

CHINA PLATE THEATRE LIMITED

England & Wales · Charity number 1173766

Details

Status Registered

Legal form Charitable company

Company number [09021628](#)

Registered 2017-07-11

Register [View on the Charity Commission register](#)

Contact

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Activities

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

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Classification

- **How:** Provides Services
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£751,881	£735,017	£314,210	10
2024-03-31	£789,014	£855,398	£297,346	8
2023-03-31	£950,349	£1,239,245	£363,730	8
2022-03-31	£930,735	£658,497	£652,626	10
2021-03-31	£721,393	£411,973	£380,388	18

Trustees

Name	Role	Appointed
Cerian Eiles-Murray		2023-12-06
Christina Hicks		2023-12-06
Indraneel Datta		2020-08-03
Kaya Stanley-Money		2021-05-10
Paul Hewlett		2024-03-06
Raidene Carter		2024-03-06
Sarah Preece		2022-06-29

CHINA PLATE THEATRE LIMITED

England & Wales - Charity number 1173766

Accounts

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

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CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the financial statements of China Plate Theatre Ltd for the period 1 April 2023 to 31 March 2024.

The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

In reporting on the period 1 April 2023 to 31 March 2024, the Trustees of China Plate would like to offer thanks to the funders, stakeholders, partners, staff, and freelancers who supported the company this year.

Objectives and activities

a. Policies and objectives

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the arts or drama.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

To advance the objects the Company has adopted the following mission: to challenge the way performance is made, who it's made by and who gets to experience it.

b. Activities undertaken to further the charity's purposes for the public benefit

China Plate is an independent producing studio based in Birmingham and working across the West Midlands, the UK, and internationally. Established in 2006, China Plate became a charitable company in 2017. We help people to make creative projects happen – from theatre shows, to audio anthologies, to bus stop galleries.

We believe that projects like these can change the world for the better. We also believe that we have the best chance of making change when our work is accessible and inclusive.

At the start of financial year 2023/24, we embarked on a new Business Plan. At the heart of this plan is our newly revised mission to open up the way performance is made, who makes it, and who gets to experience it.

We deliver this mission across three areas of work: our Creative Programme, Creative Development, and Training and Development.

Creative Programme

Our Creative Programme brings outstanding work to audiences across the UK and internationally. We prioritise touring: although this is increasingly difficult in the current financial climate, we believe that it is vital to our mission to open up who gets to experience live performance.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities (continued)

Our work this year included:

Wuthering Heights, a co-production with Inspector Sands, Royal and Derngate Northampton, and Oxford Playhouse which toured to six regional venues.

"Both silly and deadly serious to the end, this is Wuthering Heights with its jagged edges restored, full of moroseness but weirdly, wonderfully, entertaining." Five Stars, The Guardian

The revival of A Family Business, our co-production with Staatstheater Mainz in association with Theatre de la Ville de Luxembourg, exploring the urgent case for nuclear disarmament and the remarkable story of the Treaty on the Prohibition of Nuclear Weapons (TPNW). Co-created with an international community of disarmament experts and activists, this year the show toured to Germany, Luxembourg and eleven regional UK venues. Lead artist Chris Thorpe was invited to discuss it at the State Parties Meeting of the TPNW in New York.

"There's thought provoking theatre and then there's the kind of theatre that changes part of who you are" Backstage Bristol

Talking About The Fire is a one-man version of A Family Business, able to reach venues and non-traditional spaces which might not be able to accommodate the full show. It premiered at London's Royal Court Theatre in December 2023.

"It's all masterfully put together... this show culminates in an encounter that really puts the 'alive' into 'live theatre.'" Five Stars, Time Out

In delivering on China Plate's mission, we are also increasingly making work outside of the theatre, producing in new forms that allow us to work with and reach new people.

One example is Humans Not Heroes, an ongoing audio anthology of stories co-created with NHS workers, documenting their experiences of the pandemic and beyond. It is made in partnership with Coventry University. In 2023 we established a new partnership with the Royal College of Nursing, and from May to September 2023 the Humans Not Heroes stories were part of their Unmasked exhibition in London. This exhibition then transferred to Edinburgh from November 2023. Meanwhile, the bus stop galleries we co-created in North Birmingham with community groups, artist Nilupa Yasmin, and Transport for West Midlands have remained in situ throughout 2023/24. They are seen by thousands of passengers along the Soho Road every week.

"It isn't often that you see a bus stop and think: wow, that is totally freakin' spectacular...As a project, you really get the feeling like the whole community got involved – and in fact, it kind of did." Time Out

Creative Development

Within China Plate's 2023-26 Business Plan we focus on developing community-led projects that have emerged through conversations with specific communities of place, identity, and interest – opening up who gets to make performance, and how it's made.

For example, Please Do Not Touch is a new play in development by former Birmingham Poet Laureate Casey Bailey, produced by our Associate Producer Jade Samuels (who is supported by a Birmingham City Council Leadership Grant). It explores the UK's colonial legacy through the story of a young Black activist who is imprisoned after stealing an African comb from a glass case in a stately home. In 2023/24 China Plate supported Casey to develop the script through workshops and co-creation sessions with young people from free@last in Nechells (supporting those at risk of entering the criminal justice system) as well as staff and volunteers at Birmingham Museums Trust and the National Trust.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities (continued)

"Doors have been opened in my mind. The questions raised have been raised many times before, but this session has asked them from a different perspective and has made me consider things differently." National Trust Volunteer

In 2023/4 we had a strong focus on developing work driven by Black artists and creative teams for production in 2024/25 and beyond: Please Do Not Touch; Trash by Urielle Klein-Mekongo, exploring sugar baby relationships; #50Days, a grime musical about the English Civil War written by history teacher Thabo Stuck; To The Streets! a major new musical in development, written by Roy Williams and Tim Sutton and telling the story of the Bristol Bus Boycott.

Training and Development

Producers are the engines that make creative projects happen, and because of this they are often decision-makers in the arts, greenlighting productions. Through our training and development programmes, China Plate nurtures the next generation of producers, with a focus on people underrepresented in the producing workforce. In this way, we open up who will hold decision-making power in our industry in the future.

Programmes this year included: The Optimists, our annual three-month Introduction to Producing course; RISE, our youth-led careers event; Associate Producers, our ongoing scheme which helps us to ensure that our projects are produced by people with lived understanding of the communities that the work most closely relates to. We also launched a brand-new strand of producer development work with People-Focused Producing, a programme of one-off, free sessions which are particularly designed for community organisers and group leaders who may not yet think of themselves as 'producers'. Of Optimists participants this year, 54% of our participants were from Global Majority backgrounds, and 62% were D/deaf, disabled, neurodiverse, or had chronic health conditions. These percentages are higher than the UK population, let alone the arts workforce; the aim is to address underrepresentation and overcome barriers to entry.

"I didn't expect to come out on the other end having gained so much personal growth and industry insight. This is one of the only programs that has been able to accommodate my needs and abilities, and I feel that's what's made it possible for me to continue/stay on to the end." Optimist 2023

The first year of our new Business Plan has seen China Plate's work flourish across our Creative Programme, Creative Development, and Training and Development strands. We are working in more co-creative, community-led, and inclusive ways than ever before – and equipping new producers with the skills to do the same. In delivering our Mission, we build towards our Vision of creative communities working together to deliver extraordinary arts experiences that fire the imagination, affect positive change and are open to all.

Company performance

a. Key performance indicators

In 2023/24, we reached 25,111 people across our live and digital work, 3501 of whom were participants in our engagement, training, and development programmes.

As well as the nine staff members we employed, we worked with 105 freelance creatives. Of those who responded to our workforce survey 25% were disabled, D/deaf, neurodiverse or had chronic health conditions.

Income from grants and donations:	£ 581,475	(2022/23: £ 735,927)
Other income from charitable activities:	£ 207,539	(2022/23: £ 214,422)
(Deficit)/Surplus:	(£66,384)	(2022/23: (£288,896))

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Company performance (continued)

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers.

b. Organisational Review

Our 2023-26 Business Plan, mission, and public programme are all underpinned by our staff team and by our efforts to build a progressive and sustainable working culture at China Plate. If our public work aims to be accessible and inclusive, so too must our working practice.

China Plate's programme and working model will be the study of an AHRC-funded Midlands4Cities Collaborative Doctoral Award PhD, supervised jointly by the University of Birmingham and the University of Warwick. Josie Lena Davies was appointed this year; the University recruitment departments noted China Plate's inclusive recruitment practices as a benefit to the process, and we have been invited to contribute to future working groups exploring access and recruitment.

This year we also recruited four new Trustees with a wealth of experience: Raidene Carter – Artistic Director of Artsadmin, previously Executive Producer for the 2022 Commonwealth Games; Cerian Eiles - consultant with over 15 years' experience working across the arts sector in strategic fundraising support; Christina Elliot - Head of Programming & Producing at The Place, London; Paul Hewlett - Chief Operations Officer for the CORE & Co Foundation, previously China Plate's General Manager.

2023/24 marked the first year of our second National Portfolio funding agreement with Arts Council England. We also continued our ongoing funding relationship with the John Ellerman Foundation, and our longstanding partnership with Warwick Arts Centre, where we are Associate Producers. We diversified our income by securing partnerships with National Lottery Heritage Fund and the International Touring and Environmental Responsibility Forum, and with non-arts stakeholders in the West Midlands to be announced in 2024/25.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Financial review

a. Reserves policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level that equates to not less than three months core unrestricted expenditure. This provides sufficient funds to cover management, administration and support costs.

At 31 March 2024, our designated operating reserves stood at £125,000 (2023: £125,000) representing three months' running costs. This is included in Designated Reserves.

The Board has approved a policy whereby up to £20,000 of our operating reserve may be temporarily released then reinflated for cashflow purposes if required, subject to approval process.

A further £150,000 (2023: £146,000) has been included as designated production reserves being funds committed to productions for 2024/25.

The balance of unrestricted reserves is £22,346 (2023: £54,855).

b. Principal risks and uncertainties

In 2023/24 the company managed the following risks, which continue to be relevant into 2024/25:

Financial risk: UK Economy

The wider financial situation - increases in inflation and cost of living - poses a significant risk to the arts sector as a whole. We continue to model our budgets and plans to respond to increased capitalisation costs, and the increased costs our staff will be faced with (in order to help ensure staff retention).

Financial risk: Reduction in arts funding (including trusts and foundations, commission, co-production, performance fee, and box office income).

Inflation and the cost of living landscape leaves venues with less flexibility on fees, and audiences with less disposable income. The touring theatre sector continues to suffer, and has been noted by Arts Council England as a sector experiencing particular difficulties. Arts funders across the UK report increased demand for their funding and higher rejection rates. China Plate continues to broker new partnerships and diversify our income streams to help mitigate this risk.

Note on financial risks: In 2022/23 a Finance Sub-Committee was established by the Board in order to strengthen governance in this area at a time of financial insecurity in the sector. This has continued to run throughout 2023/24.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management

a. Constitution

The charity is registered as a charitable company limited by guarantee and was originally set up by a Memorandum of Association on 1 May 2014 as a trading company. It converted to a charity on 11 July 2017. The charity is registered with number 1173766.

The principal object of the charity is to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of drama.

b. Methods of appointment or election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

At every Annual General Meeting one-third of the Directors who are subject to retirement by rotation shall retire from office. The Directors to retire by rotation shall be those who have been the longest in office.

The Directors may appoint a person who is willing to act to be a Director, either to fill a vacancy or as an additional Director. A Director so appointed shall hold office only until the next following annual general meeting and shall not be taken into account in determining the Directors who are to retire by rotation at the meeting. If not reappointed at such annual general meeting, s/he shall vacate office at the conclusion of that meeting.

A Director who retires at an annual general meeting may, if willing to act, be reappointed. If s/he is not reappointed, s/he shall retain office until the meeting appoints someone in her/his place, or if it does not do so, until the end of the meeting.

c. Organisational structure and decision-making policies

China Plate is governed by a Board of Trustees. The board meets at least quarterly. Two Artistic Directors and (as of March 2021/22) an Executive Director have been appointed by the trustees to manage the day to day operations and activities of the charity. To facilitate effective operations, these staff have been delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment, artistic and educational activities.

d. Policies adopted for the induction and training of Trustees

New trustees receive orientation information to brief them on their legal obligations under charity and company law, the content of the Constitution, the decision making processes, the business plan and recent financial performance of the charity. The company holds events where board members have the opportunity to meet employees, other trustees and see examples of the company's work. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Plans for future periods

In 2024/25 China Plate will premiere *Please Do Not Touch* at Belgrade Theatre Coventry in September before a pilot tour to Upton House and Gardens, Attingham Park and HMP Oakwood. We have been invited to present *Humans Not Heroes* as a part of a season of work focusing on the health impacts of performance by the University of Oxford's Cultural Programme.

We also look ahead to the national and international tour of *Talking About the Fire* in early 2025. The touring

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Plans for future periods (continued)

production will feature an ecoscenographic set design: each tour venue is invited to work with their community groups to assemble the set, meaning we do not need to travel with any freight and the company can travel in an electric vehicle.

In addition, 2024/25 will see us begin an intensive period of Creative Development, with Trash entering its next stage of research and development, To The Streets! being workshopped at the National Theatre Studio, and conversations about a new partnership with the classical music sector.

Our 2024 delivery of The Optimists will take place in person in partnership with venues across the West Midlands. Our Training and Development offer will also expand further, as we will be delivering training sessions as part of the West Midlands Combined Authority's Activate programme, supporting independent creatives and small arts organisations across the region.

Reference and administrative details of the charity, its trustees and advisers

Trustees	S. Preece, Chair K.C. Stanley Money S.K. Sharma (resigned 14 June 2023) N. Lewycky (resigned 4 December 2024) H. Begum C. Hicks (appointed 6 December 2023) I. Datta P.B. Hewlett (appointed 6 March 2024) C.A. Eiles-Murray (appointed 6 December 2023) R. M. Carter (appointed 6 March 2024)
Company registered number	09021628
Charity registered number	1173766
Registered office	Zellig Gibb Street Birmingham B9 4AT
Company secretary	C.R. Courtney
Accountant	Drennan & Co Chartered Accountants 64 Belsize Park London NW3 4EH
Artistic Directors	Ed Collier Paul Warwick

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Members' liability

The Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

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

Approved by order of the members of the board of Trustees on 17 December 2024 and signed on their behalf by:

S. Preece



CHINA PLATE THEATRE LTD
(A company limited by guarantee)

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

Independent examiner's report to the Trustees of China Plate Theatre Ltd ('the charity')

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

Responsibilities and basis of report

As the Trustees of the charity (and 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 charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

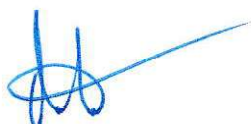
1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's 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 charity's Trustees as a body, for my work or for this report.

Signed:

R G Drennan



Dated: 17 December 2024

FCA - ICAEW

64 Belsize Park, London NW3 4EH

CHINA PLATE THEATRE LTD
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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £	
Note						
Income from:						
	Donations and grants	3	522,275	59,200	581,475	735,927
	Charitable activities	4	115,355	92,184	207,539	214,422
Total income			637,630	151,384	789,014	950,349
Expenditure on:						
	Charitable activities		482,142	373,256	855,398	1,239,245
Total expenditure			482,142	373,256	855,398	1,239,245
Net income/(expenditure)			155,488	(221,872)	(66,384)	(288,896)
	Transfers between funds		(183,997)	183,997	-	-
Net movement in funds			(28,509)	(37,875)	(66,384)	(288,896)
Reconciliation of funds:						
	Total funds brought forward		325,855	37,875	363,730	652,626
	Net movement in funds		(28,509)	(37,875)	(66,384)	(288,896)
Total funds carried forward			297,346	-	297,346	363,730

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

The notes on pages 12 to 19 form part of these financial statements.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)
REGISTERED NUMBER: 09021628

**BALANCE SHEET
AS AT 31 MARCH 2024**

	Note	2024 £	2023 £
Fixed assets			
		-	-
Current assets			
Debtors	9	212,809	78,749
Cash at bank and in hand		111,917	323,594
		<u>324,726</u>	<u>402,343</u>
Creditors: amounts falling due within one year	10	(27,380)	(38,613)
Net current assets		<u>297,346</u>	<u>363,730</u>
Total assets less current liabilities		<u>297,346</u>	<u>363,730</u>
Net assets		<u>297,346</u>	<u>363,730</u>
Total net assets		<u>297,346</u>	<u>363,730</u>
Charity funds			
Restricted funds		-	37,875
Unrestricted funds		297,346	325,855
Total funds		<u>297,346</u>	<u>363,730</u>

The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 17 December 2024 and signed on their behalf by:

S. Preece



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

1. General information

The charity is a UK limited company registered at Companies House in England & Wales and with the Charity Commission.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

2.2 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in: the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions, and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers.

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

2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

2.4 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.5 Debtors

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

2.6 Cash at bank and in hand

Cash at bank and 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.

2.7 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

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

2. Accounting policies (continued)

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Grants			
Arts Council England	253,582	40,569	294,151
John Ellerman Foundation	30,000	-	30,000
Commission Income	51,069	17,131	68,200
	-	-	-
	-	-	-
Subtotal detailed disclosure	334,651	57,700	392,351
Other grants	-	1,500	1,500
Government/Local Authority grants	187,624	-	187,624
Subtotal	187,624	1,500	189,124
Total 2024	522,275	59,200	581,475

Other grants were received from Unlimited £1,500. The Government Grant of £187,624 was a Theatre Tax Relief claim.

Restricted Arts Council Income: whereby Arts Council England Project Grants income is transferred from co-producers to China Plate Theatre to produce, run and close productions.

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

3. Income from donations and legacies (continued)

	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Grants			
Arts Council England	253,582	154,929	408,511
Esmée Fairbairn Foundation	6,175	-	6,175
Garfield Weston Culture Fund	-	17,501	17,501
Commission income	-	243,613	243,613
The Winston Churchill Memorial Trust	30,000	-	30,000
Subtotal detailed disclosure	<u>289,757</u>	<u>416,043</u>	<u>705,800</u>
Grants	-	4,927	4,927
Government grants	-	25,200	25,200
Subtotal	<u>-</u>	<u>30,127</u>	<u>30,127</u>
Total 2023	<u><u>289,757</u></u>	<u><u>446,170</u></u>	<u><u>735,927</u></u>

Government/Local Authority grants comprise restricted grants from Birmingham City Council of £25,200.

Other grants were received from Without Walls £897, ESF/Groundwork UK £2,243 and Hobson Charity £1,787.

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

4. Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Ticket sales and other income	115,355	92,184	207,539
		<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Ticket sales and other income		214,422	214,422

5. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Production costs	373,256	127,699	500,955
Core staff & project staff costs	354,443	-	354,443
	727,699	127,699	855,398
	<i>Activities undertaken directly 2023 £</i>	<i>Support costs 2023 £</i>	<i>Total funds 2023 £</i>
Production costs	816,062	120,096	936,158
Core staff & project staff costs	303,087	-	303,087
	1,119,149	120,096	1,239,245

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

6. Independent examiner's remuneration

	2024 £	2023 £
Fees payable to the charity's independent examiner for the independent examination of the charity's annual accounts	2,500	2,400
Fees payable to the charity's independent examiner in respect of: All other services not included above	300	660

7. Staff costs

The average number of persons employed by the charity during the year was as follows:

	2024 No.	2023 No.
Directors and staff	8	8

No employee received remuneration amounting to more than £60,000 in either year.

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, no Trustee expenses have been incurred (2023 - £NIL).

9. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	21,185	76,181
Other debtors	191,624	2,568
	212,809	78,749

Other debtors at 31 March 2024 includes a Theatre Tax Relief claim for £187,624. This was received in 24/25.

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

10. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	16,264	28,684
Other taxation and social security	9,616	8,429
Accruals and deferred income	1,500	1,500
	<u>27,380</u>	<u>38,613</u>

11. Summary of funds

Summary of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Designated funds	271,000	-	-	4,000	275,000
General funds	54,855	637,630	(482,142)	(187,997)	22,346
Restricted funds	37,875	151,384	(373,256)	183,997	-
	<u>363,730</u>	<u>789,014</u>	<u>(855,398)</u>	<u>-</u>	<u>297,346</u>

Designated funds represents reserves £150,000 (2023: £146,000) of funds committed to 2024/25 productions and £125,000 (2023: £125,000) to cover 3 months of management, administration and support costs.

Summary of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Designated funds	321,430	-	-	(50,430)	271,000
General funds	36,419	504,179	(423,183)	(62,560)	54,855
Restricted funds	294,777	446,170	(816,062)	112,990	37,875
	<u>652,626</u>	<u>950,349</u>	<u>(1,239,245)</u>	<u>-</u>	<u>363,730</u>

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

12. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Total funds 2024 £
Current assets	324,726	324,726
Creditors due within one year	(27,380)	(27,380)
Total	<u>297,346</u>	<u>297,346</u>

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Current assets	364,467	37,875	402,342
Creditors due within one year	(38,613)	-	(38,613)
Total	<u>325,854</u>	<u>37,875</u>	<u>363,729</u>

CHINA PLATE THEATRE LIMITED

England & Wales - Charity number 1173766

Accounts

CHINA PLATE THEATRE LTD

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

CHINA PLATE THEATRE LTD
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CHINA PLATE THEATRE LTD
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the financial statements of China Plate Theatre Ltd for the period 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

In reporting on the period 1 April 2022 to 31 March 2023, the Trustees of China Plate would like to offer thanks to the funders, stakeholders, partners, staff, and freelancers who supported the company this year.

Objectives and activities

a. Policies and objectives

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the arts or drama.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

To advance the objects the Company has adopted the following mission: to challenge the way performance is made, who it's made by and who gets to experience it.

b. Activities undertaken to further the charity's purposes for the public benefit

Established in 2006, China Plate became a charitable company in 2017. It is an independent producer of contemporary theatre. With a portfolio that crosses making, distribution, programming and development, we are a key agent for change and multiplier of investment within the national theatre ecology.

We are passionate about creating adventurous and imaginative theatre with popular appeal and a social purpose. Using performance to engage and inspire, we take shows into theatres, village halls, schools, on to the streets and to festivals in the UK and internationally.

At the heart of our model is a suite of development programmes to nurture artistic practice, facilitate collaboration, commission work, increase access and widen diversity across scales.

The following are examples of how the China Plate creative programme was designed to deliver on our mission in 2022/23:

Challenging the way performance is made

We produced a suite of projects alongside the Birmingham 2022 Commonwealth Games, each of which had co-creation and community-led working at its heart.

In August we premiered *To The Streets* – a new musical telling the story of the Bristol Bus Boycott – in parks across the West Midlands, commissioned by Birmingham 2022 Festival and in co-production with Birmingham Hippodrome. The performances brought together a professional cast with a Birmingham community company. Our Associate Artists programme saw four emerging Global Majority artists from the West Midlands embedded

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities (continued)

in the creative team. Performances were accompanied by curtain-raisers from local acts, and a family-friendly festival site. "Just experienced the phenomenon that is To The Streets! Stunning music, brilliant storytelling. This is a show that will fill your heart with joy #powertothepeople Catch it in Brum, Wolverhampton and Warwick before it goes global" To The Streets audience member

To The Streets was accompanied by three co-created projects: On Our Way, Soho Settlers, and We Still Here. In 2021/22 China Plate secured seed funding via a Birmingham City Council Cultural Diversity Grant to get to know areas and groups in North Birmingham better, working with them and with Associate Producers Aksana Khan and Diandra McCalla to design the ideas for these three projects. They shared thematic links with To The Streets and were likewise delivered in summer 2022/23. All three projects expanded the borders of the kind of work that China Plate makes:

On Our Way

Bus stops along the Soho Road were transformed into stained glass galleries by community groups from North Birmingham. British Bangladeshi artist Nilupa Yasmin worked with seven local groups to create collages for the iconic 74 bus route: Handsworth Library, South and City College, Holyhead School, Soho Road Business Improvement District, Handsworth Association of Schools, Black Heritage Walks Network, BID Services at the Deaf Cultural Centre. The project was supported by Local Enterprise Partnership funding, and saw Transport for West Midlands upgrading the bus stops that would house the galleries – something Soho Road residents had been asking for without success. "It isn't often that you see a bus stop and think: wow, that is totally freakin' spectacular. As a project, you really get the feeling like the whole community got involved – and in fact, it kind of did." Time Out

Soho Settlers

Residents of the Soho Road and Handsworth shared their stories of migration with us during curated walks and workshops with Black Heritage Walks Network. Stories also came from Nishkam Elder Ladies, Handsworth Library, Windrush Scandal Claimants group, Handsworth Cycling Club, and groups using Handsworth Park. Their stories were worked into a new heritage walk, were turned into audio pieces, and inspired newly commissioned poems by Charis McRoberts, Rick Sanders, Ryan Sinclair, Adjei Sun, and Cassandra Wiggan. The audio pieces and poems were then digitally pinned to real-life locations using the app Overhear, where people can now continue to download and collect them by exploring Handsworth and its history of migration. "We are extremely proud that Soho Settlers tells stories of the diverse communities who settled in Birmingham. It is important that their lives and personal experiences are documented and further cemented into the archives of Birmingham's histories." Garry Stewart, Black Heritage Walks Network

We Still Here

We Still Here was a craft and activism project involving people from across North Birmingham. Inspired by the everyday individuals who have powered the UK civil rights movement, the project saw residents from Ladywood and the surrounding area come together to chat, connect, and create textile banners displaying messages that came from their communities. Led by Jane Thakoordin, an artist from the Guyanese Diaspora, We Still Here saw workshops taking place across summer with BID Services at the Deaf Cultural Centre, West Indian Peoples Progressive Association, National Express West Midlands Bus Drivers, Incredible Surplus with Places of Welcome, St Peter's Church of England Academy and Handsworth Association of Schools. At HAS, Jane also created a banner-making pack for over 100 school children to use during their holiday club. From 19-20 August the banners created by workshop groups were exhibited in Handsworth Park alongside To The Streets. "This shows that anyone can be an artist" Handsworth school teacher

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities (continued)

Challenging who it's made by

Each of our Birmingham 2022 projects involved people who hadn't previously engaged with making theatre or public art. Across our wider programme, we equally sought to reach new participants and creators, as well as supporting underrepresented producers and artists.

Young Producers is our project focusing on young people who are underrepresented within the arts workforce, and who may not think producing is 'for them'. It's delivered in partnership with Warwick Arts Centre, and sees each cohort learning producing skills over six months before putting these into practice by taking over WAC to run their own event. Eight young people completed the programme in 2022/23, and within this group: 40% were from Indian, White Asian (Mixed), White & Black African (Mixed) and Other White (UK Minority) Backgrounds; 30% were disabled; 60% attended a state funded school, 20% received free school meals when at school, and 1 was Not in Education, Employment or Training.

The Young Producers' event Vivacity Festival took place in April 2022. 19 artists/companies were programmed across the three days, performing either in the Helen Martin Studio or Creative Learning Space at Warwick Arts Centre. Four events programmed sold out, and 745 people attended the festival overall.

In September 2022 we delivered RISE, a week-long online programme providing upskilling, workshops, talks, panel discussions, and networking opportunities for young creatives and artists. RISE was co-designed and co-produced by members and alumni of Young Producers, The Fi.ELD (Future Innovators of East London Dance), and Dance Ambassadors (One Dance UK).

The 2022 iteration of The Optimists, our annual Introduction to Producing course, completed its delivery in early 2022/23. We partnered with Shoot Festival, with 50% of places offered to Shoot Associate Producers. The rest of the course was recruited through an open process, with half of the places offered as bursaries to cover fees for participants with protected characteristics who are underrepresented in producing careers. It was delivered online with access provision including captioning and BSL offered to all participants. In March 2023 we delivered a free, in-person Getting Started With Funding workshop in partnership with Birmingham Hippodrome, a trial for a future producer development programme to be launched in the West Midlands in 2023/24.

Across our work with Birmingham 2022 Festival we continued our 2021/22 approach of employing freelance Associate Producers with specific links to North Birmingham communities to lead each project. Associate Producer Jade Samuels then approached us to support a new play by former Birmingham Poet Laureate Casey Bailey, exploring the UK's colonial legacy through the story of a young Black man who is imprisoned after stealing an African comb from a glass case in a stately home. We began supporting Casey to develop the script through co-creation workshops with young people at risk of involvement with the criminal justice system. We secured funding for Jade's work and development on the project via Birmingham City Council as part of their Commonwealth Games legacy funding, via their Leadership strand.

Other artist development in 2022/23 included Musical Theatre Darkroom. We worked with the Musical Theatre Network, Mercury Musical Development, Royal and Derngate Theatre, and Birmingham Hippodrome to co-produce the Darkroom, which focused on supporting Global Majority creative teams to develop ideas for new musicals. Tamasha, Talawa and New Earth supported the recruitment process. The writing teams and projects were selected in March 2022: Maya Productions with Benny and The Greycats / Nemo Martin with Seashore Yua?nfe?n / Thabo Stuck with #50 Days. Fred Carl and Robert Lee (NYU's Tisch School of the Arts Graduate Musical Theatre Writing Program) facilitated the workshop element of the residency.

Challenging who gets to experience it

Alongside our inclusive approach to making work in 2022/23, we sought to reach broader audiences with our public projects.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities (continued)

Evaluation of our suite of Birmingham 2022 Festival projects suggests we were successful in this aim. Festival data shows that across festival audiences as a whole there was 'over representation from Black and Black British people as well as Asian and Asian British people compared to the West Midlands average for these populations.' The Festival attributes these high figures to the focus on co-creation across the creative programme. With *To The Streets* we took a large-scale musical directly into community spaces such as Handsworth Park in Birmingham and West Park in Wolverhampton, whilst the *On Our Way* galleries continue to light up the Soho Road. A passenger boards the number 74 bus every 3.5 seconds throughout the week, meaning hundreds of thousands of people will have seen these galleries – equating to more than 3 million passenger journeys. China Plate were also offered a commission from the BBC to make a short film based on the *To The Streets* song 'Longing to Belong' – this meant that part of the work was seen digitally by thousands of people on BBC iPlayer, BBC Arts socials, at Birmingham 2022 Festival Live Sites, and at Warwick Arts Centre's cinema.

We also continued to build our digital reach and profile through *Bite Size* festival 2022, which was presented in partnership with *Shoot Festival's* *Performance: In Bloom* event, a showcase of Coventry and Warwickshire's emerging talent taking place on 28 and 29 April 2022 at the Belgrade Theatre. *Bite Size* itself then took place on Saturday 30 April 2022 at Warwick Arts Centre – alongside an accompanying online programme available through May. We presented a jam-packed taster menu of new theatre from the Midlands, including short excerpts of new work, full-length shows, and exclusive previews of pieces still in development. 33 artists showcased work to an audience of industry professionals and the general public.

We continued to commit to UK regional touring despite a precarious financial landscape following the pandemic. *All of Me* by Caroline Horton ("shakes you...with a sense of awe" Five Stars, *Independent*) completed its spring tour of 14 venues, originally scheduled to take place in spring 2020. Highlights included a week at the Scottish Mental Health Festival at The Tron in Glasgow.

A Family Business, our co-production with Staatstheater Mainz, rehearsed and opened in Germany in December 2022 to sell-out audiences, before performing at Warwick Arts Centre in March 2023. Written by Chris Thorpe, the show explores nuclear disarmament and in the UK was accompanied by a discussion with Véronique Christory (Senior Arms Adviser for the International Committee of the Red Cross, Delegation to the United Nations), Dr Patricia Lewis (Research Director for Conflict, Science and Transformation and Director of the International Security Programme at Chatham House) and Zainab Rauf Trambo (Young Ambassador on the UN's #Youth4Disarmament programme). A UK and international tour is now being booked for 2024 in collaboration with Théâtre de la Ville de Luxembourg. Chris is also developing a one-man version of the show, to enable it to tour to more places and non-theatre spaces.

China Plate's activity has inspired a new model and Business Plan for the company (see Company Review). At the core of this Business Plan will be a newly revised mission, reflecting an increased commitment to inclusivity across all our activity: to open up the way performance is made, who it's made by, and who gets to experience it.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

a. Key performance indicators

In 2022/23, we reached 30,641 people across our live and digital work, and a further 4,456 participants through our engagement and participation programmes. We supported and toured 4 productions, produced 2 exhibitions and 2 festivals and created 61 online products, 15 of which were designed for children and young people.

As well as the twelve staff members we employed, we worked with 194 freelance creatives. Of those who responded to our staff survey 41% were from Global Majority backgrounds, 12% were D/deaf or disabled, and 22% were neurodiverse.

Income from grants and donations:	£ 735,927	(2021/22: £ 776,157)
Other income from charitable activities:	£ 214,422	(2021/22: £ 154,578)
(Deficit)/Surplus:	(£288,896)	(2021/22: £ 272,238)

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers.

b. Company Review

Early in 2022/23 China Plate completed development of a new three-year Business Plan designed to come into effect at the start of 2023/24, centring co-creation in our working model. 2023/23 therefore functioned as a transition year, in which we turned our attention to our organisational structures to ensure we would be well placed to make a step change and to make good on what would become our newly revised mission: to open up the way performance is made, who it's made by and who gets to experience it.

In 2022/23 we also applied for, and were successfully awarded, Arts Council England National Portfolio funding for the period 2023-26, giving us the assurance that we would have core funding in place to deliver this new Business Plan. We began a new core funding relationship with John Ellerman Foundation, and we continued in our role as Associate Producers at Warwick Arts Centre.

In June 2022 Sarah Preece became our new Chair, bringing extensive experience from her time as CEO of Mountview Academy and Executive Director of Battersea Arts Centre. 2022/23 also marked China Plate's first full year with new Executive Director Chloe Courtney in post.

In November 2022 we recruited for a new Administrator and new Training and Development Producer. We consulted with Associate Producer and Community Engagement specialist Aksana Khan when designing our job packs for these positions, ensuring the language used and experience required made them accessible rather than putting up barriers – they were also BSL interpreted and audio described, and we offered a guaranteed interview scheme for disabled candidates. We worked closely with partners and grassroots organisations across the West Midlands to ensure our recruitment campaign was widely seen. The result was a far more diverse pool of applicants and appointments than previous China Plate campaigns.

Our Training and Development Producer is a new role that sits at the heart of our co-creative vision, as the job description emphasised:

The Training and Development Producer will nurture people, relationships, and ideas. They'll manage The

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance (continued)

Optimists, our producing training programme, as well as other initiatives designed to support young and/or new arts producers. They'll build and sustain connections with people and organisations in Birmingham and beyond. And they'll be on the lookout for creative ideas that China Plate can help to develop. This is a new role for China Plate. It could suit someone with a background in theatre and arts producing – but this isn't essential. If you have worked in training, in developing people's skills and ideas, or in organising projects in community settings then we would love to hear from you.

Alongside these staff appointments we have supported two Internships with University of Birmingham and have continued to offer career opportunities to producers across the UK, employing four freelance Associate Producers each leading on a different show: Amanda Fawcett (Wuthering Heights), Jade Samuels (Please Do Not Touch), Abbie White (Our Ski Project), and Nassy Konan (Trash).

Financial review

a. Reserves policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level that equates to not less than three months core unrestricted expenditure. This provides sufficient funds to cover management, administration and support costs.

At 31 March 2023, our reserves stood at £125,000 representing three months' running costs. This is included in designated reserves.

A further £146,000 has been included as designated reserves being funds committed for productions in 2023/24.

The balance of unrestricted reserves is £54,855.

b. Principal risks and uncertainties

In 2022/23 the company managed the following risks, which continue to be relevant into 2023/24:

Financial risk: Reduction in commission, co-production, performance fee, and box office income

The impact of the pandemic still leaves venues with less flexibility on fees, and audiences with less disposable income. The touring theatre sector continues to suffer, and has been noted by Arts Council England as a sector experiencing particular difficulties. China Plate continues to broker new partnerships and diversify our income streams to help mitigate this risk, including in 2022/23 securing three-year core funding from John Ellerman Foundation.

Financial risk: UK economy

The wider financial situation - increases in inflation and cost of living – poses a significant risk to the arts sector as a whole. We continue to model our budgets and plans to respond to increased capitalisation costs, and the increased costs our staff will be faced with (in order to help ensure staff retention).

Note on financial risks: In 2022/23 a Finance Sub-Committee was established by the Board in order to strengthen governance in this area at a time of financial insecurity in the sector.

Regulatory and compliance risk: Key Performance Indicators

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Arts Council England NPO and other funding agreements require the company to deliver against key performance indicators (KPIs). Financial risks detailed here could adversely affect China Plate's ability to meet any targets. We will mitigate this by keeping in regular communication with ACE Relationship Manager and other significant stakeholders (e.g. Warwick Arts Centre, John Ellerman Foundation).

Governance risk: Board recruitment

China Plate has a highly experienced board combining expertise from within and outside the arts sector. However, the relatively small size of our board represents a governance risk. We continue to enact our Board Development Plan to build a larger board and address gaps in our current governance.

Structure, governance and management

a. Constitution

The charity is registered as a charitable company limited by guarantee and was originally set up by a Memorandum of Association on 1 May 2014 as a trading company. It converted to a charity on 11 July 2017. The charity is registered with number 1173766.

The principal object of the charity is to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of drama.

b. Methods of appointment or election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

At every Annual General Meeting one-third of the Directors who are subject to retirement by rotation shall retire from office. The Directors to retire by rotation shall be those who have been the longest in office.

The Directors may appoint a person who is willing to act to be a Director, either to fill a vacancy or as an additional Director. A Director so appointed shall hold office only until the next following annual general meeting and shall not be taken into account in determining the Directors who are to retire by rotation at the meeting. If not reappointed at such annual general meeting, s/he shall vacate office at the conclusion of that meeting.

A Director who retires at an annual general meeting may, if willing to act, be reappointed. If s/he is not reappointed, s/he shall retain office until the meeting appoints someone in her/his place, or if it does not do so, until the end of the meeting.

c. Organisational structure and decision-making policies

China Plate is governed by a Board of Trustees. The board meets at least quarterly. Two Artistic Directors and (as of March 2021/22) an Executive Director have been appointed by the trustees to manage the day to day operations and activities of the charity. To facilitate effective operations, these staff have been delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment, artistic and educational activities.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management (continued)

d. Policies adopted for the induction and training of Trustees

New trustees receive orientation information to brief them on their legal obligations under charity and company law, the content of the Constitution, the decision making processes, the business plan and recent financial performance of the charity. The company holds events where board members have the opportunity to meet employees, other trustees and see examples of the company's work. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Plans for future periods

The start of 2023/24 marked the beginning of China Plate's new Business Plan, and we look ahead to opening up the way performance is made, who it's made by and who gets to experience it – through co-creation, artist and producer development, and a renewed commitment to both in-person touring and digital imagination.

At the time of writing this report, we have recently completed our first ever mid-scale tour: *Wuthering Heights*, co-produced with Inspector Sands, Royal and Derngate Northampton, and Oxford Playhouse. As well as Northampton and Oxford, the show toured to Warwick Arts Centre, Rose Theatre Kingston, London, and Northern Stage in Newcastle in May and June 2023, accompanied by schools workshops and education resources. "Both silly and deadly serious to the end, this is *Wuthering Heights* with its jagged edges restored, full of moroseness but weirdly, wonderfully, entertaining." Five Stars, *The Guardian*

We have begun a new partnership for *Humans Not Heroes*, our ongoing audio anthology of stories co-created with NHS workers, documenting their experiences of the pandemic and beyond. We teamed up with the Royal College of Nursing to exhibit the stories as part of their *Unmasked* exhibition, which launched in London in May, and will remain in situ for six months before transferring to the Scottish RCN in Edinburgh.

We are looking ahead to the full UK tour of *A Family Business*, which has been funded by Arts Council England through National Lottery Project Grants and which will also tour to Germany and Luxembourg. Meanwhile Chris Thorpe's one-man version of the show, *Talking About The Fire*, will open at London's Royal Court Theatre this December.

As well as delivering *The Optimists 2023*, our Training and Development Producer Kristina Hall has designed and launched a brand-new programme of free producer development workshops, a mixture of online sessions and in-person workshops with venue partners Birmingham Hippodrome, Warwick Arts Centre, and Legacy Centre of Excellence. We are currently planning for the next cohort of Young Producers.

Our Training and Development Producer role is line managed by our Engagement and Participation Producer. We have in effect created a new department within China Plate, and we are currently developing major funding bids to support the work of this department – allowing us to tie our individual producer development programmes together into more of an ecosystem, creating pathways for participants to move between projects, and dedicating staff time to supporting the networks of young people and new producers who take part.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Reference and administrative details of the charity, its trustees and advisers

Trustees S. Preece, Chair (appointed 29 June 2022)
K.C. Stanley Money
S.K. Sharma (resigned 14 June 2023)
N. Lewycky
H. Begum
C.R. Courtney
I. Datta
P. Hancock (resigned 29 June 2022)

Company registered number 09021628

Charity registered number 1173766

Registered office Zellig
Gibb Street
Birmingham
B9 4AT

Company secretary C.R. Courtney

Accountant Drennan & Co
Chartered Accountants
64 Belsize Park
London
NW3 4EH

Artistic Directors Ed Collier
Paul Warwick

Members' liability

The Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

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

Approved by order of the members of the board of Trustees on 6 December 2023 and signed on their behalf by:



S. Preece

6 December 2023

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Independent examiner's report to the Trustees of China Plate Theatre Ltd ('the charity')

I report to the charity Trustees on my examination of the accounts of the charity for the year ended 31 March 2023.

Responsibilities and basis of report

As the Trustees of the charity (and 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 charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's 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 charity's Trustees as a body, for my work or for this report.

Signed:



R G Drennan

Dated: 6 December 2023

FCA - ICAEW

64 Belsize Park, London NW3 4EH

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

Note		Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and grants	3	289,757	446,170	735,927	776,157
Charitable activities	4	214,422	-	214,422	154,578
Total income		504,179	446,170	950,349	930,735
Expenditure on:					
Charitable activities		423,183	816,062	1,239,245	658,497
Total expenditure		423,183	816,062	1,239,245	658,497
Net income/(expenditure)		80,996	(369,892)	(288,896)	272,238
Transfers between funds		(112,990)	112,990	-	-
Net movement in funds		(31,994)	(256,902)	(288,896)	272,238
Reconciliation of funds:					
Total funds brought forward		357,849	294,777	652,626	380,388
Net movement in funds		(31,994)	(256,902)	(288,896)	272,238
Total funds carried forward		325,855	37,875	363,730	652,626

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

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

CHINA PLATE THEATRE LTD
(A company limited by guarantee)
REGISTERED NUMBER: 09021628

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
		-	-
Current assets			
Debtors	9	78,749	16,819
Cash at bank and in hand		323,594	666,907
		<u>402,343</u>	<u>683,726</u>
Creditors: amounts falling due within one year	10	(38,613)	(31,100)
Net current assets		<u>363,730</u>	652,626
Total assets less current liabilities		<u>363,730</u>	652,626
Net assets		<u>363,730</u>	652,626
Total net assets		<u><u>363,730</u></u>	<u><u>652,626</u></u>
Charity funds			
Restricted funds		37,875	294,777
Unrestricted funds		325,855	357,849
Total funds		<u><u>363,730</u></u>	<u><u>652,626</u></u>

The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 06 December 2023 and signed on their behalf by:



S. Preece

6 December 2023

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

The charity is a UK limited company registered at Companies House in England & Wales and with the Charity Commission.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

2.2 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in: the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions, and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

2.4 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.5 Debtors

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

2.6 Cash at bank and in hand

Cash at bank and 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.

2.7 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. Accounting policies (continued)

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Grants			
Arts Council England	253,582	154,929	408,511
Esmée Fairbairn Foundation	6,175	-	6,175
GB SLEP	-	17,501	17,501
Commission Income	-	243,613	243,613
John Ellerman Foundation	30,000	-	30,000
Subtotal detailed disclosure	289,757	416,043	705,800
Other grants	-	4,927	4,927
Government/Local Authority grants	-	25,200	25,200
Subtotal	-	30,127	30,127
Total 2023	289,757	446,170	735,927

Government/Local Authority grants comprise restricted grants from Birmingham City Council of £25,200.

Other grants were received from Without Walls £897, ESF/Groundwork UK, £2,243 and Hobson Charity £1,787.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

3. Income from donations and legacies (continued)

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Grants			
Arts Council England	253,582	389,727	643,309
Esmée Fairbairn Foundation	55,000	-	55,000
Garfield Weston Culture Fund	-	20,000	20,000
Commission income	-	18,121	18,121
The Winston Churchill Memorial Trust	-	11,000	11,000
Subtotal detailed disclosure	<u>308,582</u>	<u>438,848</u>	<u>747,430</u>
Grants	-	3,095	3,095
Government grants	132	25,500	25,632
Subtotal	<u>132</u>	<u>28,595</u>	<u>28,727</u>
<i>Total 2022</i>	<u><u>308,714</u></u>	<u><u>467,443</u></u>	<u><u>776,157</u></u>

Government/Local Authority grants comprise Furlough income of £132 and grants from Birmingham City Council of £8,000 and £17,500 from Birmingham & Solihull LEP. Other grants were received from ESF/Groundwork UK.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Ticket sales and other income	214,422	214,422
	<u>214,422</u>	<u>214,422</u>
	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Ticket sales and other income	154,578	154,578
	<u>154,578</u>	<u>154,578</u>

5. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Production costs	816,062	120,096	936,158
Core staff & project staff costs	303,087	-	303,087
	<u>1,119,149</u>	<u>120,096</u>	<u>1,239,245</u>
	<i>Activities undertaken directly 2022 £</i>	<i>Support costs 2022 £</i>	<i>Total funds 2022 £</i>
Production costs	221,113	134,618	355,731
Core staff & project staff costs	302,765	-	302,765
	<u>523,878</u>	<u>134,618</u>	<u>658,497</u>

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

6. Independent examiner's remuneration

	2023 £	2022 £
Fees payable to the charity's independent examiner for the independent examination of the charity's annual accounts	2,400	1,750
Fees payable to the charity's independent examiner in respect of: All other services not included above	660	350
	<u><u> </u></u>	<u><u> </u></u>

7. Staff costs

The average number of persons employed by the charity during the year was as follows:

	2023 No.	2022 No.
Directors and staff	8	10
	<u><u> </u></u>	<u><u> </u></u>

No employee received remuneration amounting to more than £60,000 in either year.

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

9. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	76,181	16,819
Other debtors	2,568	-
	<u><u>78,749</u></u>	<u><u>16,819</u></u>

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

10. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	28,684	25,514
Other taxation and social security	8,429	4,086
Accruals and deferred income	1,500	1,500
	<u>38,613</u>	<u>31,100</u>

11. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Designated funds	321,430	-	-	(50,430)	271,000
General funds	36,419	504,179	(423,183)	(62,560)	54,855
Restricted funds	294,777	446,170	(816,062)	112,990	37,875
	<u>652,626</u>	<u>950,349</u>	<u>(1,239,245)</u>	<u>-</u>	<u>363,730</u>

Designated funds represents £146,000 (2022: £204,110) of funds committed to 2023/24 productions and £125,000 (2022: £117,320) of reserves to cover 3 months of management, administration and support costs.

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	42,000	-	-	279,430	321,430
General funds	19,165	463,292	(437,383)	(8,655)	36,419
Restricted funds	319,223	467,443	(221,114)	(270,775)	294,777
	<u>380,388</u>	<u>930,735</u>	<u>(658,497)</u>	<u>-</u>	<u>652,626</u>

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Current assets	364,467	37,875	402,342
Creditors due within one year	(38,613)	-	(38,613)
Total	<u>325,854</u>	<u>37,875</u>	<u>363,729</u>

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Current assets	388,949	294,777	683,726
Creditors due within one year	(31,100)	-	(31,100)
Total	<u>357,849</u>	<u>294,777</u>	<u>652,626</u>

CHINA PLATE THEATRE LIMITED

England & Wales - Charity number 1173766

Accounts

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

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CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report together with the financial statements of China Plate Theatre Ltd for the period 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

On June 29 2022, Sarah Preece was appointed as the new Chair of China Plate Theatre Ltd. In reporting on the period 1 April 2021 to 31 March 2022, Sarah and the Trustees of China Plate would like to offer thanks to the funders, stakeholders, partners, staff, and freelancers who supported the company during the ongoing impact of the Covid-19 pandemic.

Objectives and activities

a. Policies and objectives

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the arts or drama.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

To advance the objects the Company has adopted the following mission: to challenge the way performance is made, who it's made by and who gets to experience it.

b. Activities undertaken to further the charity's purposes for the public benefit

Established in 2006, China Plate became a charitable company in 2017. It is an independent producer of contemporary theatre. With a portfolio that crosses making, distribution, programming and development, we are a key agent for change and multiplier of investment within the national theatre ecology.

We are passionate about creating adventurous and imaginative theatre with popular appeal and a social purpose. Using performance to engage and inspire, we take shows into theatres, village halls, schools, on to the streets and to festivals in the UK and internationally.

At the heart of our model is a suite of development programmes to nurture artistic practice, facilitate collaboration, commission work, increase access and widen diversity across scales.

The following are examples of how the China Plate creative programme was designed to deliver on our mission in 2021/22:

Challenging the way performance is made

We explored and further developed co-creative models for making work:

Birmingham 2022 awarded us a £185,000 commission for new musical *To The Streets!* which will preview across the West Midlands in summer 2022. The musical will open in Handsworth Park in North Birmingham, and we are currently developing a series of accompanying projects co-created with people from Handsworth and the

CHINA PLATE THEATRE LTD
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities (continued)

surrounding areas. We secured funding from Birmingham City Council to get to know areas and groups in North Birmingham better, working with them and with Associate Producers Aksana Kahn and Diandra McCalla to co-design three projects: On Our Way (a series of bus stop galleries that will transform the Soho Road); We Still Here (a protest banner-making project); and Soho Settlers (an audio walk collecting stories of migration). These projects have been funded by local stakeholders including Greater Birmingham and Solihull LEP and the Birmingham City Council and Birmingham 2022 Creative City Grant programme, and will be completed in summer 2022. Our Block Party at Soho House brought the music of To The Streets! into North Birmingham for the first time, kickstarting conversations about these community-led projects.

We continued Humans Not Heroes, our collaboration with healthcare workers and researchers at Coventry University. By the end of the year, five cohorts of healthcare workers had co-created audio artwork based on their experiences of working throughout the pandemic. In December 2021, the Humans Not Heroes team premiered the first in the latest series of artwork, Thresholds by Rochi Rampal, as part of Coventry Creates. In addition to the artworks, the team shared the processes and thoughts behind the work, including speaking at The People Place Power conference in December 2021, as well as at Resonate Festival.

Challenging who it's made by

We focused on new routes into producing, and pushed the boundaries of what China Plate is able to produce:

The 2021 Optimists was successfully delivered digitally via Notion and Zoom. 23 emerging producers took part in ten sessions led by members of the China Plate team and special guests. All places were offered free to participants, recognising the difficult situation that freelancers have been in throughout the pandemic. This cohort of Optimists was the most diverse we have worked with to date – over half of the group identified as having faced racism, discrimination and/or cultural barriers within the industry, and the group included 3 Deaf producers. All sessions were BSL interpreted, captioned and recorded and a note taker was present throughout.

We launched the second year of our Young Producers programme, a partnership with Warwick Arts Centre. Young people from Coventry aged 16-22 will learn producing skills before taking over WAC to deliver their own arts festival in 2022/23. We continued our partnership with Derby CAN, running a bespoke Optimists programme for emerging producers in Derby in autumn 2021. We joined forces with Stage One (the national support and training organisation for commercial theatre producers) and our neighbours Beatfrecks to host a live and digital hybrid event at the Old Library in Digbeth as an access point for people wanting to find out more about producing.

As arts funding becomes increasingly stretched, the pool of venues and organisations who are practically able to make mid-scale and large-scale work becomes narrower, but China Plate works to challenge this trend. In July we presented mid-scale musical Gin Craze by April de Angelis & Lucy Rivers, our co-production with Royal and Derngate Northampton and English Touring Theatre. This 'bawdy feminist history lesson with anarchic spirit' (The Guardian) received brilliant reviews ("raucous fun with a dark chaser" 5 star rating The Observer, 4 star rating The Guardian, The Times, The Telegraph). We also remodelled our Next Stages plans to focus on commissioning new work with mid-scale ambitions, supporting artists and companies Milk Presents, Steph Weller, Rachel Bagshaw and Lulu Raczka, and Rhum and Clay. We continued development of To The Streets! by Roy Williams and Tim Sutton - a co-production with Birmingham Hippodrome with the potential to become China Plate's first Number 1 Touring show.

Challenging who gets to experience it

Under the continuing influence of the pandemic, we committed to reaching audiences in both familiar and different ways:

We completed the final year of our partnership with the Rural Touring Dance Initiative, helping to bring the

CHINA PLATE THEATRE LTD
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities (continued)

following innovative work to village halls and rural venues across the UK: The Hotel Experience by Lila Dance; Salome by Edifice; Antigone Interrupted by Scottish Dance Theatre; Same Same but Different by Sonia Sabri Company; The Rest of our Lives by Jo Fong and George Orange; Blacklist/Figleaf by Joshua Vendetta Nash; Louder is Not Always Clearer by Mr & Mrs Clark; Gibbon by Chris Patfield and Jose Triguero.

Our tour of Caroline Horton's award-winning All of Me began in early 2022, and is booked to continue through to 2022/23, visiting 14 studio venues across England and into Scotland. In addition, the audio and Twine versions of the production remained online, where they were experienced by audiences across the year.

Following careful consideration of possible Covid scenarios, and thinking how to involve the most diverse group of artists that we could across the programme, First Bite festival was reconfigured to take place entirely online for the first time. This allowed us to extend the support offered to artists and the Midlands arts scene by seed funding ten new pieces of work from across the region. The digital showcase was a great success, reaching 816 people and providing BSL interpretation, captioning, and audio description.

Achievements and performance

a. Key performance indicators

In 2021/22, we reached 17,627 people across our live and digital work, and a further 3703 participants through our engagement and participation programmes. We supported and toured 14 productions, visiting 44 UK venues. We created 49 online products, 20 of which were designed for children and young people.

We commissioned 20 UK-based artists across 18 commissions, and hosted residencies for 42 creative practitioners based in the UK and six based internationally. As well as the ten staff members we employed, we employed a further 202 freelancers across the year.

Income from grants and donations:	£ 776,157	(2020/21: £ 692,853)
Other income from charitable activities:	£ 154,578	(2020/21: £ 28,540)
Surplus:	£ 272,238	(2020/21: £ 309,420)

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance (continued)

b. Review of activities

In 2021/22 China Plate and the wider cultural sector continued to feel the seismic impact of COVID-19, as the outlook shifted and then shifted again. We were fortunate to receive Cultural Recovery Funding, helping us to resource the company and to continue making adventurous, imaginative work. We committed to finding ways for work to reach audiences despite the uncertainty of the landscape, and to developing and investing in new projects for the future.

This year saw us opening a mid-scale musical, touring studio-scale work, supporting new producers, commissioning brand new ideas, creating audio anthologies, and bringing whole festivals online to reach audiences. We continued to develop our co-creation work, forging new relationships in North Birmingham in particular as we made plans for To The Streets! and the community-led projects that sit alongside it. These projects have fundamentally shifted the way we see China Plate going forwards, and in 2021/22 we have begun to put together a new Business Plan which centres co-creation and the development of ideas that emerge from different communities of place, interest, and identity. This Business Plan will be in place from 2023 chiming with Arts Council England's Let's Create strategy.

Alongside this, we began to think about the company infrastructure we would need to take our work forwards. This was a transformative year for China Plate. When our General Manager left the company, we decided that rather than re-recruiting for the post we would consider whether a different company structure was needed. After an interim period (where we worked in new ways with a collection of freelancers) we designed a new Executive Director role, recruiting Chloe Courtney to the post and onboarding them in March. We also focused on board development, and are delighted to be welcoming Sarah Preece as our new Chair in 2022/23.

Challenging who gets to make the work we see on UK stages remains a core part of our Mission. In 2021/22 work in production and development continued to prioritise artists who have faced discrimination and cultural barriers due to ethnicity, socio-economic background, health, disability or D/deafness, including:

- To The Streets! saw a Black British writing team developing a civil rights story, inspiring a co-created programme facilitated by our Associate Producers and emerging artists and residents in North Birmingham
- We began to develop Trash with Urielle Klein Mekongo through the ACE supported Horizon Showcase programme
- We continued to platform Where I Go by disabled director and writer Rachel Bagshaw on BBC iPlayer, and our website hosted the All Of Me audio and Twine versions by Caroline Horton, focusing on her experience of mental health crisis ("theatrically alive at every moment... raw, honest & elemental" 5 star rating The Independent)
- We prioritised the work of artists with protected characteristics through First Bite, Bite Size & Optimists programmes, with all sessions BSL interpreted

We continued to work with regional and national networks such as More Than a Moment and the Producing and Touring network. As a company and with our wider sector we collaborated to build on learning from the lockdown – which taught us so much about digital accessibility, caring working practices, and new opportunities for sustainability – to ensure we didn't lose the ground we have gained.

CHINA PLATE THEATRE LTD
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Financial review

a. Reserves policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level that equates to not less than three months core unrestricted expenditure. This provides sufficient funds to cover management, administration and support costs.

On 1 April 2021, our designated reserves stood at £42,000. In line with our board-approved strategy to build reserves to three months' running costs, as part of our Cultural Recovery Fund applications we sought funding to increase our reserves, which at 31 March 2022 stand at £117,320, representing three months running costs. This is included in designated reserves.

A further £204,110 has been included as designated reserves being funds committed for productions in 2022/23.

The balance of unrestricted reserves is £36,419.

b. Principal risks and uncertainties

At the time of writing this report in 2022/23, China Plate had recently learned that we have secured ongoing Arts Council England National Portfolio Funding for 2023-26, giving us a level of core security. However, we still face risks and uncertainties:

External risk: Ongoing impact of COVID-19.

COVID-19 remains a risk to the running of all live productions and projects in 2022/23. We manage alternative scenarios by reviewing and updating our Risk Register, modelling the ways in which Covid could impact on our activity - including show postponement/cancellation due to virus within company, impact of sickness on our company/creative team/participants/audiences - and how we will respond.

External risk: Audiences behaviour post-lockdown is difficult to predict

Venues across the UK are still reporting lower audience numbers and changed booking patterns following the pandemic. The direct risk to us of this consumer behaviour is relatively low, however, we will conduct fortnightly liaison meetings with venue partners and adapt activity plans where necessary.

Financial risk: Reduction in commission, co-production, and box office income

The impact of the pandemic has left venues with less flexibility on fees, and audiences with less disposable income. In 2020/21 and 2021/22 China Plate made significant achievements in emergency and strategic funding applications (Birmingham City Council, the Coronavirus Job Retention Scheme, Weston Cultural Grant, Cultural Recovery Fund) which enabled the company to continue to operate effectively. We also brokered new partnerships, for example our Birmingham 2022 commission and Creative City Grants funding. We will continue to build on this in 2022/23, developing a new fundraising strategy and securing new ongoing Trust funding as our longterm partnership with Esmée Fairbairn draws to a close.

Financial risk: UK economy

The wider financial situation - increases in inflation and cost of living – poses a significant risk to the arts sector as a whole. We will remodel our budgets and plans to respond to increased capitalisation costs, and the increased costs our staff will be faced with (in order to help ensure staff retention).

Regulatory and compliance risk: key performance indicators

Arts Council England NPO and other funding agreements require the company to deliver against key performance indicators (KPIs). The short and medium-term impacts of the pandemic could adversely affect China Plate's ability to meet any targets. We will mitigate this by keeping in regular communication with ACE

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Relationship Manager and other significant stakeholders (e.g. Warwick Arts Centre, Commonwealth Games).

Governance risk: Board recruitment

We were able to recruit a highly experienced new Chair towards the end of 2021/22. However, we still need to continue actioning our Board Development Plan to build a larger board and address gaps in our current governance. Plans continue to establish a Finance and Audit Sub-Committee to strengthen governance in this area at a time of financial insecurity in the sector.

Structure, governance and management

a. Constitution

The charity is registered as a charitable company limited by guarantee and was originally set up by a Memorandum of Association on 1 May 2014 as a trading company. It converted to a charity on 11 July 2017. The charity is registered with number 1173766.

The principal object of the charity is to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of drama.

b. Methods of appointment or election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

At every Annual General Meeting one-third of the Directors who are subject to retirement by rotation shall retire from office. The Directors to retire by rotation shall be those who have been the longest in office.

The Directors may appoint a person who is willing to act to be a Director, either to fill a vacancy or as an additional Director. A Director so appointed shall hold office only until the next following annual general meeting and shall not be taken into account in determining the Directors who are to retire by rotation at the meeting. If not reappointed at such annual general meeting, s/he shall vacate office at the conclusion of that meeting.

A Director who retires at an annual general meeting may, if willing to act, be reappointed. If s/he is not reappointed, s/he shall retain office until the meeting appoints someone in her/his place, or if it does not do so, until the end of the meeting.

c. Organisational structure and decision-making policies

China Plate is governed by a Board of Trustees. The board meets at least quarterly. Two Artistic Directors and (as of March 2021/22) an Executive Director have been appointed by the trustees to manage the day to day operations and activities of the charity. To facilitate effective operations, these staff have been delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment, artistic and educational activities.

d. Policies adopted for the induction and training of Trustees

New trustees receive orientation information to brief them on their legal obligations under charity and company law, the content of the Constitution, the decision making processes, the business plan and recent financial performance of the charity. The company holds events where board members have the opportunity to meet employees, other trustees and see examples of the company's work. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

CHINA PLATE THEATRE LTD
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Plans for future periods

2022/23 will see China Plate working with our new Chair and Executive Director to complete the development of our new Business Plan. This will underpin our activity as part of the 2023-26 ACE National Portfolio.

This business plan will see us revise our Vision, Mission, and Values, centring co-creation and community-led working in a new way. This Annual Report reflects on our progress against our current Vision and Mission. 2022/23 will be a year of transition, as we move towards a new Vision and Mission which we are refining:

Vision: China Plate's vision is that creative communities work together to deliver extraordinary theatre experiences that fire the imagination, affect positive change and are open to all.

Mission: Our Vision will be delivered through our Mission, which is to develop a new model of creating and producing theatre that opens up the way performance is made, who makes it and who it's experienced by.

In 2022/23 we will put in place the company infrastructure we need to deliver the new plan from 1 April 2023 onwards. This will include recruitment of new roles – such as a Training and Development Producer to nurture emerging producers, community relationships, and artistic ideas – but also revising policies and processes such as our pioneering Artist Wellbeing Policy to better reflect our new methodology and understanding.

2022/23 will include the following creative achievements:

- We will preview our musical *To The Streets!* by Roy Williams and Tim Sutton, sharing the civil rights story of the Bristol Bus Boycott with audiences in parks across the West Midlands.
- Our co-created projects *On Our Way*, *We Still Here*, and *Soho Settlers* will bring bus stop galleries, protest banner workshops, and poetry walks to North Birmingham.
- We'll complete our final tour performances of Caroline Horton's *All of Me*.
- Our international co-production *A Family Business* by Chris Thorpe will open with our partners Staatstheater Mainz in winter 2022, exploring nuclear disarmament – UK performances will follow.
- We'll once again produce and direct the Warwick Christmas Lectures, engaging hundreds of children from across the West Midlands in theatrical science explorations.
- Rehearsals will begin for our major mid-scale co-production of *Wuthering Heights*, postponed from before the pandemic.
- We'll continue to support Urielle Klein-Mekongo to develop her new show *Trash*.
- We will nurture three new musicals created by Global Majority artists through our Musical Theatre Darkroom.
- Our Young Producers will stage their takeover festival at Warwick Arts Centre
- Our 2022 Optimists cohort will complete their training with us

Alongside this programme, our Engagement and Participation Producer will work with the Training and Development Producer to design a new Engagement strategy that strengthens our talent development programmes, creates more connections between them, and helps us to embed principles of co-creation across the company.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Reference and administrative details of the charity, its trustees and advisers

Trustees	S. Preece, Chair (appointed 29 June 2022) K.C. Stanley Money S.K. Sharma N. Lewycky H. Begum S. Startin (resigned 5 November 2021) I. Datta P. Hancock (resigned 29 June 2022)
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Company registered number	09021628
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Charity registered number	1173766
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Registered office	Zellig Gibb Street Birmingham B9 4AT
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Company secretary	C.R. Courtney
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Accountant	Drennan & Co Chartered Accountants 11 Hammersmith Terrace London W6 9TS
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Artistic Directors	Ed Collier Paul Warwick
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Members' liability

The Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

CHINA PLATE THEATRE LTD
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

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

Approved by order of the members of the board of Trustees on 7 December 2022 and signed on their behalf by:

S. Preece



CHINA PLATE THEATRE LTD
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INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Independent examiner's report to the Trustees of China Plate Theatre Ltd ('the charity')

I report to the charity Trustees on my examination of the accounts of the charity for the year ended 31 March 2022.

Responsibilities and basis of report

As the Trustees of the charity (and 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 charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's 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 charity's Trustees as a body, for my work or for this report.

Signed:

Dated: 7 December 2022

R G Drennan

FCA - ICAEW

11 Hammersmith Terrace, London W6 9TS

CHINA PLATE THEATRE LTD
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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

Note		Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and grants	3	308,714	467,443	776,157	692,853
Charitable activities	4	154,578	-	154,578	28,540
Total income		463,292	467,443	930,735	721,393
Expenditure on:					
Charitable activities		437,383	221,114	658,497	411,973
Total expenditure		437,383	221,114	658,497	411,973
Net income		25,909	246,329	272,238	309,420
Transfers between funds		270,775	(270,775)	-	217,760
Net movement in funds		296,684	(24,446)	272,238	527,180
Reconciliation of funds:					
Total funds brought forward		61,165	319,223	380,388	(146,792)
Net movement in funds		296,684	(24,446)	272,238	527,180
Total funds carried forward		357,849	294,777	652,626	380,388

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

The notes on pages 13 to 20 form part of these financial statements.

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REGISTERED NUMBER: 09021628

BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets		-	-
Current assets			
Debtors	9	16,819	3,600
Cash at bank and in hand		666,907	380,355
		683,726	383,955
Creditors: amounts falling due within one year	10	(31,100)	(3,567)
Net current assets		652,626	380,388
Total assets less current liabilities		652,626	380,388
Net assets		652,626	380,388
Total net assets		652,626	380,388
Charity funds			
Restricted funds		294,777	319,223
Unrestricted funds		357,849	61,165
Total funds		652,626	380,388

The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 07 December 2022 and signed on their behalf by:

S. Preece



CHINA PLATE THEATRE LTD
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The charity is a UK limited company registered at Companies House in England & Wales and with the Charity Commission.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

2.2 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in: the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions, and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers.

CHINA PLATE THEATRE LTD
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

2.4 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.5 Debtors

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

2.6 Cash at bank and in hand

Cash at bank and 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.

2.7 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

2. Accounting policies (continued)

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Grants			
Arts Council England	253,582	389,727	643,309
Esmee Fairbairn Foundation	55,000	-	55,000
The Rayne Foundation	-	20,000	20,000
Commission Income	-	18,121	18,121
The Hobson Charity	-	11,000	11,000
Subtotal detailed disclosure	308,582	438,848	747,430
Other grants - Groundwork	-	3,095	3,095
Government/Local Authority grants	132	25,500	25,632
Subtotal	132	28,595	28,727
Total 2022	308,714	467,443	776,157

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

3. Income from donations and legacies (continued)

Government/Local Authority grants comprise Furlough Income of £132 and restricted grants from Birmingham City Council of £8,000 and £17,500 from Birmingham & Solihull LEP.

Funding from Arts Council England NPO and Esmee Fairburn Foundation has in previous years been shown as restricted income. Following a review of the documentation it is now accounted for as unrestricted funding.

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Grants			
Arts Council England	-	301,144	301,144
Esmee Fairburn Foundation	-	82,500	82,500
Garfield Weston Culture Fund	-	102,100	102,100
Commission income	-	126,870	126,870
The Winston Churchill Memorial Trust	-	9,900	9,900
Subtotal detailed disclosure	-	622,514	622,514
Grants	82,500	(58,992)	23,508
Government grants	46,831	-	46,831
Subtotal	129,331	(58,992)	70,339
<i>Total 2021</i>	<i>129,331</i>	<i>563,522</i>	<i>692,853</i>

Government/Local Authority grants comprise Furlough income of £20,110 and grants from Birmingham City Council of £26,720. Other grants were received from Bus Boycott £7,875, Without Walls £8,073, GBSLEP £3,000, ESF/Groundwork UK, £2,060 and The Garrick Charitable Trust £2,500.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Ticket sales and other income	154,578	154,578
	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Ticket sales and other income	28,540	28,540

5. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Production costs	221,113	134,618	355,731
Core staff & project staff costs	302,765	-	302,765
	<u>523,878</u>	<u>134,618</u>	<u>658,497</u>
	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
Production costs	67,039	42,612	109,651
Core staff & project staff costs	302,322	-	302,322
	<u>369,361</u>	<u>42,612</u>	<u>411,973</u>

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

6. Independent examiner's remuneration

	2022 £	2021 £
Fees payable to the charity's independent examiner for the independent examination of the charity's annual accounts	1,750	1,650
Fees payable to the charity's independent examiner in respect of: All other services not included above	350	1,263
	<u><u> </u></u>	<u><u> </u></u>

7. Staff costs

The average number of persons employed by the charity during the year was as follows:

	2022 No.	2021 No.
Directors and staff	10	18
	<u><u> </u></u>	<u><u> </u></u>

No employee received remuneration amounting to more than £60,000 in either year.

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

9. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	16,819	3,600
	<u><u> </u></u>	<u><u> </u></u>
	16,819	3,600
	<u><u> </u></u>	<u><u> </u></u>

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

10. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	25,514	119
Other taxation and social security	4,086	1,948
Accruals and deferred income	1,500	1,500
	<u>31,100</u>	<u>3,567</u>

11. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	42,000	-	-	279,430	321,430
General funds	19,165	463,292	(437,383)	(8,655)	36,419
Restricted funds	319,223	467,443	(221,114)	(270,775)	294,777
	<u>380,388</u>	<u>930,735</u>	<u>(658,497)</u>	<u>-</u>	<u>652,626</u>

Designated funds represents £204,110 of funds committed to 2022/23 productions and £117,320 of reserves to cover 3 months of management, administration and support costs.

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds	-	-	-	42,000	42,000
General funds	70,968	75,371	(344,934)	217,760	19,165
Restricted funds	-	646,022	(67,039)	(259,760)	319,223
	<u>70,968</u>	<u>721,393</u>	<u>(411,973)</u>	<u>-</u>	<u>380,388</u>

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Current assets	388,949	294,777	683,726
Creditors due within one year	(31,100)	-	(31,100)
Total	<u>357,849</u>	<u>294,777</u>	<u>652,626</u>

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Current assets	64,732	319,223	383,955
Creditors due within one year	(3,567)	-	(3,567)
Total	<u>61,165</u>	<u>319,223</u>	<u>380,388</u>

CHINA PLATE THEATRE LIMITED

England & Wales - Charity number 1173766

Accounts

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their annual report together with the financial statements of China Plate Theatre Ltd for the period 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the arts or drama.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

To advance the objects the Company has adopted the following mission: to challenge the way performance is made, who it's made by and who gets to experience it.

b. Activities undertaken to further the charity's purposes for the public benefit

Established in 2006, China Plate became a charitable company in 2017. It is an independent producer of contemporary theatre. With a portfolio that crosses making, distribution, programming and development, we are a key agent for change and multiplier of investment within the national theatre ecology.

We are passionate about creating adventurous and imaginative theatre with popular appeal and a social purpose. Using performance to engage and inspire, we take shows into theatres, village halls, schools, on to the streets and to festivals in the UK and internationally.

At the heart of our model is a suite of development programmes to nurture artistic practice, facilitate collaboration, commission work, increase access and widen diversity across scales.

The following are examples of how the China Plate creative programme was designed to deliver on our mission in 2020/21:

Challenging the way performance is made:

- China Plate worked with researchers at Coventry University to facilitate an arts-based research programme that provided healthcare workers the opportunity to reflect on their experiences of the Covid-19 pandemic. The resulting audio piece, *Boats on an Ocean*, explored the emotional impact on healthcare professionals and featured in the Coventry Creates online digital exhibition and was shortlisted as Teaching Innovation of the Year by the Student Nursing Times Award 2021. the Cultural
- Funded through the Arts Council England Producing Hubs, our partnership with Derby Theatre on Derby CAN is a cross art form city-wide initiative looking to develop new ways of co-creating theatre with the people of Derby. Alongside this, our partnership project *Curious Objects of Womens' Independence* supported by Coventry UK City of Culture 2021 is reaching out to women across Coventry to share their stories in an Exhibition with at

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Objectives and activities (continued)

The Mead Gallery.

- Bus Boycott is a new programme of work celebrating a watershed moment for British Civil Rights that will see us work with community groups, professional and non-professional artists to co-design outdoor performances in Birmingham alongside the development of a brand-new musical written by Roy Williams and Tim Sutton.

Challenging who it's made by:

- Our pilot Young Producers programme produced in partnership with Warwick Arts Centre and Coventry UK City of Culture 2021 supported 16–21-year-olds from across Coventry and the West Midlands (including participants not in education, employment or training) to learn about the craft of theatre producing and festival curation. The project culminated in an online digital festival by, with and for 16–21-year-olds from across the UK.
- We worked with Fuel Theatre and a small group of Arts Council England National Portfolio Organisations to create a strategy to support the freelance workforce during the pandemic, including establishing a paid national task force of 160 self-employed theatre and performance makers. The purpose of the task force was to strengthen the influence of the self-employed theatre and performance community during the pandemic and as part of the recovery.
- The Optimists, our training programme for emerging theatre makers, offered free places, travel and access bursaries for participants who have faced racism, discrimination and/or cultural barriers due to their ethnicity, disability, D/deafness, gender identity or socio-economic background.

Challenging who gets to experience it:

- During the pandemic we worked with the Rural Touring Dance Initiative to reimagine how dance could be presented to rural audiences digitally and how artists could continue to build relationships with rural audiences and prepare them for a return to live performance.
- On the shortest day of the year, 60 second digital commissions from 150 artists were released across social media platforms under the banner It Gets Lighter From Here - creating a region wide celebration of optimism. China Plate led on the conception, design and delivery of the project with Culture Central and commissioned 10 new pieces of work; 3 of which were co-programmed with producer Rafia Hussain and 3 pieces with Deaf Explorer.
- China Plate co-produced the 2020 University of Warwick Christmas Lectures. Reimagined online, the 6 lectures reached 3960 YouTube views, inspiring young people from schools across Coventry and the West Midlands (all lectures BSL interpreted for the first time).

Achievements and performance

a. Key performance indicators

In 2020, we reached over 36,000 people across a range of online digital platforms – pivoting our shows and events to adapt during the height of the pandemic. Despite all touring work being delayed or cancelled due to the Covid-19 pandemic, we created, distributed and programmed 96 digital products across a range of online platforms, collectively generating 34,524 interactions, and had 2132 participants taking part in training, learning and engagement programmes.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance (continued)

Income from grants and donations:	£ 692,853	(2019/20: £ 539,694)
Other income from charitable activities:	£ 28,540	(2019/20: £ 222,887)
Surplus:	£ 309,420	(2019/20: £ 11,900)

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in: the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions, and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers..

b. Review of activities

As for almost all cultural organisations, COVID-19 had a profound impact on China Plate in 2020/21. The programme of work we delivered during lockdown differed greatly from the one that we had anticipated, however, its scope and scale are testament to the ingenuity, resilience, and determination of the staff team, collaborating artists and partner organisations we work with.

We produced our first short film (Rachel Bagshaw and Chris Thorpe's Where I Go...) commissioned by the BBC, The Space and Arts Council England for the Culture in Quarantine Programme and developed and released Caroline Horton's All Of Me as both an audio drama on SoundCloud and as an interactive digital work on the Twine platform. Our Civil Rights musical, Bus Boycott (Roy Williams and Tim Sutton), was reimagined as an outdoor performance that will be taken directly into the heart of communities around Birmingham in summer 2022, with an emphasis on audiences with Commonwealth heritage. Early development continued on Chris Thorpe and Rachel Chavkin's third show A Family Business and our first midscale musical production Gin Craze was rescheduled for production in summer 2021.

We have seen a rapid acceleration of our application of digital technologies to our development programme, logistics, communications and creative programme. Our digital creative outputs have enabled us to up-skill our producing and creative teams, whilst reaching new audiences and, in time, could open up new income streams. Moving some of our training programmes online has reduced barriers related to geographic location, cost, and access for some participants and we have seen a steep rise in demand for places on these courses, 7-fold in the case of the Optimists.

Our ongoing work on Young Producers, A Study of Provincial Life and Bus Boycott, and our partnership with Derby CAN, have seen us push forward projects with a more place-based focus (Midlands) and pilot a range of new approaches to co-design and/or co-creation with targeted communities – in turn further diversifying our producing team, the artists we work with and the participants we reach. We have also been able to explore new models of partnership working in other sectors: Humans Not Heroes (healthcare) and planning for a VR adaptation of Romeo and Juliet – Mad Blood Rising (education & immersive technology).

Although all core staff were furloughed for significant parts of the year, we feel fortunate that we haven't needed to make any redundancies, whilst conscious of the huge drop in employment offered to the network of 100+ freelancers we would engage in a normal year. We have instigated a number of flexible working practices that have had a positive impact on staff wellbeing and reduced our overheads and carbon footprint.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Financial review

a. Reserves policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level that equates to not less than 3 months core unrestricted expenditure. This provides sufficient funds to cover management, administration and support costs.

On 1 April 2020, our unrestricted reserves stood at £70,968, in line with our board-approved strategy to build reserves to three months' running costs (£108,176) over four years. Due to the financial impact of the pandemic, our reserves by year end were slightly depleted at £61,165 but through our successful application to ACE's Cultural Recovery Fund at the end of the financial year 2020/21, we are on track to continue building our reserves during 2021/22.

b. Principal risks and uncertainties

External risk: Ongoing impact of the pandemic

Directors hold a fortnightly strategy meeting, where the latest government guidance is reviewed and we will undertake fortnightly liaison with artists and partners to ensure we can address risks as they arise. We will manage alternative scenarios by reviewing and updating our Risk Register, modelling the ways in which Covid could impact on our activity - including show postponement/cancellation, restrictions of audience numbers, impact of sickness on our company/creative team/participants/audiences - and how we will respond.

External risk: Venues do not reopen in line with current assumptions

The biggest question we still face is when there will be a return to live performance – particularly in relation to our transition to midscale production and touring. Our approach for 21/22 is to progress planned / postponed midscale productions, whilst assessing the longer-term impact of the pandemic on our partner venues and audience demand. Midscale development, which has a longer lead-in time, will continue through Next Stages.

External risk: Audiences behaviour post lockdown is difficult to predict

The majority of our audience-facing activity takes place after June 2021 and our focus remains essential development activity for delivery later in the year and honouring existing programme commitments for longer term projects. The risk to us of consumers returning to cultural venues more slowly than anticipated is relatively low, however, we will conduct fortnightly liaison meetings with venue partners and reschedule activity if necessary.

Financial risk: Reduction in commission and box office income

Whilst 2020/21 saw a reduction in income from shows and partners, significant achievements were made in terms of both emergency and strategic funding applications. The Company was awarded emergency grants from Birmingham City Council, the Coronavirus Job Retention Scheme and Esmée Fairbairn, which enabled the Company to continue to operate effectively. Several successful project grants from trusts and foundations provided additional stability for the core programme of work throughout 2021 and supported the development of a number of projects. In the closing days of the 20/21 financial year, China Plate was successful in being awarded funds from the Cultural Recovery Fund for the following financial year.

Operational risk: Staff Capacity

After a year of operating with significantly reduced staffing we need to restore capacity to deliver our full programme. Cultural Recovery Funding included £32,000 to engage a freelance project coordinator, assistant producer, fundraiser, strategic consultant and bookkeeper on a temporary basis in 2021/22.

Regulatory and compliance risk: key performance indicators

Arts Council England NPO and other funding agreements require the company to deliver against key performance indicators (KPIs). The short and medium-term impacts of the UK-wide lockdown could adversely

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

affect China Plate's ability to meet any targets. Mitigation: Regular communication with ACE Relationship Manager and other significant stakeholders (Garfield Weston, Esmée Fairbairn, Warwick Arts Centre, Commonwealth Games).

Governance risk: Board recruitment and diversity

The senior management team recruited 4 new members to the Board in 2020/21. However, we recognise the need to continue actioning our Board Development Plan to broaden the diversity and skills base at a governance level. Our current Chair will step down towards the end of 2021. A Chair recruitment sub-committee has been set up and agreed a recruitment plan. The Board also plan to set up a Finance and Audit Sub-Committee to strengthen governance in this area at a time of financial insecurity in the sector.

Structure, governance and management

a. Constitution

The charity is registered as a charitable company limited by guarantee and was originally set up by a Memorandum of Association on 1 May 2014 as a trading company. It converted to a charity on 11 July 2017. The charity is registered with number 1173766.

The principal object of the charity is to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the arts or drama.

b. Methods of appointment or election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

At every Annual General Meeting one-third of the Directors who are subject to retirement by rotation shall retire from office. The Directors to retire by rotation shall be those who have been the longest in office.

The Directors may appoint a person who is willing to act to be a Director, either to fill a vacancy or as an additional Director. A Director so appointed shall hold office only until the next following annual general meeting and shall not be taken into account in determining the Directors who are to retire by rotation at the meeting. If not reappointed at such annual general meeting, s/he shall vacate office at the conclusion of that meeting.

A Director who retires at an annual general meeting may, if willing to act, be reappointed. If s/he is not reappointed, s/he shall retain office until the meeting appoints someone in her/his place, or if it does not do so, until the end of the meeting.

c. Organisational structure and decision-making policies

China Plate is governed by a Board of Trustees. The board meets at least quarterly. Two Artistic Directors and a General Manager have been appointed by the trustees to manage the day to day operations and activities of the charity. To facilitate effective operations, these staff have been delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment, artistic and educational activities.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management (continued)

d. Policies adopted for the induction and training of Trustees

New trustees receive orientation information to brief them on their legal obligations under charity and company law, the content of the Constitution, the decision making processes, the business plan and recent financial performance of the charity. The company holds events where board members have the opportunity to meet employees, other trustees and see examples of the company's work. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Plans for future periods

The management team continue to plan for a number of scenarios, taking into account lost or threatened income and the best way to employ more limited resources in pursuit of our mission.

We look forward to opening our first midscale show, *Gin Craze* in July 2021 followed by *Wuthering Heights* at the end of the financial year. At studio-scale, early development work continues on Chris Thorpe and Rachel Chavkin's third show *A Family Business* and is due to begin on our second show with Urielle Klein Mekongo, *Trash*.

We will continue to develop partnerships with the Universities of Coventry and Warwick and the health sector to explore a new area of work looking at how the arts can be a tool to support NHS staff in the recovery phase of COVID19. Working with the Faculty of Health and Life Sciences at Coventry University we will run a second workshop programme that will draw on NHS staff testimonies.

We will continue to align strategic partnership work to enable a more place-based approach focused on the Midlands. Activity will include the Derby CAN partnership, significant activity focused around Coventry UK City Of Culture 2021 (*A Study Of Provincial Life*, *First Bite/Bite Size Festival*) and planning for Birmingham 2022 Commonwealth Games (*Bus Boycott*). We will deliver the second iteration of our Young Producers programme in partnership with Warwick Arts centre and complete scoping and fundraising work for a VR adaptation of our hugely successful production of *Romeo and Juliet* aimed at 9-13 year-olds.

China Plate will continue to address identified gaps in the UK theatre ecology (placing emphasis on diversity, children and young people, digital and/or international opportunities) but will markedly reduce the number of live projects on the small scale. These changes are key to the fulfilment of our core objectives to be a catalyst at the midscale, to broaden our audience reach and to support the continued development of the theatre sector across the region.

Our development and engagement programmes will be strategically aligned to focus on depth (Young Producers, *The Optimists*, *Darkroom*, Derby CAN) or breadth (digital engagement and teaching resources).

'China plate will continue to focus on board development and diversity, focusing on the recruitment of a new Chair, exploring sub committees to manage areas of focus and continuing to diversify the make up of the board to reflect the audiences and communities we are making work for and with. The trustees will work with the company management team to embed ACE's Let's Create strategy in our work. A revised business plan for 21/22 was approved by ACE at the start of the new financial year and we will submit a draft business plan for the 2022/23 NPO Extension Year in September. Work will then begin on developing our application to remain part of ACE's national Portfolio 2023-2026, due by 31 March 2022.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Reference and administrative details of the charity, its trustees and advisers

I. Goosey (resigned 5 July 2021)
P. Hancock, Chair
N. Lewycky
H. Begum (appointed 23 February 2021)
S. Startin
I. Datta (appointed 3 August 2020)
S.K. Sharma (appointed 23 February 2021)
K. C. Stanley-Money (appointed 23 February 2021)

**Company registered
number**

09021628

**Charity registered
number**

1173766

Registered office

Zellig
Gibb Street
Birmingham
B9 4AT

Company secretary

P. Hewlett

Accountant

Drennan & Co
Chartered Accountants
11 Hammersmith Terrace
London
W6 9TS

Artistic Directors

Ed Collier
Paul Warwick

Members' liability

The Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

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

Approved by order of the members of the board of Trustees on 1 November 2021 and signed on their behalf by:

P. Hancock



CHINA PLATE THEATRE LTD
(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Independent examiner's report to the Trustees of China Plate Theatre Ltd ('the charity')

I report to the charity Trustees on my examination of the accounts of the charity for the year ended 31 March 2021.

Responsibilities and basis of report

As the Trustees of the charity (and 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 charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's 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 charity's Trustees as a body, for my work or for this report.

Signed:

R G Drennan



Dated: 1 November 2021

FCA - ICAEW

11 Hammersmith Terrace, London W6 9TS

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:				
Donations and grants	3	46,831	646,022	692,853
Charitable activities	4	28,540	-	28,540
		<u>75,371</u>	<u>646,022</u>	<u>721,393</u>
Total income				762,581
Expenditure on:				
Charitable activities		344,934	67,039	411,973
		<u>344,934</u>	<u>67,039</u>	<u>411,973</u>
Total expenditure				750,681
Net (expenditure)/income		(269,563)	578,983	309,420
Transfers between funds		259,760	(259,760)	-
		<u>(9,803)</u>	<u>319,223</u>	<u>309,420</u>
Net movement in funds				11,900
Reconciliation of funds:				
Total funds brought forward		70,968	-	70,968
Net movement in funds		(9,803)	319,223	309,420
		<u>61,165</u>	<u>319,223</u>	<u>380,388</u>
Total funds carried forward				70,968

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

The notes on pages 13 to 20 form part of these financial statements.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)
REGISTERED NUMBER: 09021628

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Fixed assets			
		-	-
Current assets			
Debtors	9	3,600	76,543
Cash at bank and in hand		380,355	158,059
		383,955	234,602
Creditors: amounts falling due within one year	10	(3,567)	(163,634)
Net current assets		380,388	70,968
Total assets less current liabilities		380,388	70,968
Net assets		380,388	70,968
Total net assets		380,388	70,968
Charity funds			
Restricted funds		319,223	-
Unrestricted funds		61,165	70,968
Total funds		380,388	70,968

The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 01 November 2021 and signed on their behalf by:

P. Hancock

Phyllide Hancock

CHINA PLATE THEATRE LTD
(A company limited by guarantee)
REGISTERED NUMBER: 09021628

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The notes on pages 13 to 20 form part of these financial statements.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. General information

The charity is a UK limited company registered at Companies House in England & Wales and with the Charity Commission.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

2.2 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income from charitable activities includes co-productions with artists, whereby Arts Council England Grants for the Arts / Project Grants and other income is transferred from co-producers to China Plate Theatre to produce, run and close productions. In doing so China Plate is actively engaged in: the decision-making during the production, running and closing phases of productions; makes effective creative, technical and artistic contributions to the productions, and directly negotiates, contracts and pays for rights, goods and services in relation to the productions. This strand of income varies annually, depending on how projects are structured with co-producers.

CHINA PLATE THEATRE LTD
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

2.4 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.5 Debtors

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

2.6 Cash at bank and in hand

Cash at bank and 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.

2.7 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

2. Accounting policies (continued)

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Grants			
Arts Council England	-	301,144	301,144
Esmée Fairbairn Foundation	-	82,500	82,500
Garfield Weston Culture Fund	-	102,100	102,100
Commission Income	-	126,870	126,870
The Winston Churchill Memorial Trust	-	9,900	9,900
Subtotal detailed disclosure	-	622,514	622,514
Other grants	-	23,508	23,508
Government/Local Authority grants	46,831	-	46,831
Subtotal	46,831	23,508	70,339
Total 2021	46,831	646,022	692,853

Government/Local Authority grants comprise Furlough income of £20,110 and grants from Birmingham City Council of £26,720. Other grants were received from Bus Boycott £7,875, Without Walls £8,073, GBSLEP £3,000, ESF/Groundwork UK, £2,060 and The Garrick Charitable Trust £2,500.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

3. Income from donations and legacies (continued)

	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Grants		
Arts Council England	478,632	478,632
Esmée Fairburn Foundation	55,000	55,000
	-	-
Other	6,062	6,062
Subtotal detailed disclosure	<u>539,694</u>	<u>539,694</u>
Grants	-	-
<i>Total 2020</i>	<u><u>539,694</u></u>	<u><u>539,694</u></u>

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £
Ticket sales and other income	<u>28,540</u>	<u>28,540</u>
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Ticket sales and other income	<u>222,887</u>	<u>222,887</u>

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

5. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Production costs	67,039	42,612	109,651
Core staff & project staff costs	302,322	-	302,322
	<u>369,361</u>	<u>42,612</u>	<u>411,973</u>

	<i>Activities undertaken directly 2020 £</i>	<i>Support costs 2020 £</i>	<i>Total funds 2020 £</i>
Production costs	394,798	65,057	459,855
Core staff & project staff costs	290,826	-	290,826
	<u>685,624</u>	<u>65,057</u>	<u>750,681</u>

6. Independent examiner's remuneration

	2021 £	2020 £
Fees payable to the charity's independent examiner for the independent examination of the charity's annual accounts	1,650	1,600
Fees payable to the charity's independent examiner in respect of: All other services not included above	<u>1,263</u>	<u>900</u>

CHINA PLATE THEATRE LTD
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

7. Staff costs

The average number of persons employed by the charity during the year was as follows:

	2021 No.	2020 No.
Directors and staff	18	14

No employee received remuneration amounting to more than £60,000 in either year.

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

9. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	3,600	73,103
Other debtors	-	3,440
	3,600	76,543

10. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	119	3,287
Other taxation and social security	1,948	12,752
Accruals and deferred income	1,500	147,595
	3,567	163,634

Accruals and deferred income includes £nil (2020: £133,017) of grants received which are for the 2021/22 financial year.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

12. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Current assets	101,585	133,017	234,602
Creditors due within one year	(30,617)	(133,017)	(163,634)
Total	<u>70,968</u>	<u>-</u>	<u>70,968</u>