



Cardboard Citizens

Report and financial statements
For the year ended 31 March 2022

Company number: 2938531

Charity number: 1042457

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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

Company number	2938531	
Charity number	1042457	
Registered office and operational address	77a Greenfield Road London E1 1EJ	
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:	
	Riad Akbur	Resigned January 2022
	Chris Bull	Treasurer / Head of Finance Committee Appointed in July 2022
	Linden Ife	Vice Chair
	Chris Jullings	
	Jenique McNaught	Head of Development Committee Appointed in October 2021
	Sacha Milroy	
	Jon Opie	
	Andrew Pattison	Treasurer / Head of Finance Committee Terms end in Autumn 2022
	Prue Skene CBE	Chair
	Matthew Xia	
Key Management Personnel	Lisa Briscoe	Executive Director & Joint Chief Executive
	Katherine Harding	Director of Development & Communications Appointed October 2021
	Adrian Jackson MBE	Artistic Director & Joint Chief Executive Resigned July 2021
	Flora Newbiggin	Director of Programmes
	Clare Robertson	Executive Producer
	Chris Sonnex	Artistic Director & Joint Chief Executive Appointed September 2021
Bankers	National Westminster Bank Plc Tower Bridge Branch P.O. Box 9765 201 Tooley St London, SE1 2ZH	

Chairperson's report

For the year ended 31 March 2022

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

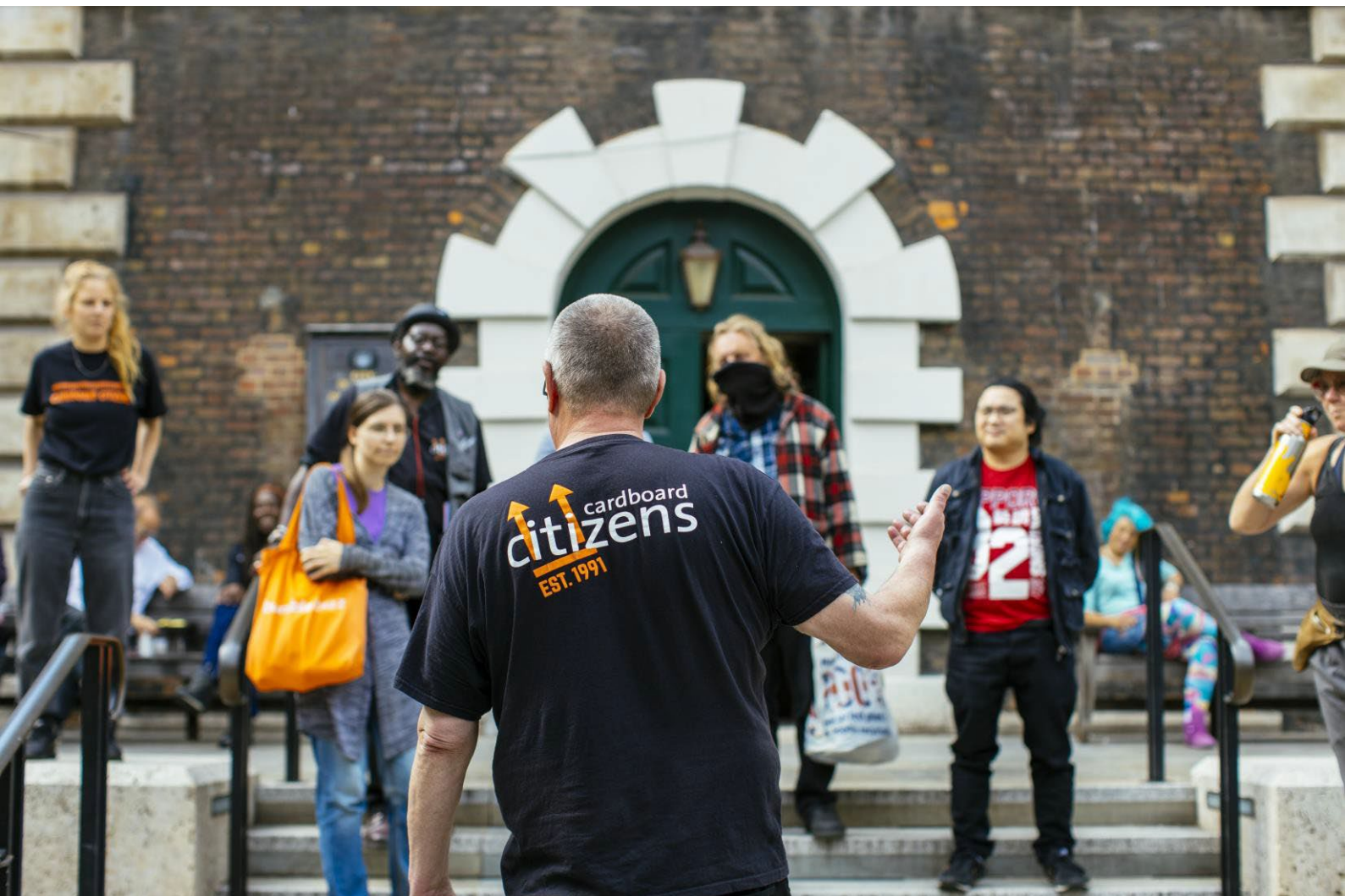
Cardboard Citizens' objective is to advance education for the public benefit by promoting the arts, particularly, but not exclusively, the art of drama.

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

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:

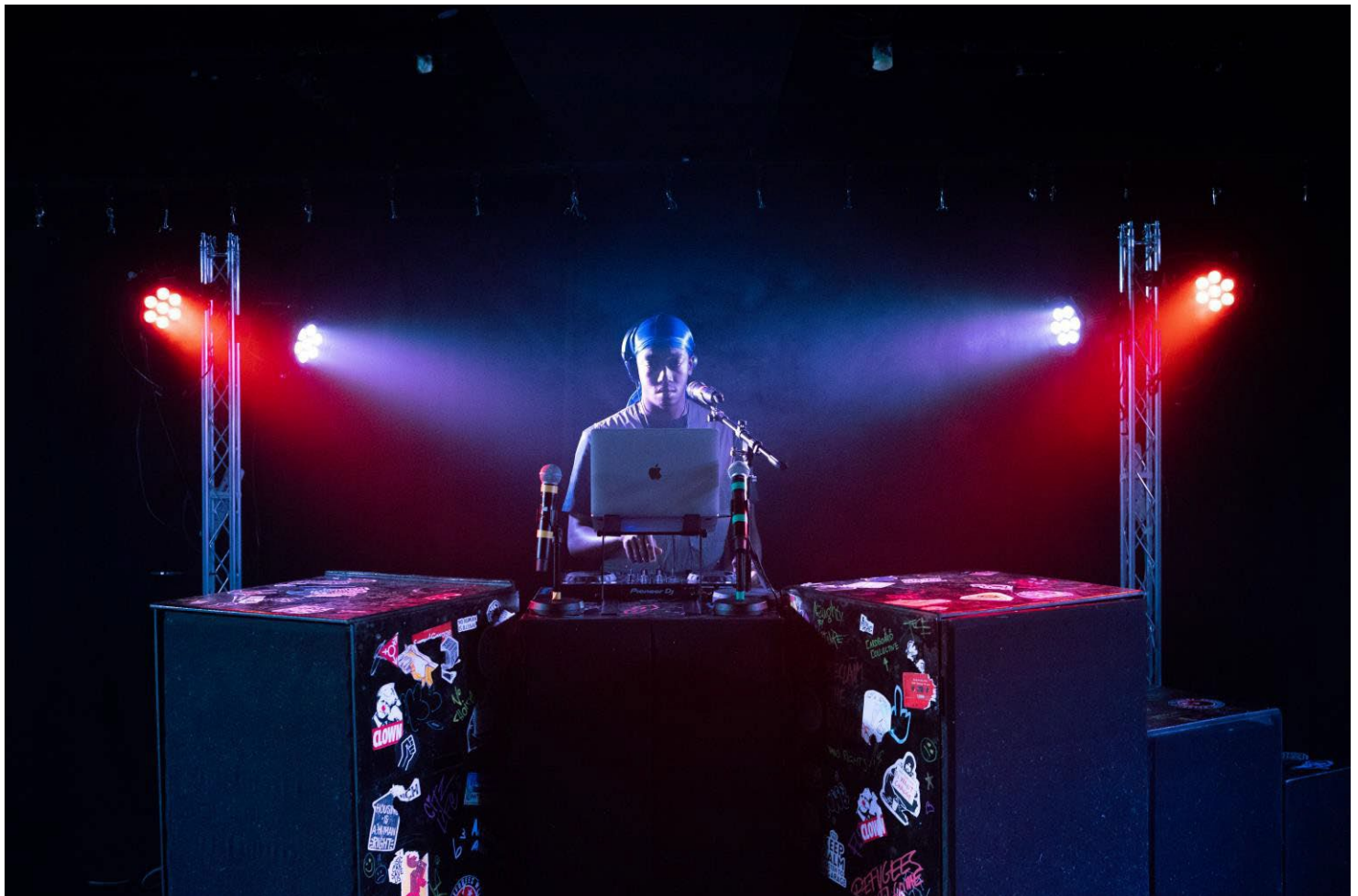
- Widening access to, and interest in, the arts for people experiencing homelessness, poverty, and inequity
- Improved wellbeing, and more opportunities for training and employment for people with lived experience
- Developing a new generation of theatre professionals, artists & activists
- An injection 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

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

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

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

- 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. 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

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 £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Donations	2	446,002	–	446,002	619,095	22,000	641,095
Charitable activities	3						
Workshop programmes		2,632	296,822	299,454	3,350	237,495	240,845
Young people's programmes		–	88,558	88,558	1,600	153,187	154,787
National Residency		87	30,000	30,087	38	82,500	82,538
Hostel tour programme		800	30,000	30,800	–	–	–
Event theatre		216,657	121,000	337,657	63,350	5,000	68,350
Training		15,039	–	15,039	16,357	–	16,357
Other trading activities	4	18,064	–	18,064	46,973	–	46,973
Investments		57	–	57	260	–	260
Total income		699,338	566,380	1,265,718	751,022	500,182	1,251,204
Expenditure on:							
Raising funds	5	24,539	67,109	91,648	32,120	84,520	116,640
Charitable activities							
Workshop programmes		65,938	309,739	375,677	54,745	200,992	255,737
Young people's programmes		25,075	183,605	208,680	36,947	160,755	197,702
National Residency		52,656	120,904	173,560	48,952	122,619	171,571
Hostel tour programme		26,939	78,500	105,439	12,487	35,259	47,746
Event theatre		42,666	558,264	600,930	39,079	147,704	186,782
Training		89,438	–	89,438	74,836	–	74,836
Total expenditure		327,251	1,318,121	1,645,372	299,166	751,846	1,051,013
Net income / (expenditure) for the year	6	372,087	(751,741)	(379,654)	451,856	(251,665)	200,191
Transfers between funds		(540,542)	540,542	–	(432,864)	432,864	–
Net movement in funds		(168,455)	(211,199)	(379,654)	18,992	181,199	200,191
Reconciliation of funds:							
Total funds brought forward		617,933	271,199	889,132	598,941	90,000	688,941
Total funds carried forward		449,478	60,000	509,478	617,933	271,199	889,132

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 £	£	2021 £
Fixed assets:					
Tangible assets	11		<u>40,841</u>		<u>64,791</u>
			40,841		64,791
Current assets:					
Debtors	12	212,621		119,073	
Cash at bank and in hand		<u>482,347</u>		<u>795,729</u>	
		694,968		914,802	
Liabilities:					
Creditors: amounts falling due within one year	13	<u>226,331</u>		<u>90,460</u>	
Net current assets			<u>468,637</u>		<u>824,342</u>
Total net assets			<u>509,478</u>		<u>889,132</u>
The funds of the charity:	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>449,478</u>		<u>617,933</u>
Total charity funds			<u>509,478</u>		<u>889,132</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 £	2021 £
Net income for the reporting period (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 £	2021 £
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 £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Workshop programmes						
Workshops/ performance income	2,632	–	2,632	3,350	–	3,350
Statutory Grants	–	200,389	200,389	–	140,295	140,295
Grants and Donations:						
Swire Charitable Trust	–	15,000	15,000	–	–	–
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	15,000	–	15,000	15,000
Pret Foundation Trust	–	–	–	–	5,000	5,000
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	–	9,500	9,500	–	3,700	3,700
Sub-total for Workshop programmes	<u>2,632</u>	<u>296,822</u>	<u>299,454</u>	<u>3,350</u>	<u>237,495</u>	<u>240,845</u>
Young people's programmes						
Workshops/ performance income	–	–	–	1,600	–	1,600
Grants and Donations:						
Societe Generale UK Foundation	–	10,000	10,000	–	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	70,000	–	70,000	70,000
Other under £5,000	–	8,558	8,558	–	1,800	1,800
Sub-total for Young people's programmes	<u>–</u>	<u>88,558</u>	<u>88,558</u>	<u>1,600</u>	<u>153,187</u>	<u>154,787</u>
National Residency						
Workshops/ performance income	87	–	87	38	–	38
Grants and Donations:						
Esmée Fairbairn Foundation	–	–	–	–	60,000	60,000
Calouste Gulbenkian Foundation	–	30,000	30,000	–	–	–
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>30,087</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 Total	Unrestricted	Restricted	2021 Total
Hostel tour programme						
Workshops/ performance income	800	–	800	–	–	–
Grants and Donations:						
The Thompson Family Charitable	–	30,000	30,000	–	–	–
Sub-total for Forum theatre tour programme	800	30,000	30,800	–	–	–
Event theatre						
Workshops/ performance income	216,657	–	216,657	63,350	–	63,350
Statutory Grants	–	11,000	11,000	–	–	–
Grants and Donations:						
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
Training						
Project income:						
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 £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
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 £	Workshop programme £	Young people's programme £	National Residency £	Hostel tour programme £	Event theatre £	Training £	Governance costs £	Support costs £	2022 £	2021 £
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)	-	-	-
Total expenditure 2022	91,648	375,677	208,680	173,560	105,439	600,930	89,439	-	-	1,645,372	-
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 £	Workshop programme £	Young people's programme £	National Residency £	Hostel tour programme £	Event theatre £	Training £	Governance costs £	Support costs £	2021 £
Staff costs (Note 7)	78,478	165,398	129,576	101,474	28,466	104,955	47,074	12,910	16,425	684,753
Freelance workers	840	7,593	14,800	11,485	4,950	31,794	6,179	-	-	77,641
Production/ events cost	-	42	61	-	-	691	-	-	-	794
Other direct costs	1,754	7,743	6,353	808	1,429	1,776	249	-	-	20,112
General office expenses	-	-	-	-	-	-	-	-	36,938	36,938
Legal and professional fee	-	-	-	-	-	-	-	-	69,249	69,249
Bank charges/ interest	-	-	-	-	-	-	-	-	694	694
Insurance and subscriptions	-	-	-	-	-	-	-	-	10,711	10,711
Human resources	-	-	-	-	-	-	-	-	27,879	27,879
Marketing	-	-	-	-	-	-	-	-	211	211
IT & Software support	-	-	-	-	-	-	-	-	19,968	19,968
Rent and rates	-	-	-	-	-	-	-	-	65,000	65,000
Depreciation	-	-	-	-	-	-	-	-	28,478	28,478
Audit fee	-	-	-	-	-	-	-	8,450	-	8,450
Board expenses	-	-	-	-	-	-	-	135	-	135
	81,072	180,776	150,790	113,766	34,845	139,215	53,502	21,495	275,553	1,051,013
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

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 £	2021 £
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 £	2021 £
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 No.	2021 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 No.	2021 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
	19.6	17.4

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 Improvements £	Office furniture £	Office equipment £	Database/ website development £	Total £
Cost or valuation					
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
Depreciation					
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
At the end of the year	2	1,323	21,966	17,550	40,841
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 £	2021 £
Trade debtors	26,215	52,200
Accrued Income	171,167	47,689
Prepayments	4,239	8,183
Other debtors	11,000	11,000
	212,621	119,073

13 Creditors: amounts falling due within one year

	2022 £	2021 £
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	–
	226,331	90,460

14 Deferred income

	2022 £	2021 £
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	–
	3,000	–
Balance at the end of the year	3,000	–

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 unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	40,841	–	40,841
Net current assets	277,637	131,000	60,000	468,637
Net assets at 31 March 2022	277,637	171,841	60,000	509,478

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
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

17a Movements in funds (current year)

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

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 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Development	–	22,000	(84,520)	82,520	20,000
Workshop Programmes	35,000	237,495	(200,992)	44,197	115,700
Young People's Programmes	35,000	153,187	(160,755)	39,067	66,499
National Residency	20,000	82,500	(122,619)	80,119	60,000
Hostel Tour Programme	–	–	(35,259)	35,259	–
Event theatre	–	5,000	(147,704)	151,704	9,000
Total restricted funds	90,000	500,182	(751,847)	432,864	271,199
Unrestricted funds:					
Designated funds:					
Capital investment fund	75,275	–	(28,478)	17,995	64,792
General fund – COVID Emergency appeal	72,139	–	–	20,000	92,139
Production investment and Relocation fund	181,000	–	–	–	181,000
Total designated funds	328,414	–	(28,478)	37,995	337,931
General funds	270,527	751,022	(270,688)	(470,859)	280,002
Total unrestricted funds	598,941	751,022	(299,166)	(432,864)	617,933
Total funds	688,941	1,251,204	(1,051,013)	–	889,132

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 2022 £	2021 £
Less than one year	57,375	16,250
One to two years	64,375	–
Two to five years	16,250	–
	138,000	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.