

THE PAPER BIRDS THEATRE COMPANY

England & Wales · Charity number 1182736

Details

Other names THE PAPER BIRDS

Status Registered

Legal form Charitable company

Company number [05363584](#)

Registered 2019-04-01

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

Contact

Address 18 Spital Road
Maldon
Essex
CM9 6EB

Phone 07950151024

Email info@thepaperbirds.com

Website www.thepaperbirds.com

Activities

Objects: THE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED ARE:-TO ADVANCE EDUCATION FOR THE PUBLIC BENEFIT BY THE PROMOTION OF THE ARTS, IN PARTICULAR BUT NOT EXCLUSIVELY THE ART OF DRAMA

Activities: We promote theatrical performances and inclusive participatory experiences, such as drama workshops and training, to help improve people's well-being, confidence and skills and to advance the arts for the public benefit.

Classification

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

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£458,087	£418,572	-	-
2024-03-31	£420,513	£385,761	-	-
2023-03-31	£289,633	£282,655	-	-
2022-03-31	£239,718	£252,741	-	-
2021-03-31	£151,478	£113,290	-	-

Trustees

Name	Role	Appointed
Cristina Serzedelo Holst	Chair	2019-01-26
Chinyere Ogbue		2024-08-30
Christopher Thorpe		2024-08-30
Hannah Smith		2026-05-19
Kerry Hunt		2025-04-30
Lucy Jessica Parker		2024-08-30
Rose Abderabbani		2019-01-26
Sarah Louise Wall		2022-12-31

THE PAPER BIRDS THEATRE COMPANY

England & Wales - Charity number 1182736

Accounts

The Paper Birds Theatre Company

Unaudited trustees' report and financial statements

For the year ended

31 March 2025

The Paper Birds Theatre Company

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The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Trustees

Rose Abderabbani
Rebecca Dawson (appointed 1 March 2024 and resigned 23 January 2025)
Cristina Holst (Chair)
Grace Jeremy (resigned 01 May 2024)
Kerry Hunt (appointed 30 April 2025)
Jots Sehmbi (appointed 13 May 2024 and resigned 23 January 2025)
Laura Woodward (resigned 2 December 2024)
Sarah Wall
Susan Nimmo (appointed 1 October 2024)
Chinyere Ogbue (appointed 1 October 2024)
Lucy Parker (appointed 3 October 2024)
Christopher Thorpe (appointed 3 October 2024)

Company registered number

05363584

Charity registered number

1182736

Registered office

18 Spital Road
Maldon
Essex
CM9 6EB

Independent Examiner

Jo Watkin FCA
Purple Cat Accountancy Limited
87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Trustees' Report

The Trustees of The Paper Birds Theatre Company present their annual report and financial statements of the charity for the year ending 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' (FRS 102) in preparing this report and financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Paper Birds Theatre Company is governed under its Articles of Association and was incorporated on 14 February 2005 as a company limited by guarantee not having a share capital. The Paper Birds became a charitable company on 24 November 2017.

The charity is governed by a Board of Trustees totalling no more than 9, as stated in our Articles of Association. Day to day management of the company is led by Co-Artistic Directors and Co-Founders, Jemma McDonnell and Kylie Perry. Executive Producer Charlotte Kalantari-Gregory is also responsible for executive organisational management and has been in post since January 2018.

The Board meets quarterly and hosts an Annual General Meeting each year. The Board also has a Finance Sub-Committee (FSC) chaired by Sarah Wall since May 2023, that meets regularly throughout the year.

We appointed Jo Watkin at Purple Cat Accountancy to independently review and examine our accounts.

OBJECTIVES OF THE ORGANISATION

The Paper Birds exists to advance education for the public benefit by the promotion of the arts, in particular but not exclusively, through the art of drama. Our company mission states: 'We are quiet rebels, who use thought-provoking theatre and engagement as a catalyst to spark conversation and change'. Our vision is to 'to creatively empower people to think, talk about and act on the things that are important to them'. Our day to day activities include workshops and lectures, participatory projects, interviews and seminars, as well as live public performances. The trustees have had regard to the Charity Commissioners guidance on public benefit whilst planning the activities of The Paper Birds.

OUR POLICIES

We are committed to making The Paper Birds a stable, safe, and fair organisation for all its staff, stakeholders, and beneficiaries. All of our policies are reviewed and updated regularly.

Our Equality and Diversity Policy states that 'The Paper Birds is committed to eliminating discrimination and encouraging diversity amongst our staff.' The principles of this policy are in line with the Equality Act 2010. We annually update our Equality, Diversity and Inclusion Action Plan.

We annually update our Finance and Charitable Reserves Policy. The Trustees consider that the ideal level of unrestricted reserves should be £66,323 sufficient to cover 3 months of projected core operating costs for the upcoming financial year 2025-26.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Trustees' Report continued....

RISK MANAGEMENT

The Board has developed a Risk Register which identifies and assesses potential risk. Risks are classed in terms of low to high. They are assessed in categories including Governance and Management, Financial, Operational, Personnel, and External. The Board agrees that annual assessment is adequate, as well as close quarterly monitoring of company accounts.

ACCOUNTS

The Board agrees that an annual, independent assessment of the accounts is commensurate with the scale of our operation. The Paper Birds prepares quarterly management account reports, which are scrutinised by our Finance Sub Committee which meets a minimum of 4 times per year. The Finance Sub Committee then presents management accounts at each full Board meeting on a quarterly basis for wider discussion and approval.

YEAR OVERVIEW

In 2024-25, The Paper Birds toured their acclaimed production 'Feel Me' to 14 venues, performing 31 times to 4,482 audience members - 73% of whom were under 30. The show, which explores empathy through the lens of forced displacement, was seen by students from 114 schools, colleges and universities; 38% of which were new to the company with 17% based in Priority or Levelling Up areas.

Supported by digital learning resources and a study by the University of Essex, the show demonstrated powerful impact: 97% of audience members were emotionally affected, and 82% reported increased empathy a month later.

With our year-round Participation Programme meanwhile, The Paper Birds delivered 422 workshops to 6,481 young people and ran 11 CPD courses for 171 educators - reaching new audiences, deepening creative learning, and advancing cultural access locally and internationally.

The Paper Birds ran 4 practical sessions with 120 KS2 pupils as part of a collaboration with the Unicorn Theatre to develop early content ideas for Primary Creativity Cards. This new resource will support imaginative, cross-curricular learning and is designed to help close the attainment gap for pupils facing barriers to education.

OUR PURPOSE AND HOW WE HAVE MET IT

Due to popular demand in the UK, we were delighted to rework and remount our touring show Feel Me for a national and then international tour across Autumn 2024 and into early 2025.

Feel Me explores the subject matter of empathy through the lens of forced displacement. A stunning mixture of live performance, film, projection, dance and music, Feel Me explores the different lenses through which we are told, and connect to stories in the modern digital world. It is primarily but not exclusively for young people aged 13-25 and uses captions integrated throughout to help ensure access. Performed 31 times at 14 venues, Feel Me reached a total audience of 4,482 people in 2024-25. That means this production has now been performed a total of 57 times to 7,552 audience members since we opened the show in 2023. Our focus was on engaging school groups to come and see the show in their local venue and this proved highly successful. For 2024-25, the total number of young people who attended Feel Me was 3,171, which means that 73% of our audience in this financial year were students and young people under the age of 30. We are proud of the educational reach of this show: in 2024-25, Feel Me was seen by students from 114 schools, colleges, and universities across the UK.

The Paper Birds Theatre Company

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Year ended 31 March 2025

Trustees' Report continued....

Of these, 43 institutions (38%) were engaging with The Paper Birds for the first time, demonstrating strong audience development and sector growth. Of the 114 schools, colleges, and universities engaged in 2024–25, 7 were located in Arts Council England Priority Places and 12 in designated Levelling Up for Culture locations. This means 17% of all education partners reached were in areas of historically low cultural engagement, reflecting our ongoing commitment to equity, access, and place-based inclusion.

Since touring began then in 2023, 'Feel Me' has reached 5,470 young people, offering them a powerful theatrical experience that sparks dialogue around identity, empathy, and belonging. A total of 181 schools, colleges, and universities have attended the production. Of these, 60 institutions were engaging with The Paper Birds for the first time, highlighting meaningful audience development and extended reach into new educational communities.

Every school who saw 'Feel Me' was provided with a free copy of our Education Digital Resource Pack to support learning around the show back in the classroom, including a digital capture film of the full show, so they can continue to study The Paper Birds and our work in the future.

As active participants within the show, audiences are gently and anonymously asked to share how they feel about the story they are witnessing at different moments, and to consider who they connect with, who they feel empathy for and why. This is measured using innovative software accessed by the audience during the show in a series of collaborative 'check-in' moments, with results creatively shared live as part of the performance. Supported by academics from Essex University a study of the impact of the show on our audiences and their empathy levels showed that:

77% of respondents said that they took action as a result of seeing the show.

73% of respondents said they read or watched further information about the topics or spoke to others because of the show.

72% of audience members said they are more likely to show empathy towards others in the future.

97% of audience members were impacted emotionally by the show, reporting emotions such as sympathy, compassion, and unease.

At the outset, nearly 60% of audience members said they found it 'difficult' to imagine themselves in the position of the characters. However, by the end of the show, 87% of respondents said that society should do more to support people in the position of the characters.

A month after the show, 82% of respondents reported that the show had impacted their awareness and experience of empathy.

The tour of 'Feel Me' concluded with an international leg at Padepokan Seni Bagong Kussudiardja in Indonesia in February 2025 – an apt venue to end with, as The Paper Birds and PSBK have worked together in a four year partnership on the creative development of the show, including collaboration via a number of digital projects working with young people, artists and audiences. In addition to live captioned performances of 'Feel Me', which saw us integrate a local performer into the cast, we also delivered workshops, live streamed the show across the world and took part in cultural trips and professional development networking.

Testimony to the quality of the show, in 2024–25, 90% of audience members who attended 'Feel Me' and completed our survey rated the show as "good" or "excellent." This strong positive response reflects the production's emotional impact, relevance, and resonance with young people, educators, and general audiences alike.

The Paper Birds Theatre Company

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Year ended 31 March 2025

Trustees' Report continued....

We had a phenomenal year for our Participation Programme. In total for the year 2024-25, we delivered 422 workshops in 213 schools (in 19 Priority Places and 23 Levelling Up Places) to 6,481 young people. 100% of teachers who responded to our survey said that the workshop supported the curriculum, 98% would book again and 97% would recommend to another teacher. Our work in international schools was very popular, with in person and digital workshop delivery in Hong Kong, Dubai, Abu Dhabi, Sharjah, Switzerland, USA and Indonesia.

"This was the first time in a while that I have seen two of my hard-to-reach boys smile and laugh in Drama! The workshop allowed them to access a level of creativity that we hadn't previously reached." Teacher, Workshop Feedback.

Our Continued Professional Development (CPD) courses for Teachers and Drama Facilitators were well attended: 171 professionals, across 11 CPD courses. Of all teachers that responded to our survey, 67% were new to The Paper Birds, 100% said that the course enhanced their teaching practice, and 100% would recommend to another teacher. We also launched our Introduction to The Paper Birds CPD as a new digital product towards the end of the year.

Our continued relationship with streaming platform Digital Theatre+, who commissioned us to make and develop a series of educational video resources, ensures that we are prominent in schools all over the world.

In our partnership with the Unicorn Theatre, London, we have continued to scope work in consultation with a core team of advisory teachers and key stage 2 pupils on a new resource: Primary Creativity Cards. This year we ran 4 practical sessions for 120 KS2 children in early 2025 to develop our understanding of the primary curriculum and ability levels. In development over the next few years, they will be an exciting new resource to introduce and consolidate topics in the classroom. They celebrate creativity as a catalyst for imaginative learning and can be applied across the curriculum. Designed to improve learning opportunities for all pupils, with a particular aim to reduce the attainment gap for pupils who experience barriers to learning.

OUR PEOPLE

This year we were thrilled to welcome new staff to our core freelance team. We were sad to say farewell to Eleanor Clarke, our inaugural Finance Manager, who had been integral to the establishment of new financial systems as we became an Arts Council NPO, but delighted to appoint skilled financial specialist Gerry De Carlo, coinciding an expansion of this role to better meet the charity's growing programme and needs.

Whilst our Producer Adele Souto took maternity leave, we were happy to welcome Emma Gaynor to the team to cover her responsibilities, who comes from a background in general management at the National Theatre.

On the Board we were sad to say goodbye to three trustees; both Becky Dawson and Jots Sembi stepped down having each served on the Board for about 1 year, due to reasons of capacity. Laura Woodward also stepped down after serving over 5 years on the Board. The board and the whole company would like to express great thanks for their dedicated support and expert advice throughout the course of their terms, helping to ensure the continued success and superb governance of the organisation.

Following a period of Board Development and Recruitment, we were overjoyed to be joined by four new Trustees in October 2024. Susan Nimmo is a specialist and award winning marketeer, with over 20 years of experience in the financial sector. Chinyere Ogbue currently works in workforce development within the dance sector, with a background in EDI Consultancy and Sociology. Lucy Parker has expertise in HR and best practice in equality, inclusion and access, within the theatre sector. Chris Thorpe is a nationally and internationally awarded touring writer and performer for stage and radio.

We are delighted and humbled to have such a talented group of Cultural Leaders join our Board.

The Paper Birds Theatre Company

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Year ended 31 March 2025

Trustees' Report

FINANCIAL

The Trustees are thrilled that The Paper Birds, through significant earned income from our participation programme, box office fees and successful fundraising ventures, finishes the year with unrestricted funds of £146,424, a surplus for the year of £46,218.

There was a deficit for the year of (£6,703) on restricted funds with a carried forward amount of £845 at the year end.

Furthermore, the Board notes the company's new National Portfolio Organisation Status for 23-26, greatly aiding the company's financial stability for this period.

FUNDRAISING

The Trustees would like to express their sincere thanks to our incredible funders, without whose support we could not have reached our charitable aims.

Now in our second year as an Arts Council England National Portfolio Organisation, their crucial support of £200,000 means we are able to plan in a strategic and more longterm way to the benefit of the communities we serve. We additionally received a touring grant from Arts Council England (£60,563 across 2425 and 2526), which allowed us to extend the reach of 'Feel Me' to communities, and young people aged 13-25 in particular, across England and in Indonesia.

For the first time we ran an individual giving campaign with The Big Give through their Christmas Challenge, securing £4,433, plus a Gift Aid claim for £514, from friends, peers and family towards the cost of developing the Primary Creativity Cards going forwards. We are hugely grateful for this support, which is testimony to the wonderful professional and personal community around us, who believe in our charitable purpose and aims.

OUR PLANS MOVING FORWARD

In 2024-25 we ran 2 weeks of early exploration and creative development for our next touring show '48 Thoughts Per Minute', which will be a celebration of the many ways we think and experience the world inside our heads. Collaborating with a team of leading designers, academics and neuroscientists, the show will explore our human experience: how we navigate the world around us, move between logic and emotion, process memories, and respond to all that life throws at us.

Moving into 2025-26 we will begin delivering community engagement verbatim gathering sessions, hearing testimonies from a diverse range of people living across the UK about what it's like inside their heads. These groups will range from exercise clubs, to mother and baby groups, elders' dance groups, and mindfulness groups, to name a few. We will be using this research to feed into our script development process, with a view to then mounting and touring the final show nationally in 2026-27.

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Trustees' Report

We have set up a Schools' Partnership Programme alongside the development of the show to embed young people in our creative processes. This will culminate in them coming to see the show at their local venue, meeting the creative team, and having a backstage experience. This venture ensures we have proactively included youth voice in the making of the show.

We are also hoping to continue to tour *Feel Me* internationally, springboarding off PSBK residency in Indonesia to more international touring opportunities.

We have agreed a book writing commission with Nick Hern Books about the unique devising practice of The Paper Birds, aimed at students, teachers and theatre professionals. The plan is to publish in Autumn 2026.

We will deliver our year-round participation programme in schools and colleges both across the UK and globally; delivering programmes of work in person, digitally online, as well as travelling internationally to deliver participatory residencies in international schools. We will continue development of our new resource, the Primary Creativity Cards in partnership with the Unicorn Theatre.

The Paper Birds Theatre Company

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Year ended 31 March 2025

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- 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 proper accounting records that disclosure with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the constitution. The trustees 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 the trustees of the charity on 17 November 2025 and signed on their behalf by:



Sarah Wall
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Independent Examiners Report to the Trustees of The Paper Birds Theatre Company

I report to the trustees on my examination of the financial statements of The Paper Birds Theatre Company ('the charity') for the year ended 31 March 2025.

Responsibilities and basis of report

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

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as 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 Charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no 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 financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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.



Joanne Watkin BA (Hons) FCA
Purple Cat Accountancy Limited

87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Statement of financial activities for the year ended 31 March 2025

	Note	General fund	Restricted fund	Total funds 2025	2024
Income	3				
Donations and grants		200,571	61,454	262,025	248,359
Charitable activities		159,322	36,740	196,062	171,856
Investment income		-	-	-	298
Total income		359,893	98,194	458,087	420,513
Expenditure on:	4				
Charitable activities		234,258	184,314	418,572	385,761
Total expenditure		234,258	184,314	418,572	385,761
Net income / (expenditure)		125,635	(86,120)	39,515	34,752
Transfers		(79,417)	79,417	-	-
Balance brought forward at 1 April 2024	8	100,206	7,548	107,754	73,002
Balance carried forward at 31 March 2025	8	146,424	845	147,269	107,754

The notes form part of these financial statements

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

All activities derive from continuing operations.

The Paper Birds Theatre Company

Company number 05363584

Charity number 1182736

Balance sheet as at 31 March 2025

	Notes	2025	2024
Fixed assets			
Equipment	6	-	-
Current assets			
Debtors	7	61,854	65,204
Cash at bank and in hand		98,347	67,083
Total current assets		<u>160,201</u>	<u>132,287</u>
Creditors: amounts falling due within one year	8	(12,932)	(24,533)
Net assets		<u><u>147,269</u></u>	<u><u>107,754</u></u>
Represented by			
Funds			
Unrestricted general fund	9	146,424	100,206
Restricted funds	9	845	7,548
		<u><u>147,269</u></u>	<u><u>107,754</u></u>

For the financial year in question the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

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

The financial statements were approved by the trustees on 17 November 2025 and signed on their behalf by



Sarah Wall
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Notes to the accounts

1. Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Charities Act 2011.

2. Accounting policies

Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when

- the charity becomes entitled to the resources
- the monetary value can be measured with sufficient reliability.

Expenditure

Expenditure is recognised when there is a legal or constructive obligation to that expenditure and it is probable that settlement is required and that the amount can be reliably measured.

All expenditure is recognised on an accruals basis.

Creditors

The charity has creditors which are measured at settlement amount.

Debtors

Debtors are measured on initial recognition at settlement amount; subsequently they are measured at the cash or other consideration expected to be received.

Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or have been raised by the charity for specific purposes.

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Year ended 31 March 2025

Notes to the accounts continued.....

3. Income	2025	2024
Donations and grants		
Grants	256,507	247,463
Donations	5,517	896
	<u>262,024</u>	<u>248,359</u>
Charitable activities		
Box office and performance fees	27,325	27,303
Commissions	6,476	13,667
CPD income	9,312	6,408
Merchandise sales	15,568	18,344
Workshop fees	107,203	61,974
Theatre tax relief	30,178	44,160
	<u>196,062</u>	<u>171,856</u>
Investment income		
Bank and other interest	<u>-</u>	<u>298</u>

The Paper Birds Theatre Company

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Year ended 31 March 2025

Notes to the accounts continued.....

4. Expenditure	2025	2024
Expenditure on charitable activities		
Artists' and other staff fees	294,670	255,595
Production costs	9,678	15,227
Hotels, travel and subsistence	63,398	57,867
Advertising and promotion	10,380	27,894
Printing, postage and stationery	1,225	971
Subscriptions	2,743	2,571
Computer costs	7,405	4,106
Recruitment	385	978
Bookkeeping	14,650	7,000
Accountancy fees	980	600
Insurances	1,672	1,548
Bank charges	886	687
Bad debts	200	-
Storage	5,030	4,558
Sundry expenses	1,242	2,691
Consultancy	3,305	1,550
Entertaining	723	1,452
Depreciation	-	467
	<u>418,572</u>	<u>385,762</u>

5. Trustees' remuneration and expenses

No trustee received any remuneration in the year under review.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Notes to the accounts continued.....

6. Fixed assets

Cost	Equipment
Brought forward as at 1 April 2024	1,868
Additions	-
	<u>1,868</u>
Carried forward as at 31 March 2025	<u>1,868</u>
Depreciation	
Brought forward as at 1 April 2024	1,868
Charge for the year	-
	<u>1,868</u>
Carried forward as at 31 March 2025	<u>1,868</u>
Net book value at 31 March 2025	<u>-</u>

7. Debtors	2025	2024
Trade debtors	5,302	17,985
Other debtors	26,374	3,059
Theatre tax relief	30,178	44,160
	<u>61,854</u>	<u>65,204</u>

8. Creditors: amounts falling due within one year	2025	2024
Trade creditors	7,711	3,555
Other tax and social security	488	4,149
Other creditors	1,263	6,188
Accruals and deferred income	3,470	10,641
	<u>12,932</u>	<u>24,533</u>

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Notes to the accounts continued.....

9. Funds (current year)	Balance at 1 April 2024	Income	Expenditure	Transfer	Balance at 31 March 2025
Total unrestricted funds	100,206	359,893	(234,258)	(79,417)	146,424
Restricted funds					
Ragdoll	7,548	2,000	(9,548)	-	-
Feel Me	-	86,747	(166,164)	79,417	-
Participation - PCCs	-	9,447	(8,602)	-	845
Total restricted funds	7,548	98,194	(184,314)	79,417	845
Total funds	107,754	458,087	(418,572)	-	147,269

The transfer between the general fund and the Feel Me restricted fund was made to cover the overspend in this fund.

9. Funds (Prior year)	Balance at 1 April 2023	Income	Expenditure	Transfer	Balance at 31 March 2024
Total unrestricted funds	51,766	275,266	(178,725)	(48,101)	100,206
Restricted funds					
Navigate	-	30,147	(30,147)	-	-
Ragdoll	-	8,000	(452)	-	7,548
School of Hope	-	9,797	(9,797)	-	-
Feel Me	21,236	97,303	(166,640)	48,101	-
Total restricted funds	21,236	145,247	(207,036)	48,101	7,548
Total funds	73,002	420,512	(385,761)	-	107,754

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2025

Notes to the accounts continued.....

Navigate - a competitive award from the DCMS Create Growth Programme. Navigate created a new digital package of short films and resources exploring and promoting a variety of careers and routes into the creative industries for 13-18 year olds.

Ragdoll Foundation Legacy Grant - a six month pilot programme to test a new method of co-creation with young people 13-18 years with complex needs from the Ipswich area.

The School of Hope (TSOH) - First delivered in 2021 as international digital activity, the project gained further funding in 2023 from Essex County Council's Arts and Cultural Fund. Aimed at 14-18 year olds, over a week young people in Essex took part in multi-artform workshops empowering them to create their own art works around our subject matter of empathy, and then create an art trail around the centre of Maldon. This work fed into touring show Feel Me.

Feel Me - is an multi partnership, interactive, highly visual and multi-disciplinary touring theatre show, primarily aimed at 13-25 year olds. A socio-political project, it explores themes such as empathy, identity and forced displacement.

Participation - PCCs - a project to create a brand new set of Creativity Cards for primary school classrooms supporting students and teachers

10. Fees for examination of the accounts

	2025	2024
Independent examiner's fees	<u>600</u>	<u>600</u>

THE PAPER BIRDS THEATRE COMPANY

England & Wales - Charity number 1182736

Accounts

The Paper Birds Theatre Company

Unaudited trustees' report and financial statements

For the year ended

31 March 2024

The Paper Birds Theatre Company

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The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Trustees

Rose Abderabbani
Raidene Carter (resigned 10 May 2023)
Rebecca Dawson (appointed 1 March 2024)
Cristina Holst (Chair)
Grace Jeremy (resigned 01 May 2024)
Jots Sehmbi (appointed 13 May 2024)
Laura Woodward
Emma Van Nieuwenburgh (resigned 29 February 2024)
Sarah Wall
Susan Nimmo (appointed 1 October 2024)
Chinyere Ogbue (appointed 1 October 2024)
Lucy Parker (appointed 3 October 2024)
Christopher Thorpe (appointed 3 October 2024)

Company registered number

05363584

Charity registered number

1182736

Registered office

18 Spital Road
Maldon
Essex
CM9 6EB

Independent Examiner

Jo Watkin FCA
Purple Cat Accountancy Limited
87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Trustees' Report

The Trustees of The Paper Birds Theatre Company present their annual report and financial statements of the charity for the year ending 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' (FRS 102) in preparing this report and financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Paper Birds Theatre Company is governed under its Articles of Association and was incorporated on 14 February 2005 as a company limited by guarantee not having a share capital. The Paper Birds became a charitable company on 24 November 2017.

The charity is governed by a Board of Trustees totalling no more than 10, as stated in our Articles of Association. Day to day management of the company is led by Co-Artistic Directors and Co-Founders, Jemma McDonnell and Kylie Perry. Executive Producer Charlotte Kalantari-Gregory is also responsible for executive organisational management and has been in post since January 2018. Since February 2023, the executive team has been joined by Charlie Tapp in the role of Executive Producer, to cover Charlotte's maternity leave.

The Board meets quarterly and hosts an Annual General Meeting each year. The Board also has a Finance Sub-Committee (FSC) chaired by Sarah Wall since May 2023, that meets regularly throughout the year. We appointed Jo Watkin at Purple Cat Accountancy to independently review and examine our accounts.

OBJECTIVES OF THE ORGANISATION

The Paper Birds exists to advance education for the public benefit by the promotion of the arts, in particular but not exclusively, through the art of drama. Our company mission and vision states: 'We are quiet rebels, amplifying the voices of everyday people. Changing the world, one encounter at a time'. Our day to day activities include workshops and lectures, participatory projects, interviews and seminars, as well as live public performances. The trustees have had regard to the Charity Commissioners guidance on public benefit whilst planning the activities of The Paper Birds.

OUR POLICIES

We are committed to making The Paper Birds a stable, safe, and fair organisation for all its staff, stakeholders, and beneficiaries. All of our policies are reviewed and updated regularly.

Our Equality and Diversity Policy states that 'The Paper Birds is committed to eliminating discrimination and encouraging diversity amongst our staff.' The principles of this policy are in line with the Equality Act 2010. We annually update our Equality, Diversity and Inclusion Action Plan.

In the year 2023-24 we developed a new Grievance and Disciplinary Policy in line with best practice for both salaried and freelance staff, and further developed our Governance Handbook setting out our induction process and expectations for Board Members.

We annually update our Finance and Charitable Reserves Policy. The Trustees consider that the ideal level of unrestricted reserves should be £58,393 sufficient to cover 3 months of projected core operating costs for the upcoming financial year 2024-25.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Trustees' Report continued....

RISK MANAGEMENT

The Board has developed a Risk Register which identifies and assesses potential risk. Risks are classed in terms of low to high. They are assessed in categories including Governance and Management, Financial, Operational, Personnel, and External. The Board agrees that annual assessment is adequate, as well as close quarterly monitoring of company accounts.

ACCOUNTS

The Board agrees that an annual, independent assessment of the accounts is commensurate with the scale of our operation. The Paper Birds prepares quarterly management account reports, which are scrutinised by our Finance Sub Committee which meets a minimum of 4 times per year. The Finance Sub Committee then presents management accounts at each full Board meeting on a quarterly basis for wider discussion and approval.

YEAR OVERVIEW

Working with a team of exceptional young artists and performers, we mounted and toured a new show across England, primarily aimed at an audience of young people aged 13-25. Alongside the show, we developed a new Creative Careers Resource: a digital package of short films and resources exploring a diverse range of careers and routes into the creative industries, for schools' careers programmes. We continued to build on our excellent industry reputation as one of the leading providers of drama workshops in schools and colleges in the UK, and further grew our reach internationally with residencies in Asia and the Middle East. We delivered a hyper-local project for young people in Maldon, together creating an arts trail in the town centre of Maldon for residents to inspire hope and empathy. We undertook scoping work with partner teachers for a new resource to support teachers' and pupils' use of creativity in the classroom, enhancing learning and engagement in the primary curriculum.

OUR PURPOSE AND HOW WE HAVE MET IT

As a touring theatre company, we were delighted to realise our first new show and national tour to theatres and arts centres since the pandemic, reaching and connecting with audiences up and down the country once again. *Feel Me* explored the subject matter of empathy through the lens of forced displacement. A stunning mixture of live performance, film, projection, dance and music, *Feel Me* explores the different lenses through which we are told, and connect to stories in the modern digital world. It is primarily but not exclusively for young people aged 13-25 and uses captions integrated throughout to help ensure access. *Feel Me* was seen by 3,070 people in total, across the 35 shows in 14 venues nationally. School engagement in the tour was superb, with a strong turnout from our schools' audience to all public-facing performances. Young people from 67 schools across the country saw *Feel Me*, of which 37% were new to us. Every school who saw *Feel Me* was provided with a free copy of our Education Digital Resource Pack to support learning around the show back in the classroom, including a digital capture film of the full show, so they can continue to study The Paper Birds and our work in the future.

We continued to work with our cohort of exceptional young artists and performers, recruited in 2022, to create this new, multi-artform show. We worked with partner Theatre Centre to deliver a mentoring programme alongside the co-creation of *Feel Me*, providing bespoke mentoring to our 8 young artists who made up the creative team and performing company. 88% of the young artists strongly agreed that they felt positive and excited about their future career prospects in the arts sector, following their participation in the *Feel Me* process. 75% of the young artists agree or strongly agree that they have increased their professional networks with other artists, artistic companies, funders and programmers through their participation in the *Feel Me* development and mentoring process.

Feel Me was also developed in consultation with a range of charities and academics. These included Empathy Artist Enni-Kukka Tuomala; Activist Ali Ghaderi of Babylon Migrants Project; Participatory Theatre Expert Professor Rosemary Kiltch (University of Essex); Senior Lecturer in Politics and International relations Dr Gemma Bird (University of Liverpool); and Senior Lecturer in Politics and International relations (Aston University) and Co-Director of the Centre for Migration and Forced Displacement Dr Jelena Obradovic-Wochnik.

We also collaborated with 5 Youth Steering Groups made up of young people, some of whom have lived experience in forced displacement. These included young people from Ipswich, Dorset, Bristol, London and Indonesia.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Trustees' Report continued....

As we devised the show, the material was regularly shared with all these advisory groups for them to feedback. We delivered a hyper local youth engagement project in our hometown of Maldon, in consultation with Essex Mental Health Support Team and supported by Essex County Council and Maldon Town Council. This culminated in an arts trail around the town over the summer holidays, showcasing the young people's artwork across 10 local businesses, seen by over 1,213 people.

Our Participation Programme continued to go from strength to strength. In total for the year we delivered 218 workshops in 142 schools for 3,929 students across the UK, aged 12-21 years.

In the UK, we led in person teacher training (CPD) courses in London, Eastleigh, Southampton, Bristol, Leeds, as well as online teachers' CPD for participants in India and China. We also set up and ran our own annual CPD courses in Bristol, Leeds and London, ensuring that our practice, approach and methodology to making original devised theatre is reaching and engaging as many students, teachers and drama facilitators as possible. 100% of the participants who completed the survey for our courses agreed the course made them feel better equipped to assist their students' devising processes and 100% found the course engaging and informative. In total 161 people participated in our CPD Programme. One participant's testimony : "The workshop was incredible! It was great to be put in the students 'shoes' and has given me so many creative ideas on how to support students with the devising process."

Our continued relationship with streaming platform Digital Theatre+, who commissioned us to make and develop a series of educational video resources, ensures that we are prominent in schools all over the world.

Our partnership with the Unicorn Theatre, London, continued, and we began some scoping work in consultation with a core team of advisory teachers and key stage 2 pupils on a new resource: Primary Creativity Cards. In development over the next few years, they will be an exciting new resource to introduce and consolidate topics in the classroom. They celebrate creativity as a catalyst for imaginative learning and can be applied across the curriculum. Designed to improve learning opportunities for all pupils, with a particular aim to reduce the attainment gap for pupils who experience barriers to learning.

OUR PEOPLE

This year we were thrilled to welcome new staff to our core freelance team. Eleanor Clarke joined us in the new Finance Manager role in April 2023. We were also delighted to appoint skilled Executive Producer Charlie Tapp to take a lead on strategy and management for the charity whilst Charlotte Kalantari-Gregory was on Maternity Leave.

On the Board we were sad to say goodbye to 2 trustees: Raidene Carter resigned in May 2023 having served on the Board for 5 years, and Emma Van Nieuwenburgh in February 2024 having served on the Board for a year. The Board and the whole company would like to express great thanks to them both for their dedicated support and expert advice throughout the course of their terms, helping to ensure the continued success and superb governance of the organisation.

In March 2024 we appointed Becky Dawson, who is vastly experienced as an educator with 2 decades of teaching experience in both primary and secondary schools. She has expertise as a Special Educational Needs Coordinator and Safeguarding lead.

FINANCIAL

The Trustees are thrilled that The Paper Birds, through significant earned income from our participation programme, box office fees and successful fundraising ventures, finishes the year with unrestricted funds of just over £100,206. This is an increase on the end of year position for the previous year, and above our reserves target of £58,393.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Trustees' Report continued....

FUNDRAISING

The Trustees would like to express their sincere thanks to our incredible funders, without whose support we could not have reached our charitable aims. Our Arts Council England National Portfolio Organisation support of £200,000 meant we had the highest turnover in our organisation's 20 year history and was a real milestone.

We are also hugely grateful to receive funding through the DCMS Create Growth Programme (£29,704) to develop a creative careers digital package of short films and resources for secondary schools and colleges; from Ragdoll, who awarded us £10,000 through their Foundation Legacy Grant to support a co-creation project for young people in Ipswich; from Essex County Council's Arts and Cultural Fund (£9,797) who supported a local in-person version of our previously successful young people's, international digital workshop series: The School of Hope, this time for 14-18 year olds living in and around Maldon.

OUR PLANS MOVING FORWARD

In 2023-24, The Paper Birds was overjoyed to join Arts Council England's National Portfolio (NPO) to become a regularly funded organisation. This means we can plan further ahead in a more strategic way to the greater benefit of the communities we work with. In the year ahead we will begin a Research and Development phase for our next touring show, which will examine our relationship with ourselves, the way we talk to ourselves, and more generally a mental health thematic. We will be working in partnership with mental health charities, academics and psychologists on how this project can provide early intervention for those needing support and signposting. We plan to set up a Youth Steering Group methodology as part of this show's development, building on the extensive work done through Feel Me.

As part of this we will undertake a project for young people with complex needs in Ipswich with our partner New Wolsey Theatre, where we are Associate Artists. We will be using not only drama techniques, but will be inviting other experts in areas such as youth advocacy and mental health to offer skills development opportunities to the participants.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- 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 proper accounting records that disclosure with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the constitution. The trustees 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 the trustees of the charity on 4 November 2024 and signed on their behalf by:



Sarah Wall
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee
Year ended 31 March 2024

Independent Examiners Report to the Trustees of The Paper Birds Theatre Company

I report to the trustees on my examination of the financial statements of The Paper Birds Theatre Company ('the charity') for the year ended 31 March 2024.

Responsibilities and basis of report

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

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as 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.

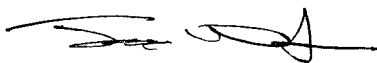
Independent examiner's statement

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

I have completed my examination. I confirm that no 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 financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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.



Joanne Watkin BA (Hons) FCA
Purple Cat Accountancy Limited

87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Statement of financial activities for the year ended 31 March 2024

	Note	General fund	Restricted fund	Total funds 2024	2023
Income	3				
Donations and grants		140,895	107,464	248,359	130,133
Charitable activities		134,073	37,783	171,856	159,487
Investment income		298	-	298	13
Total income		275,266	145,247	420,513	289,633
Expenditure on:	4				
Charitable activities		178,725	207,036	385,761	282,655
Total expenditure		178,725	207,036	385,761	282,655
Net income / (expenditure)		96,541	(61,789)	34,752	6,978
Transfers		(48,101)	48,101	-	-
Balance brought forward at 1 April 2023	8	51,766	21,236	73,002	66,024
Balance carried forward at 31 March 2024	8	100,206	7,548	107,754	73,002

The notes form part of these financial statements

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

All activities derive from continuing operations.

The Paper Birds Theatre Company

Company number 05363584

Charity number 1182736

Balance sheet as at 31 March 2024

	Notes	2024	2023
Fixed assets			
Equipment	6	-	467
Current assets			
Debtors	7	65,204	67,304
Cash at bank and in hand		67,083	24,719
Total current assets		<u>132,287</u>	<u>92,023</u>
Creditors: amounts falling due within one year	8	(24,533)	(19,488)
Net assets		<u><u>107,754</u></u>	<u><u>73,002</u></u>
Represented by			
Funds			
Unrestricted general fund	9	100,206	51,766
Restricted funds	9	7,548	21,236
		<u><u>107,754</u></u>	<u><u>73,002</u></u>

For the financial year in question the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

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

The financial statements were approved by the trustees on 4 November 2024 and signed on their behalf by



Sarah Wall
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Notes to the accounts

1. Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Charities Act 2011.

2. Accounting policies

Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when

- the charity becomes entitled to the resources
- the monetary value can be measured with sufficient reliability.

Expenditure

Expenditure is recognised when there is a legal or constructive obligation to that expenditure and it is probable that settlement is required and that the amount can be reliably measured.

All expenditure is recognised on an accruals basis.

Creditors

The charity has creditors which are measured at settlement amount.

Debtors

Debtors are measured on initial recognition at settlement amount; subsequently they are measured at the cash or other consideration expected to be received.

Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or have been raised by the charity for specific purposes.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Notes to the accounts continued.....

3. Income	2024	2023
Donations and grants		
Grants	247,463	129,711
Donations	896	422
	<u>248,359</u>	<u>130,133</u>
Charitable activities		
Box office and performance fees	27,303	-
Commissions	13,667	24,109
CPD income	6,408	-
Merchandise sales	18,344	28,642
Workshop fees	61,974	91,139
Theatre tax relief	44,160	15,597
	<u>171,856</u>	<u>159,487</u>
Investment income		
Bank and other interest	<u>298</u>	<u>13</u>

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Notes to the accounts continued.....

4. Expenditure	2024	2023
Expenditure on charitable activities		
Artists' and other staff fees	255,595	178,991
Partner payments	-	30,705
Production costs	15,227	2,278
Hotels, travel and subsistence	57,867	39,005
Advertising and promotion	27,894	7,554
Printing, postage and stationery	971	1,061
Subscriptions	2,571	1,767
Computer costs	4,106	4,708
Recruitment	978	-
Bookkeeping	7,000	4,645
Accountancy fees	600	600
Insurances	1,548	1,182
Bank charges	687	437
Exchange rate gains and losses	-	5
Storage	4,558	4,330
Sundry expenses	2,691	345
Consultancy	1,550	4,575
Entertaining	1,452	-
Depreciation	467	467
	<u>385,762</u>	<u>282,655</u>

5. Trustees' remuneration and expenses

No trustee received any remuneration in the year under review.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Notes to the accounts continued.....

6. Fixed assets

Cost	Equipment
Brought forward as at 1 April 2023	1,868
Additions	-
Carried forward as at 31 March 2024	<u>1,868</u>
Depreciation	
Brought forward as at 1 April 2023	1,401
Charge for the year	467
Carried forward as at 31 March 2024	<u>1,868</u>
Net book value at 31 March 2024	<u>-</u>

7. Debtors	2024	2023
Trade debtors	17,985	38,950
Other debtors	3,059	4,900
Theatre tax relief	44,160	23,454
	<u>65,204</u>	<u>67,304</u>

8. Creditors: amounts falling due within one year	2024	2023
Trade creditors	3,555	51
Other tax and social security	4,149	8,834
Other creditors	6,188	-
Accruals and deferred income	10,641	10,603
	<u>24,533</u>	<u>19,488</u>

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2024

Notes to the accounts continued.....

9. Funds (current year)	Balance at 1 April 2023	Income	Expenditure	Transfer	Balance at 31 March 2024
Total unrestricted funds	51,766	275,266	(178,725)	(48,101)	100,206
Restricted funds					
Navigate	-	30,147	(30,147)	-	-
Ragdoll	-	8,000	(452)	-	7,548
School of Hope	-	9,797	(9,797)	-	-
Feel Me	21,236	97,303	(166,640)	48,101	-
Total restricted funds	21,236	145,247	(207,036)	48,101	7,548
Total funds	73,002	420,512	(385,761)	-	107,754

The transfer between the general fund and the Feel Me restricted fund was made to cover the overspend in this fund.

9. Funds (Prior year)	Balance at 1 April 2022	Income	Expenditure	Transfer	Balance at 31 March 2023
Total unrestricted funds	52,293	141,707	(157,013)	14,779	51,766
Restricted funds					
Broke	4,148	1,500	-	(5,648)	-
Co Dev SE	4,531	14,610	(19,628)	487	-
School of Hope	5,052	4,754	(188)	(9,618)	-
Feel Me	-	127,062	(105,826)	-	21,236
Total restricted funds	13,731	147,926	(125,642)	(14,779)	21,236
Total funds	66,024	289,633	(282,655)	-	73,002

Navigate - a competitive award from the DCMS Create Growth Programme. Navigate created a new digital package of short films and resources exploring and promoting a variety of careers and routes into the creative industries for 13-18 year olds.

Ragdoll Foundation Legacy Grant - a six month pilot programme to test a new method of co-creation with young people 13-18 years with complex needs from the Ipswich area.

The School of Hope (TSOH) - First delivered in 2021 as international digital activity, the project gained further funding in 2023 from Essex County Council's Arts and Cultural Fund. Aimed at 14-18 year olds, over a week young people in Essex took part in multi-artform workshops empowering them to create their own art works around our subject matter of empathy, and then create an art trail around the centre of Maldon. This work fed into touring show Feel Me.

Feel Me - is an multi partnership, interactive, highly visual and multi-disciplinary touring theatre show, primarily aimed at 13-25 year olds. A socio-political project, it explores themes such as empathy, identity and forced displacement.

10. Fees for examination of the accounts	2024	2023
Independent examiner's fees	600	600

THE PAPER BIRDS THEATRE COMPANY

England & Wales - Charity number 1182736

Accounts

Company number 05363584
Charity number 1182736

The Paper Birds Theatre Company

Unaudited trustees' report and financial statements

For the year ended

31 March 2023

The Paper Birds Theatre Company

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The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Trustees

Rose Abderabbani
Raidene Carter (resigned 10 May 2023)
Kate Craddock (resigned 31 December 2022)
Rod Dixon (resigned 30 September 2021)
Cristina Holst (Chair)
Kirsty Housley (resigned 31 December 2022)
Grace Jeremy (appointed 3 May 2022)
Laura Woodward
Emma Van Nieuwenburgh (appointed 31 December 2022)
Sarah Wall (appointed 31 December 2022)

Company registered number

05363584

Charity registered number

1182736

Registered office

18 Spital Road
Maldon
Essex
CM9 6EB

Independent Examiner

Jo Watkin FCA
Purple Cat Accountancy Limited
87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Trustees' Report

The Trustees of The Paper Birds Theatre Company present their annual report and financial statements of the charity for the year ending 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' (FRS 102) in preparing this report and financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Paper Birds Theatre Company is governed under its Articles of Association and was incorporated on 14 February 2005 as a company limited by guarantee not having a share capital. The Paper Birds became a charitable company on 24 November 2017.

The charity is governed by a Board of Trustees totalling no more than 9, as stated in our Articles of Association. Day to day management of the company is led by Co-Artistic Directors and Co-Founders, Jemma McDonnell and Kylie Perry. Executive Producer Charlotte Kalantari-Gregory is also responsible for executive organisational management and has been in post since January 2018. Since February 2023, the executive team has been joined by Charlie Tapp in the role of Executive Producer, to cover Charlotte's maternity leave.

The Board meets quarterly and hosts an Annual General Meeting each year. The Board also has a Finance Sub-Committee (FSC) chaired by Raidene Carter in 22/23, replaced by Sarah Wall in May 2023, that meets regularly throughout the year. We appointed Jo Watkin at Purple Cat Accountancy to independently review and examine our accounts.

OBJECTIVES OF THE ORGANISATION

The Paper Birds exists to advance education for the public benefit by the promotion of the arts, in particular but not exclusively, through the art of drama. Our company mission and vision states: 'We are quiet rebels, amplifying the voices of everyday people. Changing the world, one encounter at a time'. Our day to day activities include workshops and lectures, participatory projects, interviews and seminars, as well as live public performances. The trustees have had regard to the Charity Commissioners guidance on public benefit whilst planning the activities of The Paper Birds.

OUR POLICIES

We are committed to making The Paper Birds a stable, safe, and fair organisation for all its staff, stakeholders, and beneficiaries. All of our policies are reviewed and updated regularly.

Our Equality and Diversity Policy states that 'The Paper Birds is committed to eliminating discrimination and encouraging diversity amongst our staff.' The principles of this policy are in line with the Equality Act 2010. We annually update our Equality, Diversity and Inclusion Action Plan.

In the year 2022-23 we also developed a new Environmental Policy with accompanying Environmental Action Plan; a new Ethical Fundraising Policy developed in association with fundraising consultant, Fern Potter; a new Charity Conflicts of Interest Policy; and a Big Life Events Policy, drawn up to support our staff and personnel in times of need.

We also developed a new Governance Handbook for the Board and staff to lay out the new terms with which Trustees serve. It states that a Trustee may only serve on the Board for a total of nine years. It also introduces the concept of The Flock, an advisory board of supporters of The Paper Birds where Trustees who step down may remain in close contact with the activity of The Paper Birds and advise where possible, and where prospective candidates to join the Board may serve as an introduction to our work.

We annually update our Finance and Charitable Reserves Policy. The Trustees consider that the ideal level of unrestricted reserves should be £53,404; sufficient to cover 3 months of projected core operating costs for the upcoming financial year 2023-24.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Trustees' Report continued....

RISK MANAGEMENT

The Board has developed a Risk Register which identifies and assesses potential risk. Risks are classed in terms of low to high. They are assessed in categories including Governance and Management, Financial, Operational, Personnel, and External. The Board agrees that annual assessment is adequate, as well as close quarterly management of company accounts.

ACCOUNTS

The Board agrees that an annual, independent assessment of the accounts is commensurate with the scale of our operation. The Paper Birds prepares quarterly management account reports, which are scrutinised by our Finance Sub Committee which meets a minimum of 4 times per year. The Finance Sub Committee then presents management accounts at each full Board meeting on a quarterly basis for wider discussion and approval.

YEAR OVERVIEW

Across the year we laid foundations for and researched and developed our new show, 'Feel Me'. We recruited and assembled a team of exceptional young artists and launched a mentorship programme. We collaborated with international artists in a digital space and explored and developed what a hybrid of live and digital performance could be. We continued to build on our excellent industry reputation as one of the leading providers of drama workshops in schools and colleges, and continued to develop our reach internationally with residencies in Asia and the Middle East. We produced a range of educational resources, ranging from videos and PDF resource packs, to the early stage development of a new digital resource exploring creativity for primary school children.

OUR PURPOSE AND HOW WE HAVE MET IT

Throughout 2022, we steered our focus towards developing a unique mentorship programme for emerging theatre artists. Recognising the impact and legacy that COVID-19 left on the opportunities available for emerging creatives, we wanted to create a programme that would allow a cohort of exceptional young artists the chance to produce a professional touring theatre show. Supported by Arts Council England and British Council, we assembled a group of artists that specialise in performance, sound design, choreography, filmmaking, video design, as well as an assistant director; to embark on the mentorship programme and research and develop ideas for a brand new touring theatre show, 'Feel Me'.

At the core of this journey, was a commitment to exploring empathy, both as a stimulus for devising and making material for the show, but also a commitment to embedding empathy within our practice. We worked with experts and consultants who explore empathy and power in their work, implementing processes and 'empathy tools' borrowed from collaborators Suzanne Alleyne and Enni-Kukka Tuomala. Our aim was to use empathy and the science behind it to enrich the theatre work we are making, and encourage our audiences to grow and develop empathy skills also.

Throughout our research and development for 'Feel Me', we collaborated with Padepokan Seni Bagong Kussudirdja (PSBK), an arts centre in Yogyakarta, Indonesia. This cultural artistic exchange was supported by the British Council to explore and expand the digital space for performance; examining how a live/digital hybrid can work in the realm of performance and developmental workshops. We programmed 5 live streamed sharing's between a group of artists in the UK and a group of artists in Indonesia; further cementing our working relationship with PSBK and developing best practice processes for how to engage in digital exchange across continents. Developing work in a digital sphere is driven by our ambition to reach and engage more audiences both in the UK and across the globe.

We also delivered international residencies in schools across Singapore, Malaysia, Dubai, and Thailand. Our practitioners facilitated devised theatre workshops with children and young people, further cementing The Paper Birds as a global practitioner for students to engage with. Our continued relationship with streaming platform Digital Theatre+, who commissioned us to make and develop a series of educational video resources, ensures that we are prominent in schools all over the world.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Trustees' Report continued....

We partnered with the Unicorn Theatre in London, who are working closely with us to develop a brand new teaching resource for primary schools. Based on our existing resource the 'Theatre Creativity Cards' which are now used by over 500 schools in the UK and internationally, we have been doing some early-stage development alongside the Unicorn and supported by Chelmsford Local Cultural Education Partnership to explore how we can produce a teaching resource to best aid teachers of Key Stage 2 to embed creativity into the classroom. Here in the UK, we led 224 workshops in schools and colleges nationally, engaging a total of 6,265 students aged 12-21 years. We led teacher training (CPD) courses in Bristol, Manchester and London, ensuring that our practice, approach and methodology to making original devised theatre is reaching and engaging as many students, teachers and drama facilitators as possible. We expanded our facilitator team to meet demand for our workshops, recruiting and training four new staff members to work closely together in our participation team to ensure quality and engaging arts workshops provision for young people across the country.

OUR PEOPLE

This year we were thrilled to welcome new staff to our core freelance team. Eleanor Clarke joined us in the new Finance Manager role, and Charlie Tapp joined the executive team whilst existing Senior Producer Charlotte Kalantar-Gregory went on parental leave. On the Board we were sad to say goodbye to three trustees; Kirsty Housley stepped down after serving on the Board for six years; and Raldene Carter resigned in May 2023 (after the period these accounts relate to). Raldene served on the Board for 5 years and Kate Craddock stepped down in line with our new terms of the Board as stated in the Governance Handbook. Kate served as a Board member and Trustee of The Paper Birds for 12 years. The Board and the whole company would like to express great thanks to Raldene, Kate and Kirsty for their dedicated support and advice throughout the course of their terms.

We were joined by two new trustees. In November 2022 we appointed Sarah Wall, who specialises in Finance and Accounting. Sarah will be the new Chair of the Finance Sub-Committee following the departure of Raldene and is bringing with her a wealth of experience in managing arts finance. The second trustee to be appointed was Emma Van Nieuwenburgh, who has a long and rewarding career in arts management and the youth arts sector. Emma will undoubtedly enable us to achieve our charitable aims as we programme the next few years' activity with a focus on children and young people.

FINANCIAL

The Trustees are thrilled that The Paper Birds, through significant earned income from our participation programme, finishes the year with unrestricted funds of just over £51,766. This is a slight reduction on the end of year position for the previous year, and just short of our ideal target of £53,404. This is due to investing in expanding and training our team of freelance workshop facilitators to meet ongoing demand. Workshop income continues to grow, with a £41k rise from the previous year. The Board notes that as there wasn't a tour of a show in the year, no Box Office income was made, meaning the team were able to focus their attention and meet our charitable objectives through participation. Furthermore, the Board notes the company's excellent fundraising successes in 2022-23 and its securing National Portfolio Organisation Status for 23-26, greatly aiding the company financial stability for this period.

FUNDRAISING

The Trustees would like to express their sincere thanks to our incredible funders, without whose support we could not have reached our charitable aims. Arts Council England's continued grant support totalled £64,964: £4,754 of this was to finish and evaluate our global digital engagement project The School of Hope, £14,610 was part of a grant to develop and expand The Paper Birds within our new home region of the South East, and £1,500 was to complete our national schools' tour of production 'Broke'. We received one new grant from Arts Council England; £44,100 to recruit, research and develop and explore early stage ideas for a new show, 'Feel Me'.

Thanks also to the British Council who awarded us a joint grant to develop the 'Feel Me' research and development project alongside PSBK. Of this joint grant, The Paper Birds was awarded £14,515 to devise and deliver a creative digital exchange. Closer to home, we were thrilled to receive £1,786 from the Chelmsford Local Cultural Education Partnership. This crucial seed money allowed us to research and develop ideas for a new educational resource within the primary education sector.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Trustees' Report continued....

OUR PLANS MOVING FORWARD

In 2023-24, The Paper Birds are thrilled to be joining Arts Council England's National Portfolio (NPO) to become a regularly funded organisation.

Our NPO programme will have a clear strategy of developing work with and for young people. We will further embed ourselves into our home region of Essex, with an exciting re-development of our project, 'The School of Hope', culminating in an engaging and creative arts trail throughout our home town of Maldon.

We will build on the research and development of our new show, 'Feel Me' and devise and preview the work at the New Wolsey Theatre, Ipswich in summer 2023. From Autumn 2023 through to Spring 2024, we will take 'Feel Me' on a national UK tour, reaching both school and public audiences and re-establishing our small scale theatres and arts centres touring network, with the first public facing tour we have delivered since before the COVID-19 pandemic.

We will continue to build international collaborations and seek partners overseas to receive an international 'Feel Me' tour in further years. We will begin to explore early stage ideas and themes for a next show, this will be in close consultation with young people and will see us delve further into a co-creation method of working to develop our theatre work through participation opportunities.

We will deliver our year-round participation programme in schools and colleges both across the UK and globally; delivering programmes of work digitally online, as well as travelling to China and South East Asia to deliver participatory residencies in international schools. We will continue development of our new resource, the Primary Creativity Cards in partnership with the Unicorn Theatre. We will build a collaboration with the University of Chichester to write and deliver a Masters programme in Devolved Theatre. We will begin writing a book about The Paper Birds' work and practice for publication by Nick Hern Books.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- 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 proper accounting records that disclosure with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the constitution. The trustees 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 the trustees of the charity on 20 November 2023 and signed on their behalf by:



Sarah Wall
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Independent Examiners Report to the Trustees of The Paper Birds Theatre Company

I report on the accounts of the company for the year ended 31 March 2023.

Respective responsibilities of trustees and examiner

The trustees are responsible for the preparation of the accounts.

The trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

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

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

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

- accounting records have not been kept in accordance with section 130 of The Charities Act 2011
- the accounts do not accord with such records:
- attention should be drawn to enable proper understanding of the accounts to be reached



Joanne Watkin BA (Hons) FCA
Purple Cat Accountancy Limited

87 Highgate Road
Walsall
West Midlands
WS1 3JA

20 November 2023

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Statement of financial activities for the year ended 31 March 2023

	Note	General fund	Restricted fund	Total funds 2023	2022
Income	3				
Donations and grants		2,207	127,926	130,133	80,589
Charitable activities		139,487	20,000	159,487	159,129
Investment income		13	-	13	-
Total income		141,707	147,926	289,633	239,718
Expenditure on:	4				
Charitable activities		157,013	125,642	282,655	252,741
Total expenditure		157,013	125,642	282,655	252,741
Net income / (expenditure)		(15,306)	22,284	6,978	(13,023)
Transfers		14,779	(14,779)	-	-
Balance brought forward at 1 April 2022	8	52,293	13,731	66,024	79,047
Balance carried forward at 31 March 2023	8	51,766	21,236	73,002	66,024

The notes form part of these financial statements

The Paper Birds Theatre Company

Company number 05363584

Charity number 1182736

Balance sheet as at 31 March 2023

	Notes	2023	2022
Fixed assets			
Equipment	6	467	934
Current assets			
Debtors	7	67,304	18,580
Cash at bank and in hand		24,719	103,886
Total current assets		<u>92,023</u>	<u>122,466</u>
Creditors: amounts falling due within one year	8	(19,488)	(57,376)
Net assets		<u><u>73,002</u></u>	<u><u>66,024</u></u>
Represented by			
Funds			
Unrestricted general fund	9	51,766	52,293
Restricted funds	9	21,236	13,731
		<u><u>73,002</u></u>	<u><u>66,024</u></u>

For the financial year in question the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

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

The financial statements were approved by the trustees on 20 November 2023 and signed on their behalf by



Sarah Wall
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Notes to the accounts

1. Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Charities Act 2011.

2. Accounting policies

Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when

- the charity becomes entitled to the resources
- the monetary value can be measured with sufficient reliability.

Expenditure

Expenditure is recognised when there is a legal or constructive obligation to that expenditure and it is probable that settlement is required and that the amount can be reliably measured.

All expenditure is recognised on an accruals basis.

Creditors

The charity has creditors which are measured at settlement amount.

Debtors

Debtors are measured on initial recognition at settlement amount; subsequently they are measured at the cash or other consideration expected to be received.

Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or have been raised by the charity for specific purposes.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2023

Notes to the accounts continued.....

3. Income	2023	2022
Donations and grants		
Grants	129,711	79,395
Donations	422	1,194
	<u>130,133</u>	<u>80,589</u>
Charitable activities		
Box office and performance fees	-	53,779
Commissions	24,109	17,056
Merchandise sales	28,642	26,568
Workshop fees	91,139	50,619
Theatre tax relief	15,597	11,107
	<u>159,487</u>	<u>159,129</u>
Investment income		
Bank and other interest	<u>13</u>	<u>-</u>

The Paper Birds Theatre Company

Company limited by Guarantee

3Year ended 31 March 2023

Notes to the accounts continued.....

4. Expenditure	2023	2022
Expenditure on charitable activities		
Artists' fees	178,991	184,961
Partner payments	30,705	-
Production costs	2,278	4,778
Hotels, travel and subsistence	39,005	34,584
Advertising and promotion	7,554	12,082
Printing, postage and stationery	1,061	1,276
Subscriptions	1,767	1,047
Computer costs	4,708	4,335
Bookkeeping	4,645	1,716
Accountancy fees	600	750
Insurances	1,182	1,182
Bank charges	437	165
Exchange rate gains and losses	5	-
Storage	4,330	3,572
Sundry expenses	345	426
Consultancy	4,575	1,400
Depreciation	467	467
	<u>282,655</u>	<u>252,741</u>

5. Trustees' remuneration and expenses

No trustee received any remuneration in the year under review.

The Paper Birds Theatre Company

Company limited by Guarantee
Year ended 31 March 2023

Notes to the accounts continued.....

6. Fixed assets

Cost

Equipment

Brought forward as at 1 April 2022

1,868

Additions

-

Carried forward as at 31 March 2023

1,868

Depreciation

Brought forward as at 1 April 2022

934

Charge for the year

467

Carried forward as at 31 March 2023

1,401

Net book value at 31 March 2023

467

7. Debtors

2023

2022

Trade debtors

38,950

7,465

Other debtors

4,900

8

Theatre tax relief

23,454

11,107

67,304

18,580

8. Creditors: amounts falling due within one year

2023

2022

Trade creditors

51

51

Other tax and social security

8,834

5,969

Accruals and deferred income

10,603

51,356

19,488

57,376

The Paper Birds Theatre Company

Company limited by Guarantee
Year ended 31 March 2023

Notes to the accounts continued.....

9. Funds	Balance at 1 April 2022	Income	Expenditure	Transfer	Balance at 31 March 2023
Total unrestricted funds	52,293	141,707	157,013	14,779	51,766
Restricted funds					
Broke	4,148	1,500	-	(5,648)	-
Co Dev SE	4,531	14,610	(19,628)	487	-
School of Hope	5,052	4,754	(188)	(9,618)	-
Feel Me	-	127,062	(105,826)	-	21,236
Total restricted funds	13,731	147,926	(125,642)	(14,779)	21,236
Total funds	66,024	289,633	282,655	0	73,002

10. Fees for examination of the accounts	2023	2022
Independent examiner's fees	600	600

THE PAPER BIRDS THEATRE COMPANY

England & Wales - Charity number 1182736

Accounts

Company number 05363584
Charity number 1182736

The Paper Birds Theatre Company

Unaudited trustees' report and financial statements

For the year ended

31 March 2022

The Paper Birds Theatre Company

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The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Trustees

Rose Abderabbani
Raidene Carter
Kate Craddock
Rod Dixon (resigned 30 September 2021)
Cristina Holst
Kirsty Housley
Grace Jeremy (appointed 3 May 2022)
Laura Woodward

Company registered number

05363584

Charity registered number

1182736

Registered office

18 Spital Road
Maldon
Essex
CM9 6EB

Independent Examiner

Jo Watkin FCA
Purple Cat Accountancy Limited
87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Trustees' Report

The Trustees of The Paper Birds Theatre Company present their annual report and financial statements of the charity for the year ending 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' (FRS 102) in preparing this report and financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Paper Birds Theatre Company is governed under its Articles of Association and was incorporated on 14 February 2005 as a company limited by guarantee not having a share capital. The Paper Birds became a charitable company on 24 November 2017.

The charity is governed by a Board of Trustees totalling no more than 9, as stated in our Articles of Association.

Day to day management of the company is led by Co-Artistic Directors and Co-Founders, Jemma McDonnell and Kylie Perry. Executive Producer Charlotte Kalantari-Gregory is also responsible for executive organisational management and has been in post since January 2018.

The Board meets quarterly and hosts an Annual General Meeting each year. The Board also has two sub-committees: 1) International Work Sub-Committee (ISC) chaired by Kate Craddock; and 2) Finance Sub-Committee (FSC) chaired by Raidene Carter. Both sub-committees meet regularly throughout the year. We appointed Jo Watkin at Purple Cat Accountancy to independently review and examine our accounts.

OBJECTIVES OF THE ORGANISATION

The Paper Birds exists to advance education for the public benefit by the promotion of the arts, in particular, but not exclusively, through the art of drama. Our company mission and vision states: 'We are quiet rebels, amplifying the voices of everyday people. Changing the world, one encounter at a time'. Our day to day activities include workshops and lectures, participatory projects, interviews and seminars, as well as live public performances. The trustees have had regard to the Charity Commissioners guidance on public benefit whilst planning the activities of The Paper Birds.

OUR POLICIES

We are committed to making The Paper Birds a stable, safe, and fair organisation for all its staff, stakeholders, and beneficiaries. All of our policies are reviewed and updated regularly.

Our Equality and Diversity Policy states that 'The Paper Birds is committed to eliminating discrimination and encouraging diversity amongst our staff.' The principles of this policy are in line with the Equality Act 2010. Equality and Diversity is a standing agenda item at all quarterly Board Meetings and we have an Equality, Diversity and Inclusion Action Plan.

Our Reserves Policy states that the trustees have set 3 month's operating costs as unrestricted reserves, equalling £36,250 by March 2022. With the surplus achieved this year, this target has been met. This policy is reviewed annually to ensure it sufficiently covers the risks identified in delivering the charitable objectives.

RISK MANAGEMENT

The Board has developed a Risk Register which identifies and assesses potential risk. Risks are classed in terms of low to high. They are assessed in categories including Governance and Management, Financial, Operational, Personnel, and External. The Board agrees that annual assessment is adequate, as well as close quarterly management of company accounts.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Trustees' Report continued....

ACCOUNTS

The Board agrees that an annual, independent assessment of the accounts is commensurate with the scale of our operation.

The Paper Birds prepares quarterly management account reports, which are scrutinised by our Finance Sub Committee which meets a minimum of 4 times per year. The Finance Sub Committee then presents management accounts at each full Board meeting on a quarterly basis for wider discussion and approval.

YEAR OVERVIEW

2021- 22 saw further digital and international expansion for the charity, and we reached new diverse, audiences, championing access and inclusion with participants drawn from d/Deaf, LGBTQ+, Indigenous Canadian communities, religiously conservative young people and those struggling with mental health.

We strengthened our reach and relationships in the UK arts and education sector and grew our Creative Learning programme exponentially. The charity honed in on our expertise around young people and young artists and got back to in-person touring post-pandemic with a schools' show, further establishing ourselves as the leading company in the UK taking professional touring performances into schools. We developed new international relationships and collaborations, in particular in Indonesia and Canada.

OUR PURPOSE AND HOW WE HAVE MET IT

Our major project this year was 'The School of Hope': an ambitious, digital, multi-artform project for young people aged 13-25. It explored the theme of empathy through a series of digital workshops created by The Paper Birds. We asked young people from across the globe to be socially and politically engaged, and encouraged debate, dialogues and connections. It platformed young people as artists in their own right and aimed to reduce feelings of isolation as a result of the pandemic. We worked with 9 partners in the UK and internationally. 75 young people from 5 countries and 3 continents took part and created over 180 artworks. 'The School of Hope' exemplified our company vision "changing the world one encounter at a time": through our evaluation it was found that 53% of participants' empathy levels did increase, and 64% increased their civic participation. Positive impacts of prosocial behaviour (helping others) and mental wellbeing were also reported.

Our Participation Programme continues to grow and go from strength to strength. We took our acclaimed production 'Broke', which explores themes of poverty and debt, to 51 schools and colleges across the country, engaging 9,180 audience members and 2,000 workshop participants. We did have over 90 schools in total who wanted to book the show, but with mounting CV-19 hurdles and pressures, disappointingly, many could not go ahead. We therefore made sure we had a comprehensive wraparound offer and developed a new workshop session that allowed students to work collaboratively in a safe and socially distanced manner. In addition we produced a comprehensive resource pack that included all the background information about the production as well as a full script of the show. This coupled with a film of the production was available to teachers both as a hardcopy DVD and a streamed video link they could share directly with students for revision.

As a charity focused on providing access to the arts, in touring 'Broke' we wanted to reach young people who had been adversely affected by the pandemic from lower social economic backgrounds. 69% of the schools/colleges we visited are state funded, and 31% are independent. Of the 35 state funded schools we visited, 3 schools had a pupil premium rate of over 40%; and 9 schools had a pupil premium rate of between 20-30%.

"Both workshop and performance were outstanding. Many of the students thought it was the best thing they had ever seen!" Teacher feedback

Our value and relevance to teachers and pupils up and down the country is further demonstrated by the fact that we delivered 193 workshops to 6,125 participants across the year, representing a 271% increase on the year before. We continue to be listed as a prescribed practitioner on the Eduqas, EdExcel and AQA school examination specifications.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Trustees' Report continued....

The charity undertook a strategic Company Development project focused on digital upskilling for our team, as well as our move to and new base in the South East region. We developed relationships with communities, schools, theatre venues and young people, in particular in the Essex area, firmly establishing our local presence, identity and commitment. Training in new digital platforms has positively impacted our Participation programme, forging new relationships with digital experts and organisations such as Digital Theatre.

OUR PEOPLE

We were delighted to recruit new Board Member Grace Jeremy, who, as Programme Manager at Young Trustees Movement, is well placed to support our ever-growing programme of work aimed at young people. We also increased capacity across our core freelance team in response to our increase in activity and growing demand for our work. We plan to recruit a new Finance Manager role to provide the company with more dedicated expertise in this area.

FINANCIAL

The Trustees are thrilled that The Paper Birds, through significant earned income from our participation programme, finishes the year with unrestricted funds of £52,293. This is a reduction on the end of year position for the previous year, as we sought to invest in our core team's capacity, and hence be able to reach more people and make more impact, as we came out of the pandemic. Furthermore the Board notes the company's excellent fundraising successes in 2021-22 and is delighted at the company's financial picture, allowing us to exceed our reserves policy.

FUNDRAISING

The Trustees would like to express their sincere thanks to our wonderful funders, without whose support we could not have reached our charitable aims. Arts Council England's continued grant support totalled £57,395: £42,786 towards 'The School of Hope' and £14,609 to support our Company Development in the South East region activity. The Trustees were overjoyed to receive significant support from Garfield Weston Foundation (£10k) and from Rayne Foundation (£10k), to enable us to reach young people in the UK and around the globe through 'The School of Hope'. Closer to home, Charles S French Trust's support (£2k) allowed us to work at a grass roots level with young people in Essex.

OUR PLANS MOVING FORWARD

In 2022-23, the charity will focus on developing our commitment to young people and the next generation of young artists from diverse backgrounds through our artists' professional development programme 'Feel Me'. Emerging artists aged 18-30, will create an international touring theatre show and receive bespoke industry mentorship from leading practitioners in their field, empowering them to become the socially engaged artists and cultural leaders of the future. Exploring the theme of empathy as a thematic stimulus but also as an approach embedded into their practice, the programme will provide a unique early career platform for artists to develop their skills and methodology whilst working collaboratively as part of a professional creative team in the development of an original production made for young audiences aged 13-25. This project will strategically align the artistic and participation sides of the company.

The charity will continue to be a leading force championing the importance of theatre and performing arts in schools, expanding our digital education offer via Digital Theatre, developing new CPD for drama teachers and theatre practitioners, growing our in-person delivery in both UK schools and at international schools in the Middle East and South East Asia, as well as starting to create teaching resources for primary schools.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures
- disclosed and explained in the financial statements and
- 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 proper accounting records that 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 Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the constitution. The trustees 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 the trustees of the charity on 22 November 2022 and signed on their behalf by:



Raidene Carter
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Independent Examiners Report to the Trustees of The Paper Birds Theatre Company

I report on the accounts of the company for the year ended 31 March 2022.

Respective responsibilities of trustees and examiner

The trustees are responsible for the preparation of the accounts.

The trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

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

Basis of Independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

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

- accounting records have not been kept in accordance with section 130 of The Charities Act 2011
- the accounts do not accord with such records:
- attention should be drawn to enable proper understanding of the accounts to be reached



Joanne Watkin BA (Hons) FCA
Purple Cat Accountancy Limited

87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Statement of financial activities for the year ended 31 March 2022

	Note	General fund	Restricted fund	Total funds 2022	2021
Income	3				
Donations and grants		1,194	79,395	80,589	54,682
Charitable activities		79,878	79,251	159,129	96,795
Investment income					1
Total income		81,072	158,646	239,718	151,478
Expenditure on:	4				
Charitable activities		107,826	144,915	252,741	113,290
Total expenditure		107,826	144,915	252,741	113,290
Net income / (expenditure)		(26,754)	13,731	(13,023)	38,188
Transfers		-	-	-	-
Balance brought forward at 1 April 2021	8	79,047	-	79,047	40,859
Balance carried forward at 31 March 2022	8	52,293	13,731	66,024	79,047

The notes form part of these financial statements

The Paper Birds Theatre Company

Company number 05363584

Charity number 1182736

Balance sheet as at 31 March 2022

	Notes	2022	2021
Fixed assets			
Equipment	6	934	1,401
Current assets			
Debtors	7	18,580	5,923
Cash at bank and in hand		103,886	101,377
Total current assets		<u>122,466</u>	<u>107,300</u>
Creditors: amounts falling due within one year	8	(57,376)	(29,654)
Net assets		<u>66,024</u>	<u>79,047</u>
Represented by			
Funds			
Unrestricted general fund	9	52,293	79,047
Restricted funds	9	13,731	-
		<u>66,024</u>	<u>79,047</u>

For the financial year in question the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

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

The financial statements were approved by the trustees on 22 November 2022 and signed on their behalf by



Raidene Carter
Trustee

The Paper Birds Theatre Company

**Company limited by Guarantee
Year ended 31 March 2022**

Notes to the accounts

1. Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Charities Act 2011.

2. Accounting policies

Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when

- the charity becomes entitled to the resources
- the monetary value can be measured with sufficient reliability.

Expenditure

Expenditure is recognised when there is a legal or constructive obligation to that expenditure and it is probable that settlement is required and that the amount can be reliably measured.

All expenditure is recognised on an accruals basis.

Creditors

The charity has creditors which are measured at settlement amount.

Debtors

Debtors are measured on initial recognition at settlement amount; subsequently they are measured at the cash or other consideration expected to be received.

Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or have been raised by the charity for specific purposes.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Notes to the accounts continued.....

3. Income	2022	2021
Donations and grants		
Grants	79,395	53,493
Donations	1,194	1,189
	<u>80,589</u>	<u>54,682</u>
Charitable activities		
Box office and performance fees	53,779	-
Commissions	17,056	2,942
Merchandise sales	26,568	30,052
Workshop fees	50,619	63,801
Theatre tax relief	11,107	-
	<u>159,129</u>	<u>96,795</u>
Investment income		
Bank interest	<u>-</u>	<u>1</u>

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Notes to the accounts continued.....

4. Expenditure	2022	2021
Expenditure on charitable activities		
Artists' fees	184,961	81,570
Production costs	4,778	1,876
Hotels, travel and subsistence	34,584	3,903
Advertising and promotion	12,082	7,603
Printing, postage and stationery	1,276	2,690
Subscriptions	1,047	857
Computer costs	4,335	4,968
Bookkeeping	1,716	1,978
Accountancy fees	750	1,025
Insurances	1,182	1,150
Bank charges	165	141
Interest payable		25
Bad debts		20
Storage	3,572	3,148
Sundry expenses	426	119
Consultancy	1,400	1,750
Depreciation	467	467
	<u>252,741</u>	<u>113,290</u>

5. Trustees' remuneration and expenses

No trustee received any remuneration in the year under review.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Notes to the accounts continued.....

6. Fixed assets

Cost	Equipment
Brought forward as at 1 April 2021	1,868
Additions	
Carried forward as at 31 March 2022	<u>1,868</u>
Depreciation	
Brought forward as at 1 April 2021	467
Charge for the year	467
Carried forward as at 31 March 2022	<u>934</u>
Net book value at 31 March 2022	<u>934</u>

7. Debtors

	2022	2021
Trade debtors	7,465	5,923
Other debtors	8	-
Theatre tax relief	11,107	-
	<u>18,580</u>	<u>5,923</u>

8. Creditors: amounts falling due within one year

	2022	2021
Trade creditors	51	1,021
Other tax and social security	5,969	7,745
Accruals and deferred income	51,356	20,888
	<u>57,376</u>	<u>29,654</u>

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2022

Notes to the accounts continued.....

9. Funds	Balance at 1 April 2021	Income	Expenditure	Transfer	Balance at 31 March 2022
Total unrestricted funds	79,047	81,072	(107,826)		52,293
Restricted funds					
Broke		66,036	(61,888)		4,148
Co Dev SE		14,609	(10,078)		4,531
School of Hope		78,001	(72,949)		5,052
Total restricted funds	-	158,646	(144,915)		13,731
Total funds	79,047	239,718	(252,741)		66,024

10. Fees for examination of the accounts

	2022	2021
Independent examiner's fees	600	600

THE PAPER BIRDS THEATRE COMPANY

England & Wales - Charity number 1182736

Accounts

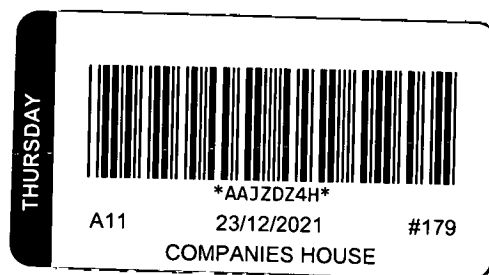
Company number 05363584
Charity number 1182736

The Paper Birds Theatre Company

Unaudited trustees' report and financial statements

For the year ended

31 March 2021



The Paper Birds Theatre Company

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The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Trustees

Rose Abderabbani
Raidene Carter
Kate Craddock
Rod Dixon (resigned 30 September 2021)
Cristina Holst
Kirsty Housley
Fiona Ledger (resigned 5 March 2021)
Leonie Moreton (resigned 16 June 2020)
Ramaa Sharma (appointed 8 July 2019 and resigned 16 June 2020)
Laura Woodward (appointed 8 July 2019)

Company registered number

05363584

Charity registered number

1182736

Registered office

3 St Peter's Buildings
York Street
Leeds
LS9 8AJ

Independent Examiner

Jo Watkin FCA
Purple Cat Accountancy Limited
87 Highgate Road
Walsall
West Midlands
WS1 3JA

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Trustees' Report

The Trustees of The Paper Birds Theatre Company present their annual report and financial statements of the charity for the year ending 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' (FRS 102) in preparing this report and financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Paper Birds Theatre Company is governed under its Articles of Association and was incorporated on 14 February 2005 as a company limited by guarantee not having a share capital. The Paper Birds became a charitable company on 24 November 2017.

The charity is governed by a Board of Trustees totalling no more than 9, as stated in our Articles of Association.

Day to day management of the company is led by Co-Artistic Directors and Co-Founders, Jemma McDonnell and Kylie Perry. Senior Producer Charlotte Kalantari-Gregory is also responsible for executive organisational management and has been in post since January 2018.

The Board meets quarterly and hosts an Annual General Meeting each year. The Board also has two sub-committees: 1) International Work Sub-Committee (ISC) chaired by Kate Craddock; and 2) Finance Sub-Committee (FSC) chaired by Raidene Carter. Both sub-committees meet regularly throughout the year - with the FSC meeting to review finances every 3 weeks in quarter 1 and 2 of 2020 due to the ongoing impact of the COVID 19 pandemic. We appointed Jo Watkin at Purple Cat Accountancy to independently review and examine our accounts.

OBJECTIVES OF THE ORGANISATION

The Paper Birds exists to advance education for the public benefit by the promotion of the arts, in particular, but not exclusively, through the art of drama. Our company mission and vision states: 'We are quiet rebels, amplifying the voices of everyday people. Changing the world, one encounter at a time'. Our day to day activities include workshops and lectures, participatory projects, interviews and seminars, as well as live public performances. The trustees have had regard to the Charity Commissioners guidance on public benefit whilst planning the activities of The Paper Birds.

OUR POLICIES

We are committed to making The Paper Birds a stable, safe, and fair organisation for all its staff, stakeholders, and beneficiaries. All of our policies are reviewed and updated regularly.

Our Equality and Diversity Policy states that 'The Paper Birds is committed to eliminating discrimination and encouraging diversity amongst our staff.' The principles of this policy are in line with the Equality Act 2010. Equality and Diversity is a standing agenda item at all quarterly Board Meetings.

This year we focused on updating our Creative Learning policies and procedures, in particular our Child Protection Policy including a Digital Code of Conduct to underpin all our online delivery with young people.

Our Reserves Policy states that the trustees have set 3 month's operating costs as reserves, equalling to £28,250 by 2023. With the surplus achieved this year, this target has now been met.

RISK MANAGEMENT

The Board has developed a Risk Register which identifies and assesses potential risk. Risks are classed in terms of low to high. They are assessed in categories including Governance and Management, Financial, Operational, Personnel, and External. The Board agrees that annual assessment is adequate, as well as close quarterly management of company accounts.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Trustees' Report continued....

ACCOUNTS

The Paper Birds prepares quarterly management account reports, which are scrutinised by our Finance Sub Committee which meets a minimum of 4 times per year. The Finance Sub Committee then presents management accounts at each full Board meeting on a quarterly basis for wider discussion and approval.

YEAR OVERVIEW

As most of our 'live' activity was paused in 2020-21 due to COVID-19, we dramatically pivoted our programme, and devised new ways of reaching our charitable aims by developing an innovative digital offer. Responding to the impact of COVID-19, we created a broad range of participatory opportunities for audiences and participants, focusing in particular on the needs of young people and teachers. We strengthened our reach and relationships in the UK arts and education sector and grew our Creative Learning programme exponentially.

We also expanded our international reach. In part this was due to our growing following amongst international schools in the Middle East and South East Asia, and in part it was due to COVID-19, as people discovered a new found appreciation of digital, which allowed them to make connections with different countries and cultures online whilst not being able to travel in lockdown environments.

OUR PURPOSE AND HOW WE HAVE MET IT

In a year of enormous uncertainty, The Paper Birds proved our value and relevance to our communities, locally, nationally and internationally. Instead of laying low and trying to simply survive, we stayed true to our charitable purpose, and spent our energies and resources in reaching out to our followers with a comprehensive digital offer.

Due to popular demand, we dramatically grew our Creative Learning programme. Our company vision "changing the world one encounter at a time" was once again put into practice: we supported teachers and nurtured young people as they navigated the unprecedented circumstances we all found ourselves in, through an expanded digital learning offer.

In Spring 2020, in the height of lockdown, over 1,000 teachers and theatre practitioners from around the world took part in our newly developed, online, 'Distanced Devising' CPD course. We received rapturous feedback from teachers, who felt newly equipped to teach and inspire their pupils, thanks to our creative support and input.

Here's just a handful of the large number of lovely testimonials we received:

"Best CPD I have done in 16 years of teaching."

"This was an invaluable moment of inspiration in the middle of lockdown."

"Delivered with clarity, passion and creativity."

Out of the 4 main school examination specifications used across England we have now been added to 3 of them as a 'prescribed practitioner': Eduqas already promoted our work to schools and have previously booked us to run CPD for their teachers. EdExcel recently put out an update from their chief examiner with tips for approaching devising and used us as the prime example of a company to emulate. Finally, AQA made a special amendment to their specification to add us to their list of practitioners.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Trustees' Report continued....

We developed and rehearsed our show 'Broke' about poverty and debt, ready for a schools' tour across England and Wales. Unfortunately, due to further lockdowns, this tour had to be postponed until 2021-22. However, we have since secured over 90 bookings for this performance and workshop package, demonstrating the trust and value schools and educational institutions, up and down the UK, place in our work.

From April 2020 – March 2021 our creative learning programme engaged a total of 3,028 participants across the world, across 101 participatory workshops (digital and in person). Online our reach grew exponentially: we had 18,002 views of our recorded shows online (up from 7,103 in 2019-20) and 98,136 views of our website (up from 51,976 in 2019-20).

OUR PEOPLE

We said farewell to Trustees Fiona and Ramaa who both stepped down due to personal reasons. Ramaa's skills set as an Editor at the BBC and Fiona's as our fundraising expert will be much missed and we were sad to see them go. We plan to recruit a minimum of 2 new Trustees in 2021-22 to take us back to capacity. We are also looking to expand our core freelance staff team in 2021 – 22, to respond to our increase in activity and growing demand for our work.

FINANCIAL

The trustees are thrilled that despite, and in part due to the pandemic, The Paper Birds has further stabilised financially, and finish the year with unrestricted funds of just over £79,000 (an increase of 93% on the previous financial year). This is attributed to the earned income generated through all our creative learning activity delivered in the pandemic, mostly online.

The Board is delighted at the company's financial picture, allowing us to exceed our reserves policy.

FUNDRAISING

The trustees would like to express their sincere thanks to Arts Council England for their continued support in enabling us to reach our charitable aims. This year they awarded The Paper Birds grants totalling £53,493: £34,669 in emergency relief, £13,496 to support our schools' tour 'Broke' and a final instalment of £4,999 towards our national tour of 'Ask Me Anything'.

OUR PLANS MOVING FORWARD

In 2021-22, thanks to our dynamic and relevant programme over the past year, the company is coming from a place of strength and ambition as we emerge from the pandemic.

We have an ambitious and strategic business plan in place, and in line with this, we aim to continue developing opportunities for communities across the UK and abroad to engage with our range of artistic activities. Our Business Plan sets out our ambition to be known for our unique digital offer. We will develop CPD programmes, online workshops, and a unique participatory performance project, exploring the theme of empathy, in collaboration with young people from across the world. This project will strategically align the artistic and creative learning side of the company.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

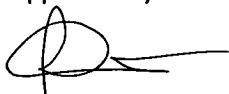
The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing these financial statements the trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures
- disclosed and explained in the financial statements and
- 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 proper accounting records that disclosure with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the constitution. The trustees 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 the trustees of the charity on 8 December 2021 and signed on their behalf by:



Raidene Carter
Trustee

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Independent Examiners Report to the Trustees of The Paper Birds Theatre Company

I report on the accounts of the company for the year ended 31 March 2021.

Respective responsibilities of trustees and examiner

The trustees are responsible for the preparation of the accounts.

The trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

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

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission.

An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

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

- accounting records have not been kept in accordance with section 130 of The Charities Act 2011
- the accounts do not accord with such records:
- attention should be drawn to enable proper understanding of the accounts to be reached



Joanne Watkin BA (Hons) FCA
Purple Cat Accountancy Limited

87 Highgate Road
Walsall
West Midlands
WS1 3JA

8 December 2021

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Statement of financial activities for the year ended 31 March 2021

	Note	General fund	Restricted fund	Total funds 2021	2020
Income	3				
Donations and grants		1,189	53,493	54,682	109,307
Charitable activities		96,795		96,795	188,177
Investment income		1		1	16
Total income		97,985	53,493	151,478	297,500
Expenditure on:	4				
Charitable activities		60,749	52,541	113,290	266,738
Total expenditure		60,749	52,541	113,290	266,738
Net income / (expenditure)		37,236	952	38,188	30,762
Transfers		952	(952)		
Balance brought forward at 1 April 2020	8	40,859	-	40,859	10,097
Balance carried forward at 31 March 2021	8	79,047	0	79,047	40,859

The notes form part of these financial statements

The Paper Birds Theatre Company

Company number 05363584

Charity number 1182736

Balance sheet as at 31 March 2021

	Notes	2021	2020
Fixed assets			
Equipment	6	1,401	-
Current assets			
Debtors	7	5,923	43,671
Cash at bank and in hand		101,377	11,307
Total current assets		<u>107,300</u>	<u>54,978</u>
Creditors: amounts falling due within one year	8	(29,654)	(14,119)
Net assets		<u><u>79,047</u></u>	<u><u>40,859</u></u>
Represented by			
Funds			
Unrestricted general fund	9	79,047	40,859
Restricted funds	9	-	-
		<u><u>79,047</u></u>	<u><u>40,859</u></u>

For the financial year in question the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

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

The financial statements were approved by the trustees on 8 December 2021 and signed on their behalf by



Raidene Carter
Trustee

The Paper Birds Theatre Company

**Company limited by Guarantee
Year ended 31 March 2021**

Notes to the accounts

1. Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Charities Act 2011.

2. Accounting policies

Recognition of income

Income is included in the Statement of Financial Activities (SoFA) when

- the charity becomes entitled to the resources
- the monetary value can be measured with sufficient reliability.

Expenditure

Expenditure is recognised when there is a legal or constructive obligation to that expenditure and it is probable that settlement is required and that the amount can be reliably measured.

All expenditure is recognised on an accruals basis.

Creditors

The charity has creditors which are measured at settlement amount.

Debtors

Debtors are measured on initial recognition at settlement amount; subsequently they are measured at the cash or other consideration expected to be received.

Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or have been raised by the charity for specific purposes.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Notes to the accounts continued.....

3. Income	2021	2020
Donations and grants		
Grants	53,493	107,539
Donations	1,189	1,768
	<u>54,682</u>	<u>109,307</u>
Charitable activities		
Box office and performance fees	-	55,311
Commissions	2,942	53,401
Merchandise sales	30,052	5,488
Workshop fees	63,801	47,853
Theatre tax relief		26,124
	<u>96,795</u>	<u>188,177</u>
Investment income		
Bank interest	<u>1</u>	<u>16</u>

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Notes to the accounts continued.....

4. Expenditure	2021	2020
Expenditure on charitable activities		
Artists' fees	81,570	177,769
Production costs	1,876	13,170
Hotels, travel and subsistence	3,903	45,237
Advertising and promotion	7,603	13,271
Printing, postage and stationery	2,690	707
Subscriptions	857	1,212
Computer costs	4,968	2,389
Bookkeeping	1,978	1,748
Accountancy fees	1,025	613
Insurances	1,150	1,169
Bank charges	141	140
Interest payable	25	-
Bad debts	20	-
Storage	3,148	4,397
Sundry expenses	119	291
Consultancy	1,750	4,625
Depreciation	467	-
	<u>113,290</u>	<u>266,738</u>

5. Trustees' remuneration and expenses

No trustee received any remuneration in the year under review.

The Paper Birds Theatre Company

Company limited by Guarantee

Year ended 31 March 2021

Notes to the accounts continued.....

6. Fixed assets

Cost	Equipment
Brought forward as at 1 April 2020	-
Additions	1,868
Carried forward as at 31 March 2021	<u>1,868</u>
Depreciation	
Brought forward as at 1 April 2020	-
Charge for the year	467
Carried forward as at 31 March 2021	<u>467</u>
Net book value at 31 March 2021	<u>1,401</u>

7. Debtors

	2021	2020
Trade debtors	5,923	17,403
Other debtors	-	144
Theatre tax relief	-	26,124
	<u>5,923</u>	<u>43,671</u>

8. Creditors: amounts falling due within one year

	2021	2020
Trade creditors	1,021	461
Other tax and social security	7,745	2,448
Accruals and deferred income	819	850
Other creditors	20,069	10,360
	<u>29,654</u>	<u>14,119</u>

The Paper Birds Theatre Company

Company limited by Guarantee
Year ended 31 March 2021

Notes to the accounts continued.....

9. Funds	Balance at 1 April 2020	Income	Expenditure	Transfer	Balance at 31 March 2021
Total unrestricted funds	40,859	97,985	(60,749)	952	79,047
Restricted funds					
Ask Me anything	-	4,999	(600)	(4,399)	0
ACE Emergency Fund	-	34,998	(34,669)	(329)	0
Broke	-	13,496	(17,272)	3,776	0
Total restricted funds	-	53,493	(52,541)	(952)	0
Total funds	40,859	151,478	(113,290)	0	79,047

10. Fees for examination of the accounts	2021	2020
Independent examiner's fees	720	720