

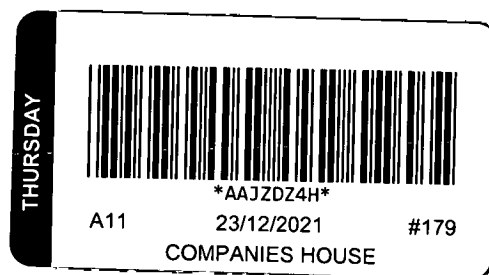
Company number 05363584
Charity number 1182736

The Paper Birds Theatre Company

Unaudited trustees' report and financial statements

For the year ended

31 March 2021



The Paper Birds Theatre Company

Contents

	Page
Reference and administrative details of the charity	1
Trustees' Report	2 - 4
Statement of Trustees' Responsibilities	5
Independent Examiners Report	6
Statement of Financial Activities	7
Balance Sheet	8
Notes to the financial statements	9 - 13

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.

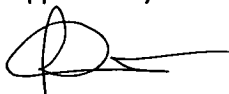
The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

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		107,300	54,978
Creditors: amounts falling due within one year	8	(29,654)	(14,119)
Net assets		<u>79,047</u>	<u>40,859</u>
Represented by			
Funds			
Unrestricted general fund	9	79,047	40,859
Restricted funds	9	-	-
		<u>79,047</u>	<u>40,859</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