

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

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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.

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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

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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

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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

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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>

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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