237,495</u>  | <u>240,845</u>     |
| <b>Young people's programmes</b>        |                   |                 |                       |                   |                 |                    |
| Workshops/ performance income           | –                 | –               | –                     | 1,600             | –               | 1,600              |
| <b>Grants and Donations:</b>            |                   |                 |                       |                   |                 |                    |
| Societe Generale UK Foundation          | –                 | 10,000          | <b>10,000</b>         | –                 | 5,000           | 5,000              |
| Comic Relief                            | –                 | –               | –                     | –                 | 47,387          | 47,387             |
| John Lyon's Charity                     | –                 | –               | –                     | –                 | 24,000          | 24,000             |
| The Harold Hyam Wingate Foundation      | –                 | –               | –                     | –                 | 5,000           | 5,000              |
| Other                                   | –                 | 70,000          | <b>70,000</b>         | –                 | 70,000          | 70,000             |
| Other under £5,000                      | –                 | 8,558           | <b>8,558</b>          | –                 | 1,800           | 1,800              |
| Sub-total for Young people's programmes | <u>–</u>          | <u>88,558</u>   | <u><b>88,558</b></u>  | <u>1,600</u>      | <u>153,187</u>  | <u>154,787</u>     |
| <b>National Residency</b>               |                   |                 |                       |                   |                 |                    |
| Workshops/ performance income           | 87                | –               | <b>87</b>             | 38                | –               | 38                 |
| <b>Grants and Donations:</b>            |                   |                 |                       |                   |                 |                    |
| Esmée Fairbairn Foundation              | –                 | –               | –                     | –                 | 60,000          | 60,000             |
| Calouste Gulbenkian Foundation          | –                 | 30,000          | <b>30,000</b>         | –                 | –               | –                  |
| The Rayne Foundation                    | –                 | –               | –                     | –                 | 15,000          | 15,000             |
| Evan Cornish Foundation                 | –                 | –               | –                     | –                 | 7,500           | 7,500              |
| Sub-total for National Residency        | <u>87</u>         | <u>30,000</u>   | <u><b>30,087</b></u>  | <u>38</u>         | <u>82,500</u>   | <u>82,538</u>      |

## Notes to the financial statements

## For the year ended 31 March 2022

## 3 Income from charitable activities (continued)

|                                            | Unrestricted | Restricted | 2022<br>Total | Unrestricted | Restricted | 2021<br>Total |
|--------------------------------------------|--------------|------------|---------------|--------------|------------|---------------|
| <b>Hostel tour programme</b>               |              |            |               |              |            |               |
| Workshops/ performance income              | 800          | –          | 800           | –            | –          | –             |
| <b>Grants and Donations:</b>               |              |            |               |              |            |               |
| The Thompson Family Charitable             | –            | 30,000     | 30,000        | –            | –          | –             |
| Sub-total for Forum theatre tour programme | 800          | 30,000     | 30,800        | –            | –          | –             |
| <b>Event theatre</b>                       |              |            |               |              |            |               |
| Workshops/ performance income              | 216,657      | –          | 216,657       | 63,350       | –          | 63,350        |
| Statutory Grants                           | –            | 11,000     | 11,000        | –            | –          | –             |
| <b>Grants and Donations:</b>               |              |            |               |              |            |               |
| The Linbury Trust                          | –            | 100,000    | 100,000       | –            | –          | –             |
| Cockayne Foundation                        | –            | 10,000     | 10,000        | –            | –          | –             |
| The Harold Hyam Wingate Foundation         | –            | –          | –             | –            | 5,000      | 5,000         |
| Sub-total for Event theatre                | 216,657      | 121,000    | 337,657       | 63,350       | 5,000      | 68,350        |
| <b>Training</b>                            |              |            |               |              |            |               |
| <b>Project income:</b>                     |              |            |               |              |            |               |
| Workshops/ performance income              | 15,039       | –          | 15,039        | 16,357       | –          | 16,357        |
| Sub-total for Training                     | 15,039       | –          | 15,039        | 16,357       | –          | 16,357        |
| Total income from charitable activities    | 235,215      | 566,380    | 801,595       | 84,695       | 478,182    | 562,877       |

Statutory grants received from independent government bodies that are restricted in their use are as follows: £100,00 received from The National Lottery Community Fund –TNLCF (2021: £140,295). £110,388 of restricted funds from Arts Council England (Strategic Touring) (2021: £nil). The Arts Council Culture Recovery Fund £91,154 (UN 2021: £63,000). £162,944 of unrestricted funding received from Arts Council England NPO (2021: £162,944), HMRC CJRS grant £1,837 (2021: £19,492) and Kickstart Scheme £6,814 (2021: £nil).

## 4 Income from other trading activities

|                                | Unrestricted<br>£ | Restricted<br>£ | 2022<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2021<br>Total<br>£ |
|--------------------------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Income from fundraising events | 13,608            | –               | 13,608             | 729               | –               | 729                |
| Theatre Tax Relief             | 3,116             | –               | 3,116              | 45,838            | –               | 45,838             |
| Rental income                  | 645               | –               | 645                | –                 | –               | –                  |
| Other income                   | 695               | –               | 695                | 406               | –               | 406                |
|                                | 18,064            | –               | 18,064             | 46,973            | –               | 46,973             |

Cardboard Citizens

Notes to the financial statements

For the year ended 31 March 2022

5a Analysis of expenditure (Current year)

|                               | Charitable activities      |                         |                               |                         |                            |                    |               |                       |                    |                  |           |
|-------------------------------|----------------------------|-------------------------|-------------------------------|-------------------------|----------------------------|--------------------|---------------|-----------------------|--------------------|------------------|-----------|
|                               | Cost of raising funds<br>£ | Workshop programme<br>£ | Young people's programme<br>£ | National Residency<br>£ | Hostel tour programme<br>£ | Event theatre<br>£ | Training<br>£ | Governance costs<br>£ | Support costs<br>£ | 2022<br>£        | 2021<br>£ |
| Staff costs (Note 7)          | 64,476                     | 250,186                 | 148,598                       | 69,949                  | 73,164                     | 126,790            | 58,335        | 15,336                | 18,768             | 825,602          | 684,753   |
| Freelance workers             | -                          | 14,193                  | 17,056                        | 30,414                  | 1,850                      | 175,404            | 7,395         | -                     | -                  | 246,312          | 77,641    |
| Production/ events cost       | -                          | 1,024                   | 2,559                         | 865                     | -                          | 178,978            | 8             | -                     | -                  | 183,434          | 794       |
| Other direct costs            | 1,082                      | 9,042                   | 9,681                         | 14,686                  | 820                        | 68,454             | 96            | -                     | -                  | 103,861          | 20,112    |
| General office expenses       | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 52,773             | 52,773           | 36,938    |
| Legal and professional fee    | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 61,039             | 61,039           | 69,249    |
| Bank charges/ interest        | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 1,024              | 1,024            | 694       |
| Insurance and subscriptions   | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 9,281              | 9,281            | 10,711    |
| Human resources               | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 49,275             | 49,275           | 27,879    |
| Marketing                     | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 9,257              | 9,257            | 211       |
| IT & Software support         | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 19,104             | 19,104           | 19,968    |
| Rent and rates                | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 47,750             | 47,750           | 65,000    |
| Depreciation                  | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 27,020             | 27,020           | 28,478    |
| Audit fee                     | -                          | -                       | -                             | -                       | -                          | -                  | -             | 8,900                 | -                  | 8,900            | 8,450     |
| Board expenses                | -                          | -                       | -                             | -                       | -                          | -                  | -             | 740                   | -                  | 740              | 135       |
|                               | 65,558                     | 274,445                 | 177,894                       | 115,914                 | 75,834                     | 549,626            | 65,834        | 24,976                | 295,291            | 1,645,372        | 1,051,013 |
| Support costs                 | 24,055                     | 93,337                  | 26,097                        | 55,439                  | 27,296                     | 47,303             | 21,764        | -                     | (295,291)          | -                | -         |
| Governance costs              | 2,035                      | 7,895                   | 4,689                         | 2,207                   | 2,309                      | 4,001              | 1,841         | (24,976)              | -                  | -                | -         |
| <b>Total expenditure 2022</b> | <b>91,648</b>              | <b>375,677</b>          | <b>208,680</b>                | <b>173,560</b>          | <b>105,439</b>             | <b>600,930</b>     | <b>89,439</b> | <b>-</b>              | <b>-</b>           | <b>1,645,372</b> | <b>-</b>  |
| Total expenditure 2021        | 116,640                    | 255,737                 | 197,702                       | 171,571                 | 47,746                     | 186,782            | 74,836        | -                     | -                  | 1,051,013        |           |

# Cardboard Citizens

## Notes to the financial statements

For the year ended 31 March 2022

### 5b Analysis of expenditure (Prior year)

|                               | Charitable activities      |                         |                               |                         |                            |                    |               |                       |                    |                  |
|-------------------------------|----------------------------|-------------------------|-------------------------------|-------------------------|----------------------------|--------------------|---------------|-----------------------|--------------------|------------------|
|                               | Cost of raising funds<br>£ | Workshop programme<br>£ | Young people's programme<br>£ | National Residency<br>£ | Hostel tour programme<br>£ | Event theatre<br>£ | Training<br>£ | Governance costs<br>£ | Support costs<br>£ | 2021<br>£        |
| Staff costs (Note 7)          | 78,478                     | 165,398                 | 129,576                       | 101,474                 | 28,466                     | 104,955            | 47,074        | 12,910                | 16,425             | <b>684,753</b>   |
| Freelance workers             | 840                        | 7,593                   | 14,800                        | 11,485                  | 4,950                      | 31,794             | 6,179         | -                     | -                  | <b>77,641</b>    |
| Production/ events cost       | -                          | 42                      | 61                            | -                       | -                          | 691                | -             | -                     | -                  | <b>794</b>       |
| Other direct costs            | 1,754                      | 7,743                   | 6,353                         | 808                     | 1,429                      | 1,776              | 249           | -                     | -                  | <b>20,112</b>    |
| General office expenses       | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 36,938             | <b>36,938</b>    |
| Legal and professional fee    | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 69,249             | <b>69,249</b>    |
| Bank charges/ interest        | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 694                | <b>694</b>       |
| Insurance and subscriptions   | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 10,711             | <b>10,711</b>    |
| Human resources               | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 27,879             | <b>27,879</b>    |
| Marketing                     | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 211                | <b>211</b>       |
| IT & Software support         | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 19,968             | <b>19,968</b>    |
| Rent and rates                | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 65,000             | <b>65,000</b>    |
| Depreciation                  | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 28,478             | <b>28,478</b>    |
| Audit fee                     | -                          | -                       | -                             | -                       | -                          | -                  | -             | 8,450                 | -                  | <b>8,450</b>     |
| Board expenses                | -                          | -                       | -                             | -                       | -                          | -                  | -             | 135                   | -                  | <b>135</b>       |
|                               | <b>81,072</b>              | <b>180,776</b>          | <b>150,790</b>                | <b>113,766</b>          | <b>34,845</b>              | <b>139,215</b>     | <b>53,502</b> | <b>21,495</b>         | <b>275,553</b>     | <b>1,051,013</b> |
| Support costs                 | 32,994                     | 69,537                  | 42,662                        | 54,477                  | 11,968                     | 44,125             | 19,791        | -                     | (275,553)          | -                |
| Governance costs              | 2,574                      | 5,424                   | 4,250                         | 3,328                   | 934                        | 3,442              | 1,544         | (21,495)              | -                  | -                |
| <b>Total expenditure 2021</b> | <b>116,640</b>             | <b>255,737</b>          | <b>197,702</b>                | <b>171,571</b>          | <b>47,746</b>              | <b>186,782</b>     | <b>74,836</b> | <b>-</b>              | <b>-</b>           | <b>1,051,013</b> |

Notes to the financial statements

For the year ended 31 March 2022

**6 Net income/(expenditure) for the year**

This is stated after charging / crediting:

|                                         | 2022<br>£         | 2021<br>£         |
|-----------------------------------------|-------------------|-------------------|
| Depreciation                            | 27,020            | 28,478            |
| Operating lease rentals:                |                   |                   |
| Property                                | 47,750            | 65,000            |
| Auditors' remuneration (excluding VAT): |                   |                   |
| Audit                                   | 8,900             | 8,450             |
| Other services                          | –                 | 3,400             |
| Corporation tax work                    | 2,000             | 1,900             |
| VAT advice                              | –                 | 1,500             |
|                                         | <u>          </u> | <u>          </u> |

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

|                                                                 | 2022<br>£      | 2021<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 676,792        | 583,568        |
| Redundancy cost                                                 | 41,088         | 5,524          |
| Social security costs                                           | 71,833         | 61,502         |
| Employer's contribution to defined contribution pension schemes | 35,889         | 34,160         |
|                                                                 | <u>825,602</u> | <u>684,753</u> |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                   | 2022<br>No. | 2021<br>No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | 1           | –           |

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £291,914 (2021: £246,304).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the reimbursement and payment of travel and subsistence costs. This year no expenses were paid (2021: £nil).

## Notes to the financial statements

## For the year ended 31 March 2022

## 8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                             | 2022<br>No. | 2021<br>No. |
|-----------------------------|-------------|-------------|
| Raising funds (Development) | 1.5         | 2.0         |
| Workshop programme          | 6.2         | 4.8         |
| Young People programme      | 3.9         | 3.8         |
| National Residency          | 1.6         | 2.2         |
| Hostel Tour Programme       | 1.7         | 0.7         |
| Event Theatre               | 2.7         | 2.2         |
| Training                    | 1.3         | 1.0         |
| Support                     | 0.7         | 0.6         |
|                             | <b>19.6</b> | <b>17.4</b> |

## 9 Related party transactions

Aggregate donations from related parties were £1,807 (2021: £8,100), of this £1,450 is restricted income towards the Big Give Campaign for the Workshop Programme .

There were one other related party transactions to disclose for 2022, one Trustee (Matthew Xia) was paid £60 for the Workshop Programme's Community Programme Artistik Think Tank session.

## 10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11 Tangible fixed assets

|                               | Leasehold<br>Improvements<br>£ | Office<br>furniture<br>£ | Office<br>equipment<br>£ | Database/<br>website<br>development<br>£ | Total<br>£    |
|-------------------------------|--------------------------------|--------------------------|--------------------------|------------------------------------------|---------------|
| <b>Cost or valuation</b>      |                                |                          |                          |                                          |               |
| At the start of the year      | 128,693                        | 42,553                   | 68,981                   | 61,044                                   | 301,271       |
| Additions in year             | –                              | –                        | 4,071                    | –                                        | 4,071         |
| Disposals during the year     | –                              | –                        | (1,000)                  | –                                        | (1,000)       |
| At the end of the year        | 128,693                        | 42,553                   | 72,052                   | 61,044                                   | 304,342       |
| <b>Depreciation</b>           |                                |                          |                          |                                          |               |
| At the start of the year      | 128,691                        | 35,564                   | 39,130                   | 33,094                                   | 236,479       |
| Charge for the year           | –                              | 5,666                    | 10,956                   | 10,400                                   | 27,022        |
| Eliminated on disposal        | –                              | –                        | –                        | –                                        | –             |
| At the end of the year        | 128,691                        | 41,230                   | 50,086                   | 43,494                                   | 263,501       |
| <b>At the end of the year</b> | <b>2</b>                       | <b>1,323</b>             | <b>21,966</b>            | <b>17,550</b>                            | <b>40,841</b> |
| At the start of the year      | 2                              | 6,989                    | 29,851                   | 27,950                                   | 64,792        |

All of the above assets are used for charitable purposes.

## Notes to the financial statements

## For the year ended 31 March 2022

## 12 Debtors

|                | 2022<br>£      | 2021<br>£      |
|----------------|----------------|----------------|
| Trade debtors  | 26,215         | 52,200         |
| Accrued Income | 171,167        | 47,689         |
| Prepayments    | 4,239          | 8,183          |
| Other debtors  | 11,000         | 11,000         |
|                | <b>212,621</b> | <b>119,073</b> |

## 13 Creditors: amounts falling due within one year

|                              | 2022<br>£      | 2021<br>£     |
|------------------------------|----------------|---------------|
| Trade creditors              | 20,139         | 47,394        |
| Taxation and social security | 16,809         | 18,452        |
| Accruals                     | 181,791        | 18,880        |
| Other creditors              | 4,592          | 5,734         |
| Deferred income (note 14)    | 3,000          | –             |
|                              | <b>226,331</b> | <b>90,460</b> |

## 14 Deferred income

|                                       | 2022<br>£    | 2021<br>£ |
|---------------------------------------|--------------|-----------|
| Balance at the beginning of the year  | –            | 6,935     |
| Amount released to income in the year | –            | (6,935)   |
| Amount deferred in the year           | 3,000        | –         |
|                                       | <b>3,000</b> | <b>–</b>  |
| Balance at the end of the year        | <b>3,000</b> | <b>–</b>  |

Deferred income relates to grant funding received in the year that relates to the following year.

## 16a Analysis of net assets between funds (current year)

|                                    | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|------------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets              | –                            | 40,841          | –               | <b>40,841</b>    |
| Net current assets                 | 277,637                      | 131,000         | 60,000          | <b>468,637</b>   |
| <b>Net assets at 31 March 2022</b> | <b>277,637</b>               | <b>171,841</b>  | <b>60,000</b>   | <b>509,478</b>   |

## 16b Analysis of net assets between funds (prior year)

|                                    | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|------------------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets              | –                            | 64,791          | –               | <b>64,791</b>    |
| Net current assets                 | 280,002                      | 273,140         | 271,199         | <b>824,341</b>   |
| <b>Net assets at 31 March 2021</b> | <b>280,002</b>               | <b>337,931</b>  | <b>271,199</b>  | <b>889,132</b>   |

## 17a Movements in funds (current year)

|                                           | At 1 April<br>2021<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£   | At 31 March<br>2022<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|------------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                  |                          |
| Development                               | 20,000                  | –                      | (67,109)                     | 47,109           | –                        |
| Workshop Programmes                       | 115,700                 | 296,822                | (309,739)                    | (77,783)         | <b>25,000</b>            |
| Young People's Programmes                 | 66,499                  | 88,558                 | (183,605)                    | 63,548           | <b>35,000</b>            |
| National Residency                        | 60,000                  | 30,000                 | (120,904)                    | 30,904           | –                        |
| Hostel Tour Programme                     | –                       | 30,000                 | (78,500)                     | 48,500           | –                        |
| Event theatre                             | 9,000                   | 121,000                | (558,264)                    | 428,264          | –                        |
| Training                                  | –                       | –                      | –                            | –                | –                        |
| <b>Total restricted funds</b>             | <b>271,199</b>          | <b>566,380</b>         | <b>(1,318,121)</b>           | <b>540,542</b>   | <b>60,000</b>            |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                  |                          |
| Designated funds:                         |                         |                        |                              |                  |                          |
| Capital investment fund                   | 64,792                  | 3,071                  | (27,020)                     | –                | <b>40,843</b>            |
| General fund –COVID Emergency appeal      | 92,139                  | –                      | (72,139)                     | (20,000)         | –                        |
| Production investment and Relocation fund | 181,000                 | –                      | (50,000)                     | –                | <b>131,000</b>           |
| <b>Total designated funds</b>             | <b>337,931</b>          | <b>3,071</b>           | <b>(149,159)</b>             | <b>(20,000)</b>  | <b>171,843</b>           |
| <b>General funds</b>                      | <b>280,002</b>          | <b>696,267</b>         | <b>(178,092)</b>             | <b>(520,542)</b> | <b>277,635</b>           |
| <b>Total unrestricted funds</b>           | <b>617,933</b>          | <b>699,338</b>         | <b>(327,251)</b>             | <b>(540,542)</b> | <b>449,478</b>           |
| <b>Total funds</b>                        | <b>889,132</b>          | <b>1,265,718</b>       | <b>(1,645,372)</b>           | <b>–</b>         | <b>509,478</b>           |

The following information on restricted funds relates to activity due to take place in 2022/23:

**Workshop Programmes:** £100k was received from NCLF (the National Lottery Community Fund) for workshop activities, spanning financial years 2021/22 and 2022/23. For the year 2021/22 only we received £15k from Swire Charitable Trust, £15k from Barings Investment Services Ltd, £8k from The Foundation for Future London, £5k from Derwent London Plc, £43k in individual donations from The Big Give Campaign in December 2021 and £9.5k from a variety of small Trust and Foundations / Corporate funders.

**Young People's Programme:** £70k was received from an anonymous donor for activities designed to support and progress young people spanning financial years 2021/22 and 2022/23. For 2021/22 only we received £10k from Societe Generale UK Foundation Fund and £8.5k from various small Trust and Foundations.

**National Residency:** £30k was received from the Calouste Gulbenkian Foundation for national workshop activities in 2021–22.

**Hostel Tour:** £30k was received from the Thompson Family Charitable Trust in 2021/22.

**Event Theatre:** All restricted income mainly relates to the *Ruff Tuff* theatre production in 2021/22, including £110k from Arts Council England for strategic touring, £100k from the Linbury Trust and £10k from the Cockayne Foundation.

## Notes to the financial statements

## For the year ended 31 March 2022

## 17a Movements in funds (continued)

The following designated funds are determined by the Finance Committee and recommended to the Board of Trustees:

**Capital investment funds** relates to purchase of fixed assets.

**Production investment and relocation funds** these reserve funds are allocated by the Board of Trustees to development and delivery of our future theatre productions, as well as an allowance towards a possible relocation planned between 2021–26 (relocation in 2012 cost c. £150k).

## 17b Movements in funds (prior year)

|                                           | At 1 April<br>2020<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£   | At 31 March<br>2021<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|------------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                  |                          |
| Development                               | –                       | 22,000                 | (84,520)                     | 82,520           | <b>20,000</b>            |
| Workshop Programmes                       | 35,000                  | 237,495                | (200,992)                    | 44,197           | <b>115,700</b>           |
| Young People's Programmes                 | 35,000                  | 153,187                | (160,755)                    | 39,067           | <b>66,499</b>            |
| National Residency                        | 20,000                  | 82,500                 | (122,619)                    | 80,119           | <b>60,000</b>            |
| Hostel Tour Programme                     | –                       | –                      | (35,259)                     | 35,259           | <b>–</b>                 |
| Event theatre                             | –                       | 5,000                  | (147,704)                    | 151,704          | <b>9,000</b>             |
| <b>Total restricted funds</b>             | <b>90,000</b>           | <b>500,182</b>         | <b>(751,847)</b>             | <b>432,864</b>   | <b>271,199</b>           |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                  |                          |
| Designated funds:                         |                         |                        |                              |                  |                          |
| Capital investment fund                   | 75,275                  | –                      | (28,478)                     | 17,995           | <b>64,792</b>            |
| General fund – COVID Emergency appeal     | 72,139                  | –                      | –                            | 20,000           | <b>92,139</b>            |
| Production investment and Relocation fund | 181,000                 | –                      | –                            | –                | <b>181,000</b>           |
| <b>Total designated funds</b>             | <b>328,414</b>          | <b>–</b>               | <b>(28,478)</b>              | <b>37,995</b>    | <b>337,931</b>           |
| <b>General funds</b>                      | <b>270,527</b>          | <b>751,022</b>         | <b>(270,688)</b>             | <b>(470,859)</b> | <b>280,002</b>           |
| <b>Total unrestricted funds</b>           | <b>598,941</b>          | <b>751,022</b>         | <b>(299,166)</b>             | <b>(432,864)</b> | <b>617,933</b>           |
| <b>Total funds</b>                        | <b>688,941</b>          | <b>1,251,204</b>       | <b>(1,051,013)</b>           | <b>–</b>         | <b>889,132</b>           |

## 18 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property<br>2022<br>£ | 2021<br>£ |
|--------------------|-----------------------|-----------|
| Less than one year | <b>57,375</b>         | 16,250    |
| One to two years   | <b>64,375</b>         | –         |
| Two to five years  | <b>16,250</b>         | –         |
|                    | <b>138,000</b>        | 16,250    |

## 19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

**CARDBOARD CITIZENS**

England & Wales - Charity number 1042457

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# Accounts

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**CARDBOARD CITIZENS  
REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**



**Company number: 2938531  
Charity number: 1042457**

# CONTENTS

|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| Reference and administrative information                                            | 3  |
| Trustees' annual report                                                             | 4  |
| Independent auditor's report                                                        | 24 |
| Statement of financial activities (incorporating an income and expenditure account) | 28 |
| Balance sheet                                                                       | 29 |
| Statement of cash flows                                                             | 30 |
| Notes to the financial statements                                                   | 31 |



# REFERENCE AND ADMINISTRATIVE INFORMATION

## FOR THE YEAR ENDED 31 MARCH 2021

|                       |         |                                                  |                                    |
|-----------------------|---------|--------------------------------------------------|------------------------------------|
| <b>Company number</b> | 2938531 | <b>Registered office and Operational address</b> | 77a Greenfield Rd<br>London E1 1EJ |
| <b>Charity number</b> | 1042457 | <b>Country of registration</b>                   | England & Wales                    |
|                       |         | <b>Country of incorporation</b>                  | United Kingdom                     |

### Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

|                  |                                       |
|------------------|---------------------------------------|
| Prue Skene CBE   | Chair                                 |
| Andrew Pattison  | Treasurer / Head of Finance Committee |
| Riad Akbur       |                                       |
| Sophie Dexter    | Resigned February 2021                |
| Linden Ife       |                                       |
| Chris Jullings   |                                       |
| Jenique McNaught | Appointed September 2021              |
| Sacha Milroy     |                                       |
| Jon Opie         |                                       |
| Matthew Xia      |                                       |

### Key Management Personnel

|                                                                      |  |
|----------------------------------------------------------------------|--|
| Adrian Jackson MBE                                                   |  |
| Artistic Director & Joint Chief Executive – Resigned July 2021       |  |
| Chris Sonnex                                                         |  |
| Artistic Director & Joint Chief Executive – appointed September 2021 |  |
| Lisa Caughey                                                         |  |
| Executive Director & Joint Chief Executive                           |  |
| Clare Robertson                                                      |  |
| Executive Producer                                                   |  |
| Geetha Rabindrakumar                                                 |  |
| Director of Social Change – Resigned June 2021                       |  |
| Adam Gallacher                                                       |  |
| Director of Development – Resigned April 2020                        |  |
| Flora Newbigin                                                       |  |
| Director of Programmes – Appointed March 2021                        |  |
| Katherine Harding                                                    |  |
| Director of Development & Communications – appointed September 2021  |  |

|                |                                                                                                           |                |                                                                                                                                 |
|----------------|-----------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>Bankers</b> | National Westminster Bank Plc<br>Tower Bridge Branch<br>P.O. Box 9765<br>201 Tooley St<br>London, SE1 2ZH | <b>Auditor</b> | Sayer Vincent LLP<br>Chartered Accountants and<br>Statutory Auditor<br>Invicta House<br>108-114 Golden Lane<br>LONDON, EC1Y 0TL |
|----------------|-----------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------|

# TRUSTEES ANNUAL REPORT

## FOR THE YEAR ENDED 31 MARCH 2021

The Trustees (who are also the Directors) present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## OBJECTIVES AND ACTIVITIES

Cardboard Citizens' object is to advance education for the public benefit, by the promotion of the arts, in particular but not exclusively in the art of drama.

## VISION

We work to create a world in which theatre illuminates homelessness and the lives of homeless people, revealing truth and sometimes beauty, offering a space for debate, in which there is a home for all.

## MISSION

Cardboard Citizens makes theatre for social change. We empower people with lived experience of homelessness and strive to change society's perceptions of homeless people.

We do this through our:

### METHOD AND PRACTICE

Participatory theatre informed by the Theatre of the Oppressed methodology, an approach of which we are the UK's leading practitioners. We use theatre and the process of theatre making to enable change in individuals and society.

### THE WHO AND THE WHERE

Telling stories that need to be told and affect change locally, nationally and internationally, on the stage, in the street, through hostels, centres and prisons opening up spaces where audiences can gain insight into the experiences of homelessness.

### INFLUENCE

Theatre and theatre making as a way of better understanding ourselves and how we fit into the world around us, to catalyse debate, influence opinion and stimulate change.

### OUR ROLE AS A CREATIVE HUB

Space in which theatre illuminates homelessness, supporting participants to develop confidence, skills, qualifications and employment.

The Trustees review the aims, objectives and activities of the charity each year. This report looks at the charity's achievements and outcomes of its work in the reporting period. The Trustees report on the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

## **BENEFICIARIES OF OUR SERVICES**

Cardboard Citizens works with homeless, vulnerable and at-risk people, mainly in London, but also in other towns and cities in the UK and across the world. This includes young people and adults who are at risk of homelessness. Alongside the visible homeless community who sleep on the streets, we work with those living in temporary accommodation (homeless hostels, night shelters, squats, B&Bs), the hidden homeless (those staying with family or friends or staying in squats or other insecure accommodation) and those in dangerous and unhealthy environments. People we work with have experienced homelessness, or are at risk, for a whole range of reasons, including physical and/or mental health problems, physical and/or learning disabilities, unemployment, experience of the care system, experience of the criminal justice system, substance misuse, disruptive education, abusive relationships, and refugee or asylum status.

## **ACHIEVEMENTS AND PERFORMANCE**

The charity's main activities are described below. All its charitable activities focus on people affected by or at risk of homelessness, and are undertaken to further Cardboard Citizens' charitable purposes for the public benefit.

Cardboard Citizens strategic aims are as follows:

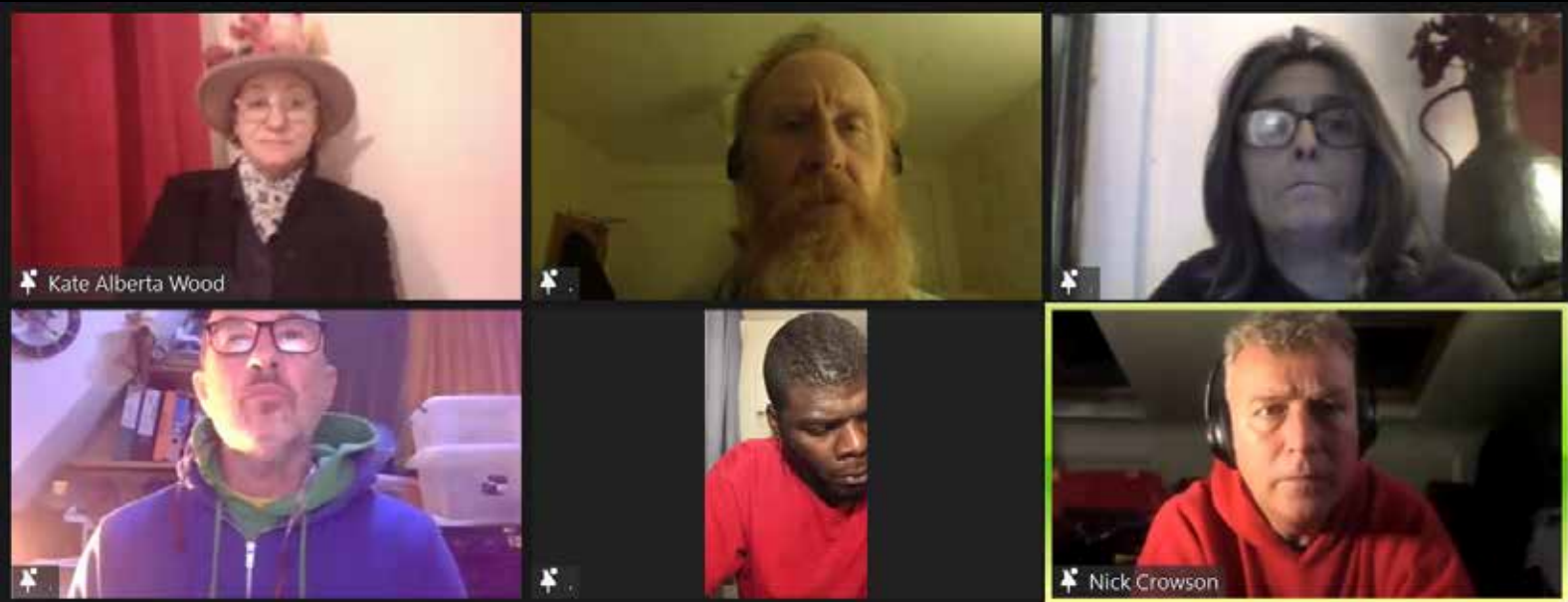
- To reinforce the profile of Cardboard Citizens as a theatre company, working with and for homeless people and focussing on social change
- To use theatre to achieve social change at a personal and societal level
- To strengthen Cardboard Citizens as a theatre company straddling the arts and social sectors

As a result of Government restrictions imposed as a result of Covid-19, on March 17 2020 Cardboard Citizens had to suspend all our 'real-world' programmes and adapt our activity and support into a detailed emergency response programme.

We adapted our delivery priorities this year, to mitigate the impacts of the Covid-19 pandemic on our work and community:

- To provide a consistent level of support and creative stimulation for people who have experienced or who are at risk of homelessness, enabling them to access community support, build resilience, develop skills and improve wellbeing
- To expand our outreach offer to support groups identified as some of the most affected by Covid-19 restrictions, tackling social isolation and improving wellbeing through accessing our peer network and creative skills development programmes while raising our profile as a key innovator in arts for social change
- To share the experiences and perspectives of people experiencing homelessness through artistic projects, deepening society's understanding of homelessness (and the impact of Covid-19)
- To build on key relationships with stakeholders, maintaining presence and demonstrating the need to strengthen profile and increase impact (articulating the developing story of Cardboard Citizens' Covid-19 response and increasing engagement)
- To support organisational resilience and resilience across theatre and social sectors

We have continued to deliver a highly varied programme of online creative workshops and support in response to these priorities, as detailed below:



## MEMBER SUPPORT AND ENGAGEMENT

We prioritised our Information, Advice and Guidance (IAG) services to Members through the pandemic, responding to support requests from Members over phone and email, and to Members who requested a 1:1 check in in response to our phone and text surveys through the year. Members' needs particularly focused on basic supplies and support (access to food, medication, concern about housing situation), and support for mental health and anxiety issues during isolation. Given this, we put together resources on our website for Members, pointing them towards support services around mental health, housing, financial challenges and food, including local mutual support groups; and online creative opportunities outside of Cardboard Citizens.

[The service] improved my mental health and well being, knowing the Cardboard Citizens staff were there to help, and able to listen and support at difficult times. Also they were able to offer support for my own ideas for developing coping strategies.  
Member who accessed Information Advice and Guidance service, 2020

We also established new safeguarding processes around online workshop delivery and to manage wider risks around online working. This included a risk assessment for online video workshops, an online code of conduct for staff and participants, updated safeguarding policy, and guidance around data protection and video conferencing.

Through the year we have run evaluation processes on each activity in our Covid-19 adapted programme through a mixture of group evaluation discussions with the participants (facilitated by a Member Representative or Ambassador), online individual surveys and staff reflections. We were then able to adapt the Covid-19 programme on an ongoing basis in response to feedback. Some highlights are detailed below:

### FROM ONLINE SURVEY RESPONSES RECEIVED TO DATE FOR THE COVID-19 PROGRAMME (INCLUDING OUTREACH):

#### QUANTITATIVE HIGHLIGHTS

- 82% respondents felt that they had a positive outcome by accessing the IAG service
- 76% respondents felt that the IAG service helped improve their wellbeing
- 85% participants agreed that the workshops helped improve their wellbeing
- 83% participants agreed that the activity helped them to feel more connected to others
- 98% participants agreed that the activity made them feel creatively/artistically challenged
- 70% participants agreed that the activity helped them with the impact of Covid-19 on their lives

#### QUALITATIVE HIGHLIGHTS FROM FEEDBACK

Overall, the survey comments and group evaluation discussions show that we are meeting our aims at this time:

- Connection and wellbeing for Members and outreach participants
- Creative and artistic challenge (very strong)

## WORKSHOP PROGRAMME

Our regular workshops are a creative hub for excluded people where Members (people with experience of homelessness who sign up to the company Membership scheme) can grow and develop, with the support of staff and the stimulation of arts-based workshops and training. Activity this year consisted of:

### WELCOME WORKSHOPS

Associate Director Terry O’Leary delivered welcome workshops for new Members to support their induction and to give a flavour of the Citz community.

### LONDON ON LOCKDOWN

In April 2020 Artistic Director Adrian Jackson began experimenting with London On Lockdown, a series of twice-weekly online artistic workshops where four cohorts of 10 Members came together to explore Daniel Defoe’s *A Journal of the Plague Year* using the text as a prompt for discussions as to how each participant was coping with lockdown. Participants were encouraged to keep their own ‘Journal of the Covid-19 Year’.

The project resulted in the production of a series of six short films comprising Members performing extracts from the Defoe text and their own ‘lockdown diaries’, supported by footage, music and animations of current events in London. Informing and shaping the films are the diverse stories of our Members, enhancing their power and authenticity.

Showcase events for the films combined with two live performances took place at St Botolph without Aldgate (the church that Defoe was married in) as part of the Aldgate Summer Festival from 5-9 July 2021. The events were limited in attendance by Covid-19 restrictions but attracted an audience of over 60 people.

So nice to read through a script after so long - [my] studies and work stopped due to COVID-19, and I felt out of practice. Good to be back with it and creative again.  
London on Lockdown participant, 2020

### COMMUNITY CHECK-INS

All through the year we continued to run the increasingly popular ‘Community Check-in’, where Members stepped up to facilitate their own workshops, supported by our creative team. Altogether 11 Members have delivered sessions engaging 59 Members.

I like hearing other people talking and expressing, verbalising how they feel, what emotions they are feeling. By people doing that, I can process how things are instead of it being just my world. I can see the bigger picture.  
Community Check in participant, 2020

### POWER INSIDE AND OUT

This consisted of two series of workshops in March and April 2020 for womxn led by Effie Makepeace (Arts Practitioner and Facilitator) creatively exploring the idea of visible and invisible power. We worked with 10 women all of whom were new to Cardboard Citizens, four of whom went on to become Members. We recruited the participants from a range of our social sector partner organisations including Groundswell, St Mungo’s, The Welcome Centre, Crisis and SHP.

Two Members who took part in the first series of the Power project were recruited to the project delivery team for series two. One Member also volunteered as a Workshop Assistant supporting with warm up games, modelling activities and providing a peer perspective in the space. Member and visual artist Clare

Barstow documented the process, creating unique artworks each week which the group responded to and drew on for inspiration. You can read this documentation on our blog here: <https://cardboardcitizens.org.uk/our-news/article/creative-writing-from-our-womxn-workshops/>

It gives me freedom, more power... [I'm] safer, able to be myself.  
Women's only workshop "Power Inside and Out" participant, 2020

## **WRITERS' CIRCLE VIA ZOOM**

Writers' Circle workshops continued to be led by Member Facilitator Lisa Ogun' - engaging an additional 6-7 Members each month in creative writing. If you would like to read some of the work our Members have made, it can be found here: <https://cardboardcitizens.org.uk/our-news/article/creative-writing-from-our-writers-circle-workshop-2/>

## **TOWN HALL EVENT**

On 14 December 2020, we delivered a 'Town Hall' event, open to all Members and staff, to come together online, celebrate the work that has been possible during Covid-19, and hear about and discuss the future direction of travel for the organisation. 36 individuals attended, comprising 16 Cardboard Citizens staff members and 20 Members, including two Member Ambassadors.

## **INTERNATIONAL THEATRE OF THE OPPRESSED WORKSHOPS**

Our Theatre of the Oppressed workshops series allowed eight Members to explore artistic prompts from international practitioners, facilitated by our Associate Director Terry O'Leary.

## **YOUNG PEOPLE'S PROGRAMME (ACT NOW)**

We run a year-round programme and support service specifically for 16-25 year olds, to explore and amplify the needs and experiences of the rising numbers of young people who are homeless, at risk or otherwise vulnerable.

Our adapted programme in 2020/21 comprised the following:

### **ACT NOW CREATIVE CHALLENGE ONLINE**

The first trial of our Covid-19 activity took place via WhatsApp and emails, and helped us engage ACT NOW Members at the beginning of lockdown. It helped us understand how and what we might deliver online for this group.

### **ACT NOW DROP-IN**

We have continued to run regular drop-ins for our ACT NOW Members, including a mixture of catch-ups and creative sessions led by our Programmes Assistant and participants, as well as six weeks of music-making led by former ACT NOW Member Charley Hullah.

## **NO BOX NO LABEL**

The Citz Storytellers – a team of six younger Members – have been working for three years on their No Box No Label campaign, challenging labels and other misleading or limiting language that society places on young people and those who experience homelessness. Working with HighRise Theatre Company, the Citz Storytellers developed a short interactive film in which they challenge the use of the reductive acronym BAME, and look to a future without labels. Five Members showcased their experimental interactive film on the 8 December 2020 reaching 295 views on YouTube. You can watch the interactive film they made here: <https://cardboardcitizens.org.uk/our-news/article/lightandshade/>

## STRENGTHS-BASED / TRAUMA-INFORMED PRACTICE

Over the course of this year, with funding from the City Bridge Trust, we embarked on a plan to test, strengthen and embed the Strengths-Based (SB) and Trauma-Informed Care (TIC) aspects of our work across our service, enabling us to have a greater impact on the wellbeing of Members; in particular those least likely to access mental health support. We are working to three core intended outcomes that will strengthen our ability to work with more diverse people who experience complex needs such as mental health and homelessness.

Our overall aims for this work are to:

1. Build a more adaptable and resilient workforce: staff are better equipped to support and empower the homeless community to manage their challenges and progress towards increased independence.
2. More people who are homeless, ex-homeless and vulnerable, and struggling with their mental health, are able to access our creative activities, support and progression opportunities.
3. Enable us to advocate for the importance of SB/TIC approaches within arts organisations that work with people who are homeless, ex-homeless and vulnerable, and struggling with their mental health, highlighting the benefits of these approaches by sharing learning within the arts and social sectors

Covid-19 has had a significant impact on this programme. However, we have progressed with a number of objectives this year:

- ➔ In January 2021, we explored both SB and TIC approaches as an organisation and delivered a full day of training led by Homeless Link, the national membership charity for organisations working directly with people who become homeless in England.
- ➔ We delivered a half day training session to a group of ten Members and two 'Member Reps' (Members who have been elected to represent the Membership) with an interest in SB and TIC approaches in March 2021. This training helped to ensure these approaches are being shared and disseminated across a wider proportion of our Membership. It further equipped Members with an understanding of the basic principles of these approaches.

I'm so glad to hear Citz is focusing more on Strengths-Based and Trauma-Informed approaches, as it is already at the heart of what Citz does, but we can definitely do more. It's also great to involve Members in training and help share this knowledge with the Membership and not just with staff.

Cardboard Citizens longstanding Member, 2021

- In March 2021 we established a working group, comprising of five Members, two staff members and one freelance facilitator. The group will meet 3-4 times per year to discuss areas of our work we want to review or adapt to be more strengths-based.
- We prioritised a review of our Member induction and risk assessment to support Members to engage with the creative programme rather than focusing on individual risks.
- We joined Homeless Link's Community of Best Practice, set up to support charities to review their working culture with a view to becoming more SB in approach and to offer a place to discuss and share best practice models and suggestions. As part of this initiative Homeless Link are creating an interactive Strengths-Based Toolkit. We plan to explore options with Homeless Link to share our findings as part of the Toolkit and look to disseminate this with peers in the arts sector as well as the social sector.
- We identified areas across our work where further learning is needed - for example, in our communication with stakeholders (sector partners, funders and audiences) thinking about the language and terminology we use to be more Strengths-Based. This would include trying to not use negative terms such as BAME (Black, Asian minority ethnic) and look for more positive terms.



## OUTREACH & RESIDENCIES

### LONDON OUTREACH

#### HARINGEY HOTEL PROJECT

Six-week outreach project in September 2020, delivered in part on the phone and in part on Zoom. Facilitated by Associate Director Terry O’Leary, and supported by Jessie Wyld, Engagement Manager. The project provided a creative space for six participants using a variety of art forms to express themselves, including spoken word, poetry, and drama techniques. Participating residents showed development in terms of their confidence, communication, and creative skills; four of the group have signed up to be inducted as Members of Cardboard Citizens.

I love to occupy the mind - to have something to look forward to, you know... because when you don’t have something like that, it’s kinda stressful.

London Borough of Haringey hotel participant, 2020

#### WANDSWORTH HOTEL PROJECT

In May 2020, we programmed six weekly Zoom workshops for people staying temporarily in a Wandsworth hotel during lockdown - these were facilitated by director Matthew Evans and supported by Jessie Wyld. Eight participants responded to a series of Creative Challenges each week. Weekly blog posts on the Cardboard Citizens website recorded the artistic process and a booklet, featuring a selection of creative submissions was created at the end and distributed to all staff and residents in the hotel: <https://cardboardcitizens.org.uk/wp-content/uploads/2020/07/Hotel-Creative-Challenges-Booklet-July-2020.pdf>

We also created an online workshop series for members of homelessness charity Crisis, supported by three London Skylight Centres.

#### OUTSIDE THE BOX

We have commenced delivery of Outside The Box, in partnership with The Outside Project, which engages young LGBTQ+ people with experience of homelessness. This is the first outreach project we have delivered face-to-face since the start of the pandemic, which, whilst challenging, was vital to engage this group. Eight young people are taking part and will be invited to join our youth programme Act Now following the final sharing at the end of the project.

### NATIONAL RESIDENCIES – CARDBOARD CAMPS

Cardboard Camps is our programme of creative residencies taking place across the UK. This three-year project aims to build networks of those interested in using arts for social justice, training individuals and organisations in Cardboard Citizens techniques, and hosting residencies with partner theatres around the country. Each ‘Camp’ involves Cardboard Citizens partnering with a local theatre, which becomes a hub to connect local authorities, charities, housing organisations, and artistic practitioners.

We followed up with key stakeholders in the camps programme at Bristol City Council and at Greater Manchester Combined Authority in December 2020, and in both cases, the staff felt that despite the changes and pressures of Covid-19 on their work, the Camps programme has had a lasting impact on their approaches to policy making. Several of the original specific policy proposals put forward at the performances have been taken forward locally, and stakeholders felt that there has been wider impact of the Camps programme on public sector bodies with a remit around homelessness as outlined below:

- ➔ *Bristol City Council* – both the lead Councillor and Executive Director for Housing and Homelessness attended our Forum Theatre event, and have been more motivated and committed to ensuring lived experience is linked to the delivery and oversight of the council's homelessness strategy (launched at the start of the year) and have set up governance processes to ensure people with lived experience feed into oversight of delivery of services for homeless people.
- ➔ *Greater Manchester Combined Authority (GMCA)* – gave councillors an introduction to the potential of performance-based work to support people with lived experience. GMCA have built on the Camps programme, and are funding additional projects in 2020 and used Legislative Theatre to co-develop their Homelessness Prevention Strategy (launched in Feb 2021) with people with lived experience of homelessness in three different areas of focus (people experiencing multiple disadvantage and with multiple complex needs, funding and commissioning, housing infrastructure).

Shelter in Manchester (participants in our legislative theatre policy panel in 2019) are also starting an independent Legislative Theatre project in 2021 for private tenants with the aim of strengthening tenants' rights.

The Cardboard Camps programme also aims to motivate arts organisations to include and support homeless people. From our reflection sessions with theatre partners in Bristol and Manchester at the start of 2020, we have shown that the programme:

- ➔ Strengthened Bristol Old Vic's appetite and ability to work with people with lived experience of homelessness and other groups who may be excluded from participation. This has been demonstrated in their work to support the Bristol Camps participants through 2020.
- ➔ Enabled Royal Exchange Theatre in Manchester to demonstrate their strengths as an accessible and inclusive venue, and to link their work directly to the Greater Manchester Combined Authority's priorities around homelessness in 2019. The theatre hosted an exhibition about the Camps performance in their foyer during February 2020.

From our ongoing discussions with theatre partners for 2020 and 2021, we know whilst their core programmes have been suspended with venues closed, their participation work in communities has continued and has had greater importance during Covid-19. We believe that our work and the aims of this programme will have greater relevance for arts organisations in future.

Covid-19 significantly impacted our ability to deliver our national work, with local theatre partners closed, and in-person workshops postponed, in addition to the impact on our capacity and funding position.

We worked with social sector partners in Newcastle to deliver a smaller-scale "intensive" phase to create and perform a piece online in Spring 2021. This work was completed with the charity Health Now Newcastle in April 2021.

The move to online working provided us with ways to connect with stakeholders outside London more easily than before, and to connect Camps participants with our Membership after the end of the project – five of our Bristol participants from 2019 are now Members and participated in the autumn online creative programme. Participants in online taster sessions were able to attend Cardboard Citizens online performances (developed around the Vagrancy Act of 1824) in December 2020 and to get a wider sense of our work.

We secured support in 2020 from Coventry City of Culture 2021 and Belgrade Theatre to deliver two key projects in partnership as part of their 'Caring City' programme: a collaboration between local organisations

and communities to develop an arts-based programme that supports wider aims to address issues faced in the city, and to include and reach people affected by those issues. Our aim is to align with wider arts and homelessness activities and connections in the city over the year, including working with the Coventry Arts and Homelessness Forum, set up this year by Arts and Homelessness International.

## HOSTEL THEATRE TOUR

Touring our artistic work to theatres, arts venues, hostels, community centres and prisons, in London and nationally, allows us to increase our profile as a theatre company for social change and to reach diverse audiences. It also allows us to create partnerships with a range of people and organisations (in both the arts and social sectors), and opens up opportunities for us to influence debate at the highest levels.

Our planned production, **Life by the Throat** written and performed by Eve Steele, directed by Ed Jones, was due to tour hostels, prisons and day centres in April 2020, but had to be cancelled due to Covid-19 restrictions. We hope to be back touring in hostels by spring 2022.

## EVENT THEATRE

We aim to present theatre which taps into current issues, raises awareness and provokes debate, reinforcing our position as change-makers demonstrating how the arts can be harnessed to influence social change.

## THE RUFF TUFF CREAM PUFF ESTATE AGENCY

In February 2021, Cardboard Citizens was awarded support from Arts Council England towards a brand new musical, *The Ruff Tuff Cream Puff Estate Agency* - directed by Adrian Jackson MBE, written by Sarah Woods from an original story by Heathcote Williams, with music by Boff Whalley to be performed in October 2021 at The Belgrade Theatre in Coventry as part of Coventry City of Culture. Ruff Tuff tells a remarkable true story from the early 1970s, when Williams established an “estate agency for squatters” providing temporary housing for hundreds of homeless people, and will place authentic stories from people with experience of homelessness into mainstream theatre to reach a wider audience. At its centre, the production will feature a community choir of people with lived experience of homelessness, engaged through outreach workshops in local homelessness organisations.

## HERE US NOW

In January 2021 we launched eight short films - the final product of a verbatim theatre project undertaken in 2018 to hear the voices of people living on three London housing estates and explore the role social housing plays in modern-day London, directed by Dorothy Allen-Pickard. All the research was carried out by Members, and some of those Members feature in the resulting films. The films can be viewed here:

<https://cardboardcitizens.org.uk/hereusnow/>



## VAGRANTS

As part of an association between Cardboard Citizens and the University of Birmingham, we've been recovering the lost histories of 'vagrants' from over a hundred years ago – people who fell foul of the Vagrancy Act of 1824, elements of which are in effect today, and used to criminalise a wide range of rough sleepers and others. With the help of Professor Nick Crowson, Department of History at Birmingham University, we are trying to bring these unheard voices to life, at the same time as wondering who they might be today, and what has and hasn't changed. We will be creating a one-hour piece for BBC Radio 4, due to be broadcast in early 2022, produced by Jonquil Panting for Jonx Productions.

## ANCILLARY ACTIVITY

We continue to deliver our ancillary activities in training, development and skills-sharing to widen the use of theatre, in particular the Theatre of the Oppressed methodology, in working with marginalised groups and to demonstrate the power of theatre to tell stories as a campaigning tool to further social change.

## WHAT NOW FOR THE THEATRE OF THE OPPRESSED?

Cardboard Citizens hosted ten conversations with Theatre of the Oppressed practitioners for theatre practitioners, students, and those interested in using the arts for social change - opening new, exciting and vital connections between the performing arts and a recovering world. Adrian Jackson, Cardboard Citizens' Artistic Director, led conversations with practitioners from all over the globe – including India, Brazil, Senegal, and Israel – offering us insights into theatre's role in responding to the pandemic. Conversations reached on YouTube (2467 views) and Facebook (7188 views). These events helped us raise our YouTube subscribers by 53% and our Facebook followers by 8%.

## OTHER WORK

As an example of using our theatre/facilitation approaches to help support wider change, we delivered work for Crisis to inform their response to a Law Commission Review on Hate Crime, considering whether violence and abuse against homeless people should be considered a hate crime in law, comparable to crimes based on race or disability. Crisis wanted their policy position on this issue to be informed by the views of individuals with lived experience of homelessness. We ran a number of workshops with Members and Haringey hotel guests to gather views, and Crisis based their recent recommendation that homelessness should be considered a hate crime category on the feedback from the participants.

We are delivering a pilot training package for Crisis Skylight to improve working between their Experts by Experience Group and Board of Trustees. We hope to replicate this model for other organisations in the sector. We continue to engage local policy makers through the Camps process to achieve a deeper impact on a local level (See sector partnerships section).

We presented an overview of our work at a learning session for the Ministry of Housing, Communities and Local Government session Homelessness Directorate in January, which was positively received, reaching people working in policy around homelessness and rough sleeping.

Without Cardboard Citizens during my isolation I would feel so alone, and with no voice,  
As you give me a reason to get up in the morning, as with you I have so much choice.  
You lift me out of the dark despair of depression and poor mental health,  
As I get such so much creativity and connection with you, which is worth more than all  
the world's material wealth.  
I am touched and united by your kindness, compassion and empathy as a member,  
As well as by your fight to improve the lives of those of us who face homelessness,  
poverty and social injustices, the people you truly remember.  
Extract from a poem by a Member, 2020

# EQUALITY, DIVERSITY & INCLUSION

Our commitment to equality, diversity and inclusion has always been central to our identity. Since January 2021 our Member Reps, Board of Trustees and staff team have all taken part in a programme of six intensive workshops with Fearless Futures, to explore together issues relating to equality, diversity and inclusion. The experiences of this year - including the murder of George Floyd in the USA, and chronic inequality in the UK further illuminated by the impacts of the pandemic - have prompted us to look deeper into internal systems and processes which have the potential to create barriers to wider engagement. We continue to learn together while at the same time setting ourselves measurable goals, to ensure we can demonstrate tangible progress.

Between the 15-30 June 2020 we delivered three sessions centred on questions raised by the Black Lives Matter movement, with a group of Members led by facilitator Tony Cealy, and Citz Artistic Director Adrian Jackson. The group was a mixture of ages, gender and race, with a majority of people of colour; it was designed to be safe and welcoming so that Members felt able to authentically participate. One session covered 'micro-aggression' using Forum Theatre techniques. Seven participants attended, and contributed to the creation of resources to share information about support services for Members of colour.

On 22 June 2020, the organisation took time out to reflect, learn and celebrate the contribution of the Windrush generation and express solidarity with those affected by racism and the hostile environment. Staff were encouraged to watch, read or listen to material related to the stories of the people who came to the UK following WW2. We then spent some time discussing what we had learnt and sharing resources, and then celebrated with a 'virtual shared lunch' of Caribbean food. In the afternoon some of the cast from our 2019 show *Bystanders* read excerpts from the play which features the story of Vernon Vanriel, the Windrush generation boxer who was exiled to Jamaica for 13 years as part of the 'hostile environment' policy; Vernon is now seeking compensation. We were lucky enough to be joined by Vernon on the Zoom call, and staff and Members were able to ask him about his experiences. We also spoke to our young Member, B, who has similarly struggled to establish his British citizenship.



# FINANCIAL REVIEW

The results for the year ended 31 March 2021 are given in the Statement of Financial Activities on page 28. The assets and liabilities as at that date are given in the Balance Sheet on page 29. The financial statements should be read in conjunction with their related notes, which appear on pages 28-47, and have been prepared in accordance with relevant law and SORP 2015.

**During the year, restricted income amounted to £500,182 (£732,354 in 2020). Unrestricted income amounted to £751,022 (£612,835 in 2020). Project costs amounted to £934,374 (£1,092,985 in 2020).**

Total income compared to 2020/21 decreased by 7% to £1,251,204. The main variances were:

- 21% overall reduction in income from charitable activities - due to the impact of Covid-19, combined with grants from London & Quadrant, HSBC and Drapers Charitable Fund coming to an end in 2020
- No income received for hostel tour activities, due to the tour being cancelled as a result of Covid-19
- Reduction of over £40k income from delivering training activities, and income from other trading activities were zero 2020/21, due to Covid-19 impact
- Income from fundraising events for 2020/21 was reduced to £700 (£92k in 2019/20), and replaced with an emergency fundraising appeal led by our Ambassador Kate Winslet CBE, raising £121k in total in March & April 2020
- We were highly successful with emergency funding. We secured grants from major trusts including Julia and Hans Rausing Trust, Garfield Weston and additional Esmée Fairbairn Foundation as well as securing a grants of circa 70k and 30k from Arts Council England Covid Recovery Fund round one and two
- We also able to convert key grants into core income. This includes our brand new 2020 grant from City Bridge Trust and our Esmée Fairbairn grant

Total expenditure decreased by 19% in 2020/21 to £1,051,013. Staff costs decreased by 9% in 2021 due to a recruitment freeze. We also accessed the government's coronavirus job retention scheme and had four employees on furlough through the year. Overall charitable activities expenditure decreased by 15% mainly due to Covid-19 impact.

Our trustees review the financial performance of the charity and its fundraising strategy alongside income generation and associated costs on a regular basis. The charity raises money from individuals, companies, trusts and statutory bodies, and receives income from performances, training courses and fundraising events.

## PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees reviewed the risk management strategy and the systems and procedures to address those potential risks in order to minimise any impact on the charity if the risks materialise.

Principal risks identified for the coming year include:

- Increase in homelessness and the risk of homelessness - We expect that Covid-19 will continue to increase the number of people who are currently homeless or at risk of becoming so, particularly those with more complex needs, including mental health. With a reduction in some social and statutory services, the scope and extent of our service offer will be constrained.
- Funding risks, associated with either the reduction in or removal of major funding streams as a direct result of Covid-19 - We continue to review the funding landscape with support from Achates Philanthropy and are working on corresponding financial plans with our Finance Committee.
- Operational risks arising from Covid-19, including running a remote programme of delivery and the

constraints and risks that this presents and managing a transition and return to face to face delivery when possible, as well as the impact of Covid-19 on our partners in the homelessness and theatre sectors, which presents uncertainty around our delivery and planned outreach and residencies. We have updated our safeguarding and wider policies for online and remote delivery, and continue to maintain our relationships with partners so we remain able to adapt our programme to respond to changing circumstances.

- Over-commitment on, or lack of integration between, projects - We are in the process of working with an external evaluator to support a review of activity that will help to inform priorities over the next few years while also supporting staff structure and capacity.

## RESERVES POLICY AND GOING CONCERN

The Trustees recognise that Covid-19 has created unknowns for the organisation around fundraising and income generation from some sources, particularly fundraising events, corporate fundraising, rehearsal room hire and income from training activity. Budget scenario projections for 2022-23 have been drafted accordingly, and therefore the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In addition, at the time of reporting there are no significant risks causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees have agreed a Reserves Policy, which is regularly reviewed. The policy states that free reserves (i.e. those not tied up in fixed assets or designated for use by the charity) should be sufficient to cover three months operational expenditure commitments, i.e. payroll, core fixed costs and wind up costs. The Reserves Policy also states that in the case of an emergency or where a larger sum than is available in free reserves is required to meet organisational obligations, Trustees may decide to reallocate funds from the designated reserves. This is reviewed in detail by the Finance Committee during every budget cycle and with consideration of operational risks and external factors.

In 2020/21, total charity funds increased to £889,132. These are made up of:

- £271,199 restricted reserves relating to funds already received for specific charitable projects taking place in 2021/22, in Workshop Programme, Young People's Programme and National Residencies. More details are included in Note 3 and 17 to the accounts.
- £337,931 designated reserves. These are funds designated by the Trustees to allow us to develop and deliver planned theatre productions, which could not be funded from future income alone. They also provide a contingency should the company need to relocate once the current lease expired 2021 (relocation in 2012 cost c. £150k).
- £280,002 free reserves. The level of these funds is currently under the level proscribed in our reserves policy (set at £309,000 based on an expenditure of £1,304,523 in 2019/20). The Finance Committee reviewed the adequacy of these reserves and is content with the level given the size of the organisation and the risks it is managing.

# PLANS FOR THE FUTURE

We took a three-phase approach to planning activity for this year.

- Phase One ran from April to June 2020 and aimed to rapidly respond to the support needs of our Members and stakeholders, while developing a creative offer that would replicate our programmes of work pre-Covid-19. We prioritised working directly with our Members and wider vulnerable groups of people who were likely to be in lockdown for the longest periods due to health risks and concerns.
- Phase Two ran from July to December 2020 and was an evolved approach, informed by learning from Phase One - enabling us to provide a consistent community of support combined with a creative offer and artistic output.
- Phase Three included some face-to-face activity - again combined with rebuilding our capacity and strengthening operations.

From the outset of the pandemic, we needed to cater to the requirements of all of our audience groups, woven through the arts and social sectors, as well as society as a whole. We recognise that we have a role to play in representing the view and stories of vulnerable people with a view to playing our part in the reforming of society as we start to emerge from pandemic restrictions.

We have carefully reviewed our strategy and infrastructure, as well as maintaining a close connection with peers in the wider sectors. Prior to the pandemic, we had begun a process of strategic review and reflection encompassing, our mission, programmes and infrastructure, as well as considering our premises requirements ahead of the expiry of our current lease within 2021. With the post of Artistic Director / Joint CEO now filled by Chris Sonnex, we are in the midst of a period of strategic development, enabling us to revise our vision and mission alongside the resulting programmes of work.

We completed a series of strategy sessions with our Members, staff and the Board before the first pandemic lockdown. We then made the decision to invest in support from Achates Philanthropy to examine and understand our audiences and our approach to developing these. We have developed an artistic evaluation framework to support decision making and planning and we have embarked upon a theory of change model which will underpin a strategic review over the coming months. We have been experimenting with new ways of working, new ways of delivering projects and new ways of working with our Members, all with a view to enabling a more inclusive and dynamic working culture.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

The organisation is a charitable company limited by guarantee, incorporated on 14 June 1994 and registered as a charity on 29 November 1994.

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 (revised and updated in July 2017).

The Senior Management Team during 2020/21 was led by Joint Chief Executives, Adrian Jackson (Artistic Director) and Lisa Caughey (Executive Director).

In April 2021 Adrian Jackson MBE who founded the company in 1991, announced he would be stepping down from his role as Artistic Director and joint CEO at the end of July 2021. Under his artistic direction Cardboard Citizens has blazed a trail in the field of arts for social justice, with an indefatigable commitment to bringing people on the margins of society to the centre of all the company's work to build better public awareness and understanding about homelessness and to inspire positive change. Looking ahead, Jackson will act as Associate Artist / Founder for Cardboard Citizens, as well as directing a major musical production in October 2021 – The Ruff Tuff Cream Puff Estate Agency.

After an extensive recruitment process supported by Regional Theatre Young Director Scheme and led by the Board of Cardboard Citizens, Chris Sonnex was appointed as the new Artistic Director and Joint Chief Executive, taking up the post in September 2021.

Other members of the senior team in the year 2020/21 were Adam Gallagher (Director of Development) who resigned in April 2020. From April 2020 to September 2021 this post was covered by consultancy support from Achates Philanthropy. Katherine Harding has now been recruited to the role of Director of Development & Communications. Geetha Rabrindrakumar resigned as Director for Social Change in June 2021 and was replaced by Flora Newbigin who was promoted as Director of Programmes in March 2021 (overlap due to both posts working part time for a period). Clare Robertson remains as part of the team as Executive Producer.

The Board of Trustees governs the charity. At 31 March 2021, there were eight Trustees. There is no upper limit to the number of Trustees, and the quorum is one-third or three, whichever is the greater number. The Board is drawn from people from the voluntary and public sectors, the arts and the corporate sector. Specific skills include knowledge of governance, strategic planning, housing, diversity, inclusion, theatre making, participatory arts, legal, fundraising and financial skills. A skills audit and review of current Trustees' protected characteristics was completed in July 2020 to inform Trustee recruitment and ensure that an appropriate balance of skills and experience is achieved.

The Board of Trustees is responsible for strategic decisions and oversight of financial matters and has ultimate legal responsibility. They meet between four and six times a year. Board meetings are attended by the Joint Chief Executives and other senior management officers and staff as necessary, in a non-voting capacity. Up to two Member representatives (unpaid participants in the charity's work) attend in the same capacity. When longer-term planning processes are being undertaken, Board and staff away days are arranged.

There is a separate Finance Committee, which meets to scrutinise budgets and management accounts in detail before the main Board meeting. A Development Board, made of a combination of Trustees and other supporters, exists to support fundraising development. Other short-term working groups are convened as necessary to deal with particular matters and then disbanded. During 2020/21, this included a Capital

Working Group, set up to consider the short- and longer-term options for the location of the company. The Nominations Committee continues to support Trustee recruitment alongside a review of the functioning and culture of the Board, working towards a more diverse and inclusive governance system that is dynamic and representative of the organisation's stakeholders and beneficiaries with a view to furthering overall strategic performance.

Pre-Covid-19, we were in the midst of implementing a staff restructure which included realignment of some posts to focus more specifically on the area of arts or social sector skills, with the aim of increasing expertise and improving capacity. This structure remains under review as we renew leadership roles and continue to adapt as we move through a society changed by Covid-19.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

## APPOINTMENT OF TRUSTEES

Trustee terms were extended in 2019 to enable Trustees to be appointed for a term of four years instead of three previously, and serve a maximum of two terms of office (eight years instead of six). Trustees participate in a review of their role with the Chair or Vice Chair, and they are then permitted to stand for re-election at the end of the first term of office, providing there is a vacant office.

New Trustees are sought by means of advertisement and direct approach. Candidates are required to demonstrate how they meet the requirements of being a Trustee, as set out in a Trustee appointment pack, and they are interviewed by existing Trustees and senior management.

## TRUSTEE INDUCTION AND TRAINING

Newly appointed Trustees receive an induction pack, which is followed by meetings with the Chair, Joint Chief Executives and Senior Management Team to discuss board orientation as well as historical and current aspects of the company. Individual meetings are also arranged with other staff as appropriate, depending on the new Trustee's particular skill set.

## FUNDRAISING

Cardboard Citizens have a dedicated Development team, headed by a Director of Development currently being covered by Achates Philanthropy, and the Executive Director/Joint CEO. We appointed a new Director of Development and Communications in July 2021 - Katherine Harding started with the team in September 2021. Fundraising events are discussed and agreed with the Development Committee and the senior team.

Cardboard Citizens is linked with the following sites/organisations:

**Amazon Smile**, a service that lets customers generate a donation for charity each time they shop on Amazon.

**Benevity**, a digital platform for workplace giving, corporate grant giving and volunteering.

**Easy Fundraising**, a free service that allows charities and good causes to raise money when their supporters shop online with over 2,700 retailers.

**GiveaCar**, a not for profit service, who donate money to charities for car donations to them.

**Justgiving**, a digital platform for online giving.

**National Fundraising Scheme**, an integrated platform across text, web and contactless for one-off and everyday fundraising.

**PayPal Giving Fund UK**, helps people support their favourite charities online and helps charities raise funds through PayPal, eBay and other technology platforms.

We comply in all regards with the Code of Fundraising Practice regulated by the Fundraising Regulator, and with Charity Commission guidance. In July 2018, the Board approved an Ethics Statement which will be a benchmark to ensure that there is no conflict between the ethos and core values of Cardboard Citizens and the source of our diverse funding.

Cardboard Citizens is compliant with the General Data Protection Regulations which came into force in May 2018.

Cardboard Citizens has received no complaints relating to its fundraising activities during the year 2020/21.

## **REMUNERATION POLICY FOR KEY MANAGEMENT PERSONNEL**

The Board of Trustees is responsible for the appointment and supervision of the Joint Chief Executives, including setting the salaries for the two posts. It does this by means of a Remuneration Committee. The salary is determined with reference to the sector comparisons, the size of the company and the relativities with other key staff.

As a London Living Wage employer Cardboard Citizens is committed to ensuring we are transparent about the pay ratios in the organisation. The median salary is £33,000 and the highest to lowest paid staff ratio is 2.9 to 1.

## **POLICY FOR EMPLOYMENT OF DISABLED PERSONS**

This policy meets the requirements of the Equality Act 2010 and other related legislation and seeks to satisfy its obligations by the adoption of an Equality and Diversity Policy and Action plan, which is regularly reviewed and monitored for progress.

## **STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also directors of Cardboard Citizens for the purposes of company law) are responsible for preparing the Trustees' annual 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 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 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
- State whether applicable UK Accounting Standards and statements of recommended practice 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 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 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 Trustees are aware:

- ➔ There is no relevant audit information of which the charitable company's auditor is unaware
- ➔ 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 auditor is aware of that information

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was 9 (2020: 10). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

## AUDITOR

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

The Trustees' annual report has been approved by the Trustees on 7 December 2021 and signed on their behalf by



Prue Skene  
Chair



Andrew Pattison  
Treasurer

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CARDBOARD CITIZENS

## OPINION

We have audited the financial statements of Cardboard Citizens (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of 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 charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, 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 charitable company 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cardboard Citizen's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual 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 charitable company 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; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## **RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 trustees are responsible for assessing the charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

## **AUDITOR'S 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

## **CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 charitable company'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 charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

# STATEMENT OF FINANCIAL ACTIVITIES

## (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2021

|                                              |      |                   |                  | 2021             |                   |                  | 2020             |
|----------------------------------------------|------|-------------------|------------------|------------------|-------------------|------------------|------------------|
|                                              | Note | Unrestricted<br>£ | Restricted<br>£  | Total<br>£       | Unrestricted<br>£ | Restricted<br>£  | Total<br>£       |
| <b>Income from:</b>                          |      |                   |                  |                  |                   |                  |                  |
| Donations                                    | 2    | 619,095           | 22,000           | <b>641,095</b>   | 383,721           | 98,500           | 482,221          |
| Charitable activities                        | 3    |                   |                  |                  |                   |                  |                  |
| Workshop programmes                          |      | 3,350             | 237,495          | <b>240,845</b>   | 10,702            | 288,807          | 299,509          |
| Young people's programmes                    |      | 1,600             | 153,187          | <b>154,787</b>   | -                 | 190,360          | 190,360          |
| National Residency                           |      | 38                | 82,500           | <b>82,538</b>    | 2,601             | 111,516          | 114,117          |
| Hostel tour programme                        |      | -                 | -                | -                | -                 | 43,000           | 43,000           |
| Event theatre                                |      | 63,350            | 5,000            | <b>68,350</b>    | 8,242             | 170              | 8,412            |
| Training                                     |      | 16,357            | -                | <b>16,357</b>    | 57,159            | -                | 57,159           |
| Other trading activities                     | 4    | 46,973            | -                | <b>46,973</b>    | 149,450           | -                | 149,450          |
| Investments                                  |      | 260               | -                | <b>260</b>       | 959               | -                | 959              |
| <b>Total income</b>                          |      | <b>751,022</b>    | <b>500,182</b>   | <b>1,251,204</b> | <b>612,835</b>    | <b>732,354</b>   | <b>1,345,188</b> |
| <b>Expenditure on:</b>                       |      |                   |                  |                  |                   |                  |                  |
| Raising funds                                | 5    | 32,120            | 84,520           | <b>116,640</b>   | 42,390            | 169,040          | 211,430          |
| Charitable activities                        |      |                   |                  |                  |                   |                  |                  |
| Workshop programmes                          |      | 54,745            | 200,992          | <b>255,737</b>   | 50,097            | 279,523          | 329,620          |
| Young people's programmes                    |      | 36,947            | 160,755          | <b>197,702</b>   | 49,421            | 206,102          | 255,523          |
| National Residency                           |      | 48,952            | 122,619          | <b>171,571</b>   | 20,674            | 135,828          | 156,502          |
| Hostel tour programme                        |      | 12,487            | 35,259           | <b>47,746</b>    | 14,252            | 59,891           | 74,143           |
| Event theatre                                |      | 39,079            | 147,704          | <b>186,782</b>   | 24,429            | 165,518          | 189,947          |
| Training                                     |      | 74,836            | -                | <b>74,836</b>    | 81,250            | 6,000            | 87,250           |
| <b>Total expenditure</b>                     |      | <b>299,166</b>    | <b>751,847</b>   | <b>1,051,013</b> | <b>282,513</b>    | <b>1,021,901</b> | <b>1,304,414</b> |
| <b>Net income/(expenditure) for the year</b> | 6    | <b>451,856</b>    | <b>(251,665)</b> | <b>200,191</b>   | <b>330,322</b>    | <b>(289,548)</b> | <b>40,774</b>    |
| Transfers between funds                      |      | <b>(432,864)</b>  | <b>432,864</b>   | <b>-</b>         | <b>(236,923)</b>  | <b>236,923</b>   | <b>-</b>         |
| <b>Net movement in funds</b>                 |      | <b>18,992</b>     | <b>181,199</b>   | <b>200,191</b>   | <b>93,399</b>     | <b>(52,625)</b>  | <b>40,774</b>    |
| <b>Reconciliation of funds:</b>              |      |                   |                  |                  |                   |                  |                  |
| Total funds brought forward                  |      | <b>598,941</b>    | <b>90,000</b>    | <b>688,941</b>   | <b>505,543</b>    | <b>142,625</b>   | <b>648,168</b>   |
| <b>Total funds carried forward</b>           |      | <b>617,933</b>    | <b>271,199</b>   | <b>889,132</b>   | <b>598,941</b>    | <b>90,000</b>    | <b>688,941</b>   |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

# BALANCE SHEET

AS AT 31 MARCH 2021

COMPANY NO. 2938531

|                                                | Note | 2021<br>£             | 2020<br>£             |
|------------------------------------------------|------|-----------------------|-----------------------|
| <b>Fixed assets:</b>                           |      |                       |                       |
| Tangible assets                                | 11   | <u>64,791</u>         | <u>75,275</u>         |
|                                                |      | <b>64,791</b>         | <b>75,275</b>         |
| <b>Current assets:</b>                         |      |                       |                       |
| Debtors                                        | 12   | 119,073               | 135,059               |
| Cash at bank and in hand                       |      | <u>795,729</u>        | <u>563,872</u>        |
|                                                |      | <b>914,802</b>        | <b>698,931</b>        |
| <b>Liabilities:</b>                            |      |                       |                       |
| Creditors: amounts falling due within one year | 13   | <u>90,460</u>         | <u>85,264</u>         |
| <b>Net current assets</b>                      |      | <u><b>824,342</b></u> | <u><b>613,667</b></u> |
| <b>Total net assets</b>                        |      | <u><b>889,132</b></u> | <u><b>688,941</b></u> |
| <b>The funds of the charity:</b>               | 17   |                       |                       |
| Restricted income funds                        |      | 271,199               | 90,000                |
| Unrestricted income funds:                     |      |                       |                       |
| Designated funds                               |      | 337,931               | 328,414               |
| General funds                                  |      | <u>280,002</u>        | <u>270,527</u>        |
| Total unrestricted funds                       |      | <u><b>617,933</b></u> | <u><b>598,941</b></u> |
| <b>Total charity funds</b>                     |      | <u><b>889,132</b></u> | <u><b>688,941</b></u> |

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

Approved by the trustees on 7 December 2021 and signed on their behalf by



Prue Skene  
Chair

# STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

Reconciliation of net income to net cash flow from operating activities

|                                                                                       | 2021           | 2020          |
|---------------------------------------------------------------------------------------|----------------|---------------|
|                                                                                       | £              | £             |
| Net income for the reporting period<br>(as per the statement of financial activities) | 200,191        | 40,774        |
| Depreciation charges                                                                  | 28,478         | 20,315        |
| Decrease/(Increase)/ in debtors                                                       | 15,986         | (38,298)      |
| Increase in creditors                                                                 | 5,197          | 4,512         |
| Net cash provided by / (used in) operating activities                                 | <u>249,851</u> | <u>27,302</u> |

|                                                        | 2021            | 2020            |
|--------------------------------------------------------|-----------------|-----------------|
|                                                        | £               | £               |
| <b>Cash flows from operating activities</b>            |                 |                 |
| Net cash provided by operating activities              | 249,852         | 27,302          |
| <b>Cash flows from investing activities:</b>           |                 |                 |
| Purchase of fixed assets                               | <u>(17,995)</u> | <u>(55,350)</u> |
| Net cash (used in) investing activities                | <u>(17,995)</u> | <u>(55,350)</u> |
| Change in cash and cash equivalents in the year        | 231,857         | (28,048)        |
| Cash and cash equivalents at the beginning of the year | <u>563,872</u>  | <u>591,920</u>  |
| Cash and cash equivalents at the end of the year       | <u>795,729</u>  | <u>563,872</u>  |

# NOTES TO THE FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

### A) STATUTORY INFORMATION

Cardboard Citizens is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 77a Greenfield Rd, London, E1 1EJ.

### B) 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 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

### C) PUBLIC BENEFIT ENTITY

The charitable company meets the definition of a public benefit entity under FRS 102.

### D) GOING CONCERN

The trustees 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. The Trustees recognise that COVID 19 has created unknowns for the organisation around fundraising and income generation from some sources, particularly fundraising events, corporate fundraising, rehearsal room hire and income from training activity. Budget scenario projections for 2021-22 have been drafted accordingly, and therefore the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In addition, at the time of reporting there are no significant risks of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### E) INCOME

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other 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.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Government assistance in the form of Coronavirus Job Retention Scheme and Job Support Schemes is recognised as income when an eligible claim has been submitted.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably.”

## **F) DONATIONS OF GIFTS, SERVICES AND FACILITIES**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation 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. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees’ annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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.

## **G) 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.

## **H) FUND ACCOUNTING**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

## **I) 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 is classified under the following activity headings:

- ➔ Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- ➔ Expenditure on charitable activities includes the costs of delivering services our Workshop and Young People’s programmes, our theatre work and our education and training activities, (all undertaken to further the purposes of the charity), and their associated support costs.
- ➔ Other expenditure represents those items not falling into any other heading.

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

## **J) ALLOCATION OF SUPPORT COSTS**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

|                          |     |
|--------------------------|-----|
| → Costs of raising funds | 8%  |
| → Workshop Programme     | 17% |
| → Young People Programme | 14% |
| → National Residency     | 11% |
| → Forum Theatre Tour     | 3%  |
| → Event Theatre          | 13% |
| → Training               | 5%  |
| → Support costs          | 26% |
| → Governance costs       | 2%  |

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

|                          |     |
|--------------------------|-----|
| → Costs of raising funds | 12% |
| → Workshop Programme     | 25% |
| → Young People Programme | 16% |
| → National Residency     | 19% |
| → Forum Theatre Tour     | 4%  |
| → Event Theatre          | 16% |
| → Training               | 7%  |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

## **K) OPERATING LEASES**

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

## **L) TANGIBLE FIXED ASSETS**

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                                |         |
|--------------------------------|---------|
| → Office Furniture             | 4 years |
| → Office Equipment             | 4 years |
| → Database/Website Development | 4 years |

## **M) DEBTORS**

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

## **N) CASH AT BANK AND IN HAND**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## **O) 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.

## **P) PENSIONS**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

## 2. INCOME FROM DONATIONS

|                               |                |               | 2021                  |                |               | 2020           |
|-------------------------------|----------------|---------------|-----------------------|----------------|---------------|----------------|
|                               | Unrestricted   | Restricted    | Total                 | Unrestricted   | Restricted    | Total          |
|                               | £              | £             | £                     | £              | £             | £              |
| Grants and donations          |                |               |                       |                |               |                |
| Arts Council England          | 225,944        | -             | <b>225,944</b>        | 160,000        | -             | 160,000        |
| Pret Foundation Trust         | -              | -             | -                     | -              | 16,500        | 16,500         |
| Paul Hamlyn Foundation        | -              | 20,000        | <b>20,000</b>         | -              | 80,000        | 80,000         |
| Backstage Trust               | 50,000         | -             | <b>50,000</b>         | 50,000         | -             | 50,000         |
| Esmeé Fairbairn Foundation    | 30,000         | -             | <b>30,000</b>         | -              | -             | -              |
| Comic Relief                  | 5,000          | -             | <b>5,000</b>          | -              | -             | -              |
| City Bridge Trust             | 51,670         | -             | <b>51,670</b>         | -              | -             | -              |
| Julia and Hans Rausing        | 99,981         | -             | <b>99,981</b>         | -              | -             | -              |
| Garfield Weston Foundation    | 30,000         | -             | <b>30,000</b>         | -              | -             | -              |
| The Batchworth Trust          | -              | -             | -                     | 5,000          | -             | 5,000          |
| Canary Wharf Contractors Fund | -              | -             | -                     | 10,000         | -             | 10,000         |
| Capital Group                 | 26,394         | -             | <b>26,394</b>         | 18,000         | -             | 18,000         |
| HSBC UK Bank Plc              | -              | -             | -                     | 26,926         | -             | 26,926         |
| HMRC -CJRS                    | 19,492         | -             | <b>19,492</b>         | -              | -             | -              |
| Other individual donations    | 40,000         | -             | <b>40,000</b>         | 68,539         | -             | 68,539         |
| Other under £5,000            | 40,613         | 2,000         | <b>42,613</b>         | 45,256         | 2,000         | 47,256         |
|                               | <u>619,095</u> | <u>22,000</u> | <u><b>614,095</b></u> | <u>383,721</u> | <u>98,500</u> | <u>482,221</u> |

### 3. INCOME FROM CHARITABLE ACTIVITIES

|                                               |              |                | 2021           |               |                | 2020           |
|-----------------------------------------------|--------------|----------------|----------------|---------------|----------------|----------------|
|                                               | Unrestricted | Restricted     | Total          | Unrestricted  | Restricted     | Total          |
|                                               | £            | £              | £              | £             | £              | £              |
| <b>Workshop programmes</b>                    |              |                |                |               |                |                |
| Workshops/performance income                  | 3,350        | -              | <b>3,350</b>   | 10,702        | -              | 10,702         |
| Statutory Grants                              | -            | 140,295        | <b>140,295</b> | -             | 90,000         | 90,000         |
| <b>Grants and Donations:</b>                  |              |                |                |               |                |                |
| Homeless Link                                 | -            | 35,000         | <b>35,000</b>  | -             | -              | -              |
| Crisis                                        | -            | 5,000          | <b>5,000</b>   | -             | -              | -              |
| Drapers' Charitable Fund                      | -            | -              | -              | -             | 10,000         | 10,000         |
| Comic Relief                                  | -            | 15,000         | <b>15,000</b>  | -             | -              | -              |
| The Woodroffe Benton Foundation               | -            | 8,500          | <b>8,500</b>   | -             | 10,000         | 10,000         |
| Gwyneth Forrester Trust                       | -            | -              | -              | -             | 20,000         | 20,000         |
| East End Community Foundation                 | -            | 10,000         | <b>10,000</b>  | -             | -              | -              |
| Barings Investment Services Ltd               | -            | 15,000         | <b>15,000</b>  | -             | 15,000         | 15,000         |
| Pret Foundation Trust                         | -            | 5,000          | <b>5,000</b>   | -             | -              | -              |
| L&Q Foundation                                | -            | -              | -              | -             | 86,541         | 86,541         |
| Ocorian Corporate Trustees (Jersey)           | -            | -              | -              | -             | 37,000         | 37,000         |
| Other income                                  | -            | -              | -              | -             | 5,767          | 5,767          |
| Other under £5,000                            | -            | 3,700          | <b>3,700</b>   | -             | 14,499         | 14,499         |
| <b>Subtotal for Workshop programmes</b>       | <b>3,350</b> | <b>237,495</b> | <b>240,845</b> | <b>10,702</b> | <b>288,807</b> | <b>299,509</b> |
| <b>Young people's programmes</b>              |              |                |                |               |                |                |
| Workshops/performance income                  | 1,600        | -              | <b>1,600</b>   | -             | -              | -              |
| Statutory Grants                              | -            | -              | -              | -             | 5,000          | 5,000          |
| <b>Grants and Donations:</b>                  |              |                |                |               |                |                |
| Societe Generale UK Foundation                | -            | 5,000          | <b>5,000</b>   | -             | 10,000         | 10,000         |
| Comic Relief                                  | -            | 47,387         | <b>47,387</b>  | -             | 53,360         | 53,360         |
| John Lyon's Charity                           | -            | 24,000         | <b>24,000</b>  | -             | 24,000         | 24,000         |
| Taylor Family Foundation                      | -            | -              | -              | -             | 20,000         | 20,000         |
| The Harold Hyam Wingate Foundation            | -            | 5,000          | <b>5,000</b>   | -             | 5,000          | 5,000          |
| Other                                         | -            | 70,000         | <b>70,000</b>  | -             | 70,000         | 70,000         |
| Other under £5,000                            | -            | 1,800          | <b>1,800</b>   | -             | 3,000          | 3,000          |
| <b>Subtotal for Young people's programmes</b> | <b>1,600</b> | <b>153,187</b> | <b>154,787</b> | -             | <b>190,360</b> | <b>190,360</b> |
| <b>National Residency</b>                     |              |                |                |               |                |                |
| Workshops/performance income                  | 38           | -              | <b>38</b>      | 2,061         | -              | 2,601          |
| Statutory Grants                              | -            | -              | -              | -             | 5,420          | 5,420          |
| <b>Grants and Donations:</b>                  |              |                |                |               |                |                |
| Esmeé Fairbairn Foundation                    | -            | 60,000         | <b>60,000</b>  | -             | 60,000         | 60,000         |
| Calouste Gulbenkian Foundation                | -            | -              | -              | -             | 30,000         | 30,000         |
| The Rayne Foundation                          | -            | 15,000         | <b>15,000</b>  | -             | 15,000         | 15,000         |
| Evan Cornish Foundation                       | -            | 7,500          | <b>7,500</b>   | -             | -              | -              |
| Other under £5,000                            | -            | -              | -              | -             | 1,096          | 1,096          |
| <b>Subtotal for National Residency</b>        | <b>38</b>    | <b>82,500</b>  | <b>82,538</b>  | <b>2,601</b>  | <b>111,516</b> | <b>114,117</b> |
| <b>Total carried forward</b>                  | <b>4,988</b> | <b>473,182</b> | <b>478,170</b> | <b>13,303</b> | <b>590,684</b> | <b>603,986</b> |

|                                                | <b>2021</b>   |                |                | <b>2020</b>   |                |                |
|------------------------------------------------|---------------|----------------|----------------|---------------|----------------|----------------|
|                                                | Unrestricted  | Restricted     | <b>Total</b>   | Unrestricted  | Restricted     | <b>Total</b>   |
|                                                | £             | £              | £              | £             | £              | £              |
| Total carried forward                          | 4,988         | 473,182        | <b>478,170</b> | 13,303        | 590,684        | 603,986        |
| <b>Hostel tour programme</b>                   |               |                |                |               |                |                |
| Statutory Grants                               | -             | -              | -              | -             | 5,000          | 5,000          |
| <b>Grants and Donations:</b>                   |               |                |                |               |                |                |
| The Thompson Family Charitable Trust           | -             | -              | -              | -             | 30,000         | 30,000         |
| Other under £5,000                             | -             | -              | -              | -             | 8,000          | 8,000          |
| Subtotal for Hostel tour programme             | -             | -              | -              | -             | 43,000         | 43,000         |
| <b>Event theatre</b>                           |               |                |                |               |                |                |
| Workshops/performance income                   | 63,350        | -              | <b>63,350</b>  | 8,242         | -              | 8,242          |
| <b>Grants and Donations:</b>                   |               |                |                |               |                |                |
| The Harold Hyam Wingate Foundation             | -             | 5,000          | <b>5,000</b>   | -             | -              | -              |
| Other under £5,000                             | -             | -              | -              | -             | 170            | 170            |
| Subtotal for Event theatre                     | 63,350        | 5,000          | <b>68,350</b>  | 8,242         | 170            | 8,412          |
| <b>Training</b>                                |               |                |                |               |                |                |
| Project income:                                |               |                |                |               |                |                |
| Workshops/performance income                   | 16,357        | -              | <b>16,357</b>  | 57,159        | -              | 57,159         |
| Subtotal for Training                          | 16,357        | -              | <b>16,357</b>  | 57,159        | -              | 57,159         |
| <b>Total income from charitable activities</b> | <b>84,695</b> | <b>478,182</b> | <b>562,877</b> | <b>78,704</b> | <b>633,854</b> | <b>712,558</b> |

Statutory grants received from independent government bodies that are restricted in their use are as follows:  
£140,295 received from The National Lottery Community Fund -TNLCF (2020: £100,000). £162,944 of unrestricted funding received from Arts Council England NPO (2020: £160,000) and £63,000 Arts Council Culture Recovery funding (2020:nil) and HMRC CJRS grant £19,492 (20202:nil)

## 4. INCOME FROM OTHER TRADING ACTIVITIES

|                                | Unrestricted  | Restricted | <b>2021</b>   |                |            | 2020           |
|--------------------------------|---------------|------------|---------------|----------------|------------|----------------|
|                                | £             | £          | <b>Total</b>  | Unrestricted   | Restricted | Total          |
|                                | £             | £          | £             | £              | £          | £              |
| Training and consultancy       | -             | -          | -             | 300            | -          | 300            |
| Income from fundraising events | 729           | -          | <b>729</b>    | 92,994         | -          | 92,994         |
| Theatre Tax Relief             | 45,838        | -          | <b>45,838</b> | 43,898         | -          | 43,898         |
| Rental income                  | -             | -          | -             | 12,081         | -          | 12,081         |
| Other income                   | 406           | -          | <b>406</b>    | 177            | -          | 177            |
|                                | <b>46,973</b> | -          | <b>46,973</b> | <b>149,450</b> | -          | <b>149,450</b> |

## 5A. ANALYSIS OF EXPENDITURE (CURRENT YEAR)

### Charitable activities

|                             | Cost of raising funds | Workshop programme | Young people's programme | National Residency | Hostel tour programme | Event theatre | Training | Governance costs | Support costs | 2021      | 2020      |
|-----------------------------|-----------------------|--------------------|--------------------------|--------------------|-----------------------|---------------|----------|------------------|---------------|-----------|-----------|
|                             | £                     | £                  | £                        | £                  | £                     | £             | £        | £                | £             | £         | £         |
| Staff costs (Note 7)        | 78,478                | 165,398            | 129,576                  | 101,474            | 28,466                | 104,955       | 47,074   | 12,910           | 16,425        | 684,753   | 751,395   |
| Freelance workers           | 840                   | 7,593              | 14,800                   | 11,485             | 4,950                 | 31,794        | 6,179    | -                | -             | 77,641    | 166,465   |
| Production/ events cost     | -                     | 42                 | 61                       | -                  | -                     | 691           | -        | -                | -             | 794       | 42,083    |
| Other direct costs          | 1,754                 | 7,743              | 6,353                    | 808                | 1,429                 | 1,776         | 249      | -                | -             | 20,112    | 116,159   |
| General office expenses     | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 36,938        | 36,938    | 60,937    |
| Legal and professional fee  | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 69,249        | 69,249    | 20,273    |
| Bank charges/ interest      | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 694           | 694       | 1,288     |
| Insurance and subscriptions | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 10,711        | 10,711    | 7,586     |
| Human resources             | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 27,879        | 27,879    | 18,776    |
| Marketing                   | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 211           | 211       | 1,604     |
| IT & Software support       | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 19,968        | 19,968    | 19,524    |
| Rent and rates              | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 65,000        | 65,000    | 65,000    |
| Depreciation                | -                     | -                  | -                        | -                  | -                     | -             | -        | -                | 28,478        | 28,478    | 20,315    |
| Audit fee                   | -                     | -                  | -                        | -                  | -                     | -             | -        | 8,450            | -             | 8,450     | 8,300     |
| Board expenses              | -                     | -                  | -                        | -                  | -                     | -             | -        | 135              | -             | 135       | 4,710     |
|                             | 81,072                | 180,776            | 150,790                  | 113,766            | 34,845                | 139,215       | 53,502   | 21,495           | 275,553       | 1,051,013 | 1,304,413 |
| Support costs               | 32,994                | 69,537             | 42,662                   | 54,477             | 11,968                | 44,125        | 19,791   | -                | (275,553)     | -         | -         |
| Governance costs            | 2,574                 | 5,424              | 4,250                    | 3,328              | 934                   | 3,442         | 1,544    | (21,495)         | -             | -         | -         |
| Total expenditure 2021      | 116,640               | 255,737            | 197,702                  | 171,571            | 47,746                | 186,782       | 74,836   | -                | -             | 1,051,013 | -         |
| Total expenditure 2020      | 211,430               | 329,620            | 255,523                  | 156,502            | 74,143                | 189,947       | 87,250   | -                | -             | 1,304,414 | -         |

## 5B. ANALYSIS OF EXPENDITURE (PRIOR YEAR)

|                             | Charitable activities      |                         |                               |                         |                            |                    |               |                       |                    |           | 2020<br>£ |
|-----------------------------|----------------------------|-------------------------|-------------------------------|-------------------------|----------------------------|--------------------|---------------|-----------------------|--------------------|-----------|-----------|
|                             | Cost of raising funds<br>£ | Workshop programme<br>£ | Young people's programme<br>£ | National Residency<br>£ | Hostel tour programme<br>£ | Event theatre<br>£ | Training<br>£ | Governance costs<br>£ | Support costs<br>£ |           |           |
| Staff costs (Note 7)        | 137,205                    | 184,498                 | 161,111                       | 64,007                  | 46,874                     | 79,630             | 48,150        | 13,160                | 16,760             | 751,395   |           |
| Freelance workers           | 613                        | 25,053                  | 26,473                        | 43,071                  | 8,447                      | 45,420             | 17,388        | -                     | -                  | 166,465   |           |
| Production/ events cost     | -                          | 25,541                  | 1,768                         | 3,168                   | 734                        | 8,762              | 2,110         | -                     | -                  | 42,083    |           |
| Other direct costs          | 24,503                     | 28,491                  | 8,506                         | 23,345                  | 1,311                      | 27,635             | 2,368         | -                     | -                  | 116,159   |           |
| General office expenses     | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 60,937             | 60,937    |           |
| Legal and professional fee  | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 20,273             | 20,273    |           |
| Bank charges/ interest      | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 1,288              | 1,288     |           |
| Insurance and subscriptions | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 7,586              | 7,586     |           |
| Human resources             | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 18,776             | 18,776    |           |
| Marketing                   | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 1,604              | 1,604     |           |
| IT & Software support       | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 19,524             | 19,524    |           |
| Rent and rates              | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 65,000             | 65,000    |           |
| Depreciation                | -                          | -                       | -                             | -                       | -                          | -                  | -             | -                     | 20,315             | 20,315    |           |
| Audit fee                   | -                          | -                       | -                             | -                       | -                          | -                  | -             | 8,300                 | -                  | 8,300     |           |
| Board expenses              | -                          | -                       | -                             | -                       | -                          | -                  | -             | 4,710                 | -                  | 4,710     |           |
|                             | 162,321                    | 263,583                 | 197,857                       | 133,592                 | 57,366                     | 161,446            | 70,016        | 26,170                | 232,063            | 1,304,414 |           |
| Support costs               | 44,132                     | 59,344                  | 51,822                        | 20,588                  | 15,077                     | 25,613             | 15,487        | -                     | (232,063)          | -         |           |
| Governance costs            | 4,977                      | 6,692                   | 5,844                         | 2,322                   | 1,700                      | 2,888              | 1,747         | (26,170)              | -                  | -         |           |
| Total expenditure 2020      | 211,430                    | 329,620                 | 255,523                       | 156,502                 | 74,143                     | 189,947            | 87,250        | -                     | -                  | 1,304,414 |           |

## 6. NET INCOME/(EXPENDITURE) FOR THE YEAR

This is stated after charging / crediting:

|                                         | 2021<br>£ | 2020<br>£ |
|-----------------------------------------|-----------|-----------|
| Depreciation                            | 28,478    | 20,315    |
| Operating lease rentals:                |           |           |
| Property                                | 65,000    | 65,000    |
| Auditors' remuneration (excluding VAT): |           |           |
| Audit                                   | 8,450     | 8,300     |
| Other services                          | 3,400     | 1,850     |
| Corporation tax work                    | 1,900     | 1,850     |
| VAT advice                              | 1,500     | -         |

## 7. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:

|                                                                 | 2021<br>£      | 2020<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 589,092        | 647,527        |
| Redundancy cost                                                 | 5,524          | -              |
| Social security costs                                           | 61,502         | 66,786         |
| Employer's contribution to defined contribution pension schemes | 34,160         | 37,083         |
|                                                                 | <u>684,753</u> | <u>751,395</u> |

No employee earned between £60,000 -£69,999 during the year (2020: one).

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £246,304 (2020: £266,685).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the reimbursement and payment of travel and subsistence costs. This year no expenses were paid (2020: £nil).

## 8. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                             | 2021<br>No. | 2020<br>No. |
|-----------------------------|-------------|-------------|
| Raising funds (Development) | 2.0         | 3.0         |
| Workshop programme          | 4.8         | 6.1         |
| Young People programme      | 3.8         | 3.4         |
| National Residency          | 2.2         | 1.6         |
| Hostl Tour Programme        | 0.7         | 1.2         |
| Event Theatre               | 2.2         | 1.8         |
| Training                    | 1.0         | 1.2         |
| Support                     | 0.6         | 0.7         |
|                             | <u>17.4</u> | <u>19.0</u> |

## 9. RELATED PARTY TRANSACTIONS

Aggregate donations from related parties were £8,100 (2020: £1,425).

There are no other related party transactions to disclose for 2021.

## 10. TAXATION

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11. TANGIBLE FIXED ASSETS

|                               | Leasehold Improvements | Office furniture | Office equipment | Database/ website development | Total                 |
|-------------------------------|------------------------|------------------|------------------|-------------------------------|-----------------------|
|                               | £                      | £                | £                | £                             | £                     |
| <b>Cost or valuation</b>      |                        |                  |                  |                               |                       |
| At the start of the year      | 128,693                | 42,553           | 55,056           | 61,044                        | <b>287,345</b>        |
| Additions in year             | -                      | -                | 17,995           | -                             | <b>17,995</b>         |
| Disposals during the year     | -                      | -                | (4,070)          | -                             | <b>(4,070)</b>        |
| At the end of the year        | <u>128,693</u>         | <u>42,553</u>    | <u>68,981</u>    | <u>61,044</u>                 | <u><b>301,270</b></u> |
| <b>Depreciation</b>           |                        |                  |                  |                               |                       |
| At the start of the year      | 128,691                | 26,994           | 33,691           | 22,694                        | <b>212,070</b>        |
| Charge for the year           | -                      | 8,570            | 9,509            | 10,400                        | <b>28,479</b>         |
| Eliminated on disposal        | -                      | -                | (4,070)          | -                             | <b>(4,070)</b>        |
| At the end of the year        | <u>128,691</u>         | <u>35,564</u>    | <u>39,130</u>    | <u>33,094</u>                 | <u><b>236,479</b></u> |
| <b>At the end of the year</b> | <u>2</u>               | <u>6,989</u>     | <u>29,850</u>    | <u>27,950</u>                 | <u><b>64,791</b></u>  |
| At the start of the year      | <u>2</u>               | <u>15,559</u>    | <u>21,365</u>    | <u>38,350</u>                 | <u><b>75,275</b></u>  |

All of the above assets are used for charitable purposes.

## 12. DEBTORS

|                | 2021                  | 2020           |
|----------------|-----------------------|----------------|
|                | £                     | £              |
| Trade debtors  | <b>52,200</b>         | 30,752         |
| Accrued Income | <b>47,689</b>         | 84,939         |
| Prepayments    | <b>8,183</b>          | 8,090          |
| Other debtors  | <b>11,000</b>         | 11,278         |
|                | <u><b>119,073</b></u> | <u>135,059</u> |

## 13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|                              | 2021                 | 2020          |
|------------------------------|----------------------|---------------|
|                              | £                    | £             |
| Trade creditors              | <b>47,394</b>        | 38,758        |
| Taxation and social security | <b>18,452</b>        | 20,618        |
| Accruals                     | <b>18,880</b>        | 13,245        |
| Other creditors              | <b>5,734</b>         | 5,708         |
| Deferred income (note 14)    | -                    | 6,935         |
|                              | <u><b>90,460</b></u> | <u>85,264</u> |

## 14. DEFERRED INCOME

|                                       | 2021<br>£ | 2020<br>£ |
|---------------------------------------|-----------|-----------|
| Balance at the beginning of the year  | 6,935     | 13,450    |
| Amount released to income in the year | (6,935)   | (13,450)  |
| Amount deferred in the year           | -         | 6,935     |
| Balance at the end of the year        | -         | 6,935     |

Deferred income relates to grant funding received in the year that relates to the following year.

## 15. PENSION SCHEME

The company operates a defined contribution pension scheme. At 31 March 2021, there were 17 members (2020: 19 members) of staff registered under this scheme.

## 16A. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CURRENT YEAR)

|                             | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|-----------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets       | -                            | 64,791          | -               | 64,791           |
| Net current assets          | 280,002                      | 273,140         | 271,199         | 824,341          |
| Net assets at 31 March 2021 | 280,002                      | 337,931         | 271,199         | 889,132          |

## 16B. ANALYSIS OF NET ASSETS BETWEEN FUNDS (PRIOR YEAR)

|                             | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|-----------------------------|------------------------------|-----------------|-----------------|------------------|
| Tangible fixed assets       | -                            | 75,275          | -               | 75,275           |
| Net current assets          | 270,527                      | 253,139         | 90,000          | 613,666          |
| Net assets at 31 March 2020 | 270,527                      | 328,414         | 90,000          | 688,941          |

## 17A. MOVEMENTS IN FUNDS (CURRENT YEAR)

|                                           | At 1 April<br>2020<br>£ | Income<br>& gains<br>£ | Expenditure &<br>losses<br>£ | Transfers<br>£   | At 31 March<br>2021<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|------------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                  |                          |
| Development                               | -                       | 22,000                 | (84,520)                     | 82,520           | <b>20,000</b>            |
| Workshop Programmes                       | 35,000                  | 237,495                | (200,992)                    | 44,197           | <b>115,700</b>           |
| Young People's Programmes                 | 35,000                  | 153,187                | (160,755)                    | 39,067           | <b>66,499</b>            |
| National Residency                        | 20,000                  | 82,500                 | (122,619)                    | 80,119           | <b>60,000</b>            |
| Hostel Tour Programme                     | -                       | -                      | (35,259)                     | 35,259           | -                        |
| Event theatre                             | -                       | 5,000                  | (147,704)                    | 151,704          | <b>9,000</b>             |
| <b>Total restricted funds</b>             | <b>90,000</b>           | <b>500,182</b>         | <b>(751,847)</b>             | <b>432,864</b>   | <b>271,199</b>           |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                  |                          |
| Designated funds:                         |                         |                        |                              |                  |                          |
| Capital investment fund                   | 75,275                  | -                      | (28,478)                     | 17,995           | <b>64,792</b>            |
| General fund -COVID Emergency appeal      | 72,139                  | -                      | -                            | 20,000           | <b>92,139</b>            |
| Production investment and Relocation fund | 181,000                 | -                      | -                            | -                | <b>181,000</b>           |
| <b>Total designated funds</b>             | <b>328,414</b>          | <b>-</b>               | <b>(28,478)</b>              | <b>37,995</b>    | <b>337,931</b>           |
| <b>General funds</b>                      | <b>270,527</b>          | <b>751,022</b>         | <b>(270,688)</b>             | <b>(470,859)</b> | <b>280,002</b>           |
| <b>Total unrestricted funds</b>           | <b>598,941</b>          | <b>751,022</b>         | <b>(299,166)</b>             | <b>(432,864)</b> | <b>617,933</b>           |
| <b>Total funds</b>                        | <b>688,941</b>          | <b>1,251,204</b>       | <b>(1,051,013)</b>           | <b>-</b>         | <b>889,132</b>           |

The following information on restricted funds relates to activity due to take place in 2020-21:

- ➔ **Development:** This relates to Capital Group.
- ➔ **Workshop Programmes:** This relates to funding from The National Lottery Community Fund -NLCF and The Barings for workshop activities, which spans financial years 2020/21 and 2021/22
- ➔ **Young People's Programme:** Includes funding from Comic Relief, John Lyons, The Harold Hyam Wingate Foundation and an anonymous donor due to some of the activities in the programme spanning financial years 2020/21 and 2021/22.
- ➔ **National Residency:** This relates to funding received from Esmée Fairbairn Foundation for Cardboard Camps, a National Residency Programme which spans financial years 2020/21 and 2021/22.
- ➔ **Event Theatre:** This relates to a fee received from the BBC for a project relating to the Vagrants Act carried forward because some activities spanned financial years 2020/21 and 2021/22.

The following designated funds are determined by the Finance Committee and recommended to the Board of Trustees:

- ➔ **Capital investment funds** relates to purchase of fixed assets.
- ➔ **General funds** relates to an emergency fundraising appeal due to COVID-19 which is designated to be used in 2021/22
- ➔ **Production investment and relocation funds** these reserve funds are allocated by the Board of Trustees to development and delivery of our future theatre productions, as well as an allowance towards a possible relocation planned between 2021-26 (relocation in 2012 cost c. £150k).

## 17B. MOVEMENTS IN FUNDS (PRIOR YEAR)

|                                           | At 2 April<br>2019<br>£ | Income<br>& gains<br>£ | Expenditure &<br>losses<br>£ | Transfers<br>£   | At 31 March<br>2020<br>£ |
|-------------------------------------------|-------------------------|------------------------|------------------------------|------------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                  |                          |
| Development                               | 40,000                  | 98,500                 | (169,040)                    | 30,540           | -                        |
| Workshop Programmes                       | 11,625                  | 288,807                | (279,523)                    | 14,090           | <b>35,000</b>            |
| Young People's Programmes                 | 40,000                  | 190,360                | (206,102)                    | 10,742           | <b>35,000</b>            |
| National Residency                        | 45,000                  | 111,516                | (135,828)                    | (688)            | <b>20,000</b>            |
| Hostel Tour Programme                     | -                       | 43,000                 | (59,891)                     | 16,891           | -                        |
| Event theatre                             | -                       | 170                    | (165,518)                    | 165,348          | -                        |
| Training                                  | 6,000                   | -                      | (6,000)                      | -                | -                        |
| <b>Total restricted funds</b>             | <b>142,625</b>          | <b>732,354</b>         | <b>(1,021,902)</b>           | <b>236,923</b>   | <b>90,000</b>            |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                  |                          |
| Designated funds:                         |                         |                        |                              |                  |                          |
| Capital investment fund                   | 40,240                  | -                      | (20,315)                     | 55,350           | <b>75,275</b>            |
| General fund -COVID Emergency appeal      | -                       | -                      | -                            | 72,139           | <b>72,139</b>            |
| Production investment and Relocation fund | 196,000                 | -                      | (15,000)                     | -                | <b>181,000</b>           |
| <b>Total designated funds</b>             | <b>236,240</b>          | <b>-</b>               | <b>(35,315)</b>              | <b>127,489</b>   | <b>328,414</b>           |
| <b>General funds</b>                      | <b>269,302</b>          | <b>612,835</b>         | <b>(247,198)</b>             | <b>(364,412)</b> | <b>270,527</b>           |
| <b>Total unrestricted funds</b>           | <b>505,543</b>          | <b>612,835</b>         | <b>(282,513)</b>             | <b>(236,923)</b> | <b>598,941</b>           |
| <b>Total funds</b>                        | <b>648,168</b>          | <b>1,345,189</b>       | <b>(1,304,415)</b>           | <b>-</b>         | <b>688,941</b>           |

The purpose of the restricted and designated funds are outlined in the reserves policy on page 18 of the trustees' report.

## 18. OPERATING LEASE COMMITMENTS

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

|                    | Property      |               |
|--------------------|---------------|---------------|
|                    | 2021<br>£     | 2020<br>£     |
| Less than one year | <b>16,250</b> | 65,000        |
| One to two years   | -             | 16,250        |
|                    | <b>16,250</b> | <b>81,250</b> |

The charity has secured a new short term 5 year lease with its current landlord, starting from 29th June 2021.

## **19. LEGAL STATUS OF THE CHARITY**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

## **20. CAPITAL COMMITMENTS**

Since the year end the Charity has entered into a lease agreement for premises with a duration of 5 years, the total amount payable for the first three years will be £169,500, the remaining two years to be reviewed.

