

THE HERD THEATRE

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

For the period ended 31 March 2025

Company no: 09847217

Charity no: 1204739

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
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for the period ended 31 March 2025

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REFERENCE AND ADMINISTRATIVE DETAILS

Chair	Naqiya Ebrahim
Founding Trustees	Ann-Marie Merrick Robert Jackson-Ritchie Andrew Shimmin
Trustees	Katherine Igoe-Ewer Helen Savage Louise Esme Holmes
The Herd's Core Staff	Ruby Thompson (Co-Director) Samuel Caseley (Co-Director) Christie Parkin (Administrator - until March 1st 2025) Emma Bright (Producer - appointed October 2024) Hannah Everard (Audience Development Producer – appointed May 2024)
The Herd's Associate Artist Team	Finlay McGuigan Rūta Irbīte Lua Bairstow Ysabelle Wombwell Parkey Abeyratne (appointed July 2024)
Registered Office	131 Elia Street Hull HU5 3AJ
Bankers	The Co-Operative Bank Skelmersdale WN8 6WT
Investment Managers	
Independent Examiner	K C Fisher Kingston Burrowes Audit Ltd 308 Ewell Road Surbiton Surrey KT6 7AL

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The Trustees present The Herd Theatre's second Annual Report and its first for a 12 month period.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Background

The Herd was founded as a company limited by guarantee in October 2015. Initially called Broccolily Theatre, then renamed to The Herd Theatre in 2017. Ruby Thompson and Sam Caseley were the company founders and are the current Co-Artistic Directors of The Herd Theatre Charity.

The Herd's critically acclaimed early years theatre shows include Slime (UK Tour 2018-2022 including Southbank, The Albany, Northern Stage), How to Fly (Hull Truck), The Last Dinosaur (Arc, The Civic), Ducklings (Hull Truck, Royal Exchange) and Snowmen (Cast, Half Moon, The Lowry). Our shows often use limited verbal language, integrated British Sign Language and are heavily influenced by clown. Our work is always scored with original music and features interactive design.

As well as touring nationally to celebrated venues - all our shows have played in community centres, libraries and schools. We are passionate about reaching children and families who are excluded from theatre, with a focus on working class people and disabled people.

Our playwork - creating spaces where families can creatively play together - has popped up in primary schools and shopping centres in Hull, whilst also taking the form of a three 3 returning sell-out, Time-out recommended, installation at the Southbank Centre in 2023-2026.

We are a company deeply invested in our home city of Hull, with a growing, nationally significant artistic output. Since forming in 2015 our shows and projects have reached a live audience of over 100,000 people nationally. We've worked with over 2,200 children as participants. We've also published 2 picture books, developed 2 annual immersive schools workshop programmes, delivered family workshops at The National Theatre, and developed an app to accompany one of our productions.

The Herd became a charity on 15th September 2023, with our steering committee becoming trustees. This transition has enabled us to deepen our impact and strengthen our focus on providing exceptional arts experiences for children, with a focus on the Hull region.

Charitable Objectives

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding which activities the charity should undertake. Our charitable objectives are as follows;

For the public benefit to promote the arts, in particular but not exclusively,

The art of drama;

For children and young people aged under 18;

By the provision of creative workshops and public performances and other live events.

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Mission and Vision and Guiding Principles

The Herd makes space for childhood. Rooted in Hull, and acclaimed nationally, we collaborate with young children to dream up shows, installations and programmes of play that ignite joy, celebrate child creativity and nurture family connection.

Vision

We believe in the radical power of the arts to reimagine a world with more space for early childhood, a world where children thrive and communities flourish. Our vision is for a society that respects children and the importance of their play. By creating high quality theatre and arts experiences for young audiences we show children that they are valued. We want this message to reach children wherever they are, whatever their context.

Mission

The Herd brings children, young people and families together in playful spaces to share exceptional experiences. We play alongside children to create shows, installations and experiences that celebrate, interrogate and nurture the joy of Childhood.

We believe in the transformational power of family arts and create experiences that children and adults can share together. We recognise that some children and families face barriers to accessing the arts and we proactively explore ways of removing these barriers.

Guiding principles

Play

We play alongside children to create ideas for all our work, play with artists to realise these ideas, and then unlock opportunities for our audiences to play

Family

We create mutually beneficial experiences for the whole family, as enjoyable for adults as children. We understand families come in all shapes and sizes, and use the word to describe a child and their responsible grown up/s.

Joy

We exist to celebrate, interrogate and nurture the joy of childhood. We create exceptional moments for our audience that sit outside of the everyday.

Relevance

We ensure our work is relevant, exciting and truthful to children by collaborating with them in all stages of the making. Our shows and experiences resonate with children living through the 2020s. We keep these children's futures in mind by using recycled and waste materials in our design in all of our projects.

Equity

We work hard to remove barriers children and families have to accessing arts experiences, with a particular focus on barriers facing working class people and disabled people.

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Achievements and Performance

Projects Delivered 2024-2025



COUNTING SHEEPS - HULL TOUR OF NEW SHOW FOR 0-3s

Two sheep think they know everything about sleep. They're experts in the field. But tonight they're wide awake. Snuggle up and join two sheep on a journey through the joys and frustrations of everything bedtime. A touching, musical adventure filled with sensory play, for 0-3 year olds and their (very tired) grown ups.

The show was co-created over 10 weeks of baby sessions in 2023, in Bransholme with Back to Ours and over 50 families. We explored how babies connected to theatrical-forms, what carers needed in an experience, and gathered anecdotes about bedtime for our narrative. This making period was supported by childhood academics from the University of Hull, helping us better understand the behaviours in the room from those who can't always express their meaning and feelings. Everything came from these explorations: the local touring strategy, the narrative structure, the diverse theatrical forms (keeping the youngest brains attentive) and the length of show/ stay-and-play-offer.

Counting Sheeps toured Hull from August 2024 - January 2025 in partnership with Hull Libraries, Back To Ours and Hull City Council's Family Hub Service. The show, which included live music, sensory play, and light displays, played at libraries, community centres and family hubs throughout Hull on the first week of every month for 6 months. We returned to two set locations at the same time every month; Gipsyville Library and Back To Ours' Chat Shop on Bransholme Estate.

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We produced a show that was enjoyable, engaging and impactful for babies and toddlers, the youngest audience we've ever produced work for. And we produced a new, hyper-local, touring model to 18 venues in Hull over 6 months, returning to 2 key venues every month. We reached families in their comfort zones, and in areas of extremely low early-years arts provision. When early-years theatre pops-up it's often for a day, visible to those in the cultural-loop. This was a radical, regular, local offer, supported by a new audience-development role and new weekly play-group. A grass-roots, relationship centred approach to marketing family art.

Performing 63 times within a 20-square-mile radius, we reached audiences in postcodes among the 10% most deprived LSOAs in the UKn (according to the UK LSOAs data for indices of multiple deprivation 2019 and recent Unicef Report). Our key areas, Gipsyville and Bransholme, are among the most deprived in Hull. The barrier of cost was removed - 57 shows were free, 6 were ticketed at £3 for research. 24% of surveyed audience members hadn't attended a cultural event in the last 12 months. At one Family Hub show, 30% had never been. We know this through our booking system and audience postcards.

"Best thing we've done on maternity leave" Audience Feedback

"We reached vulnerable groups absent from public shows by partnering with services; a housing association, refugee centre, pre-school and early-years disability service." Audience Feedback

"The show was beautiful, emotional, funny. And perfect for tiny ones too. Flawless " Audience Feedback

"I loved watching the babies react and experience the lights when close to them, it was quite magical" Audience Feedback

A dancing firefly puppet in the show inspired two babies to take their first ever crawl

COUNTING SHEEPS AUDIENCE DEVELOPMENT PROGRAMME

Our new audience development producer, Hannah Everard attended 14 existing baby/toddler groups in Hull. at least 2 in every show location, alongside leaflets and posters in the community - in shops, in schools, in restaurants and in places of worship. Hannah attended weekend family sessions at the 'Bransholme Chat-Shop' a community centre in a shopping centre on North-Hull-Estate.

We created a weekly baby/toddler group at Gipsyville Library that started 6 weeks before the show to develop an audience in a location with low early-years offer. We delivered weekly sessions between July 2024 and January 2025.

Once a conversation had developed in either of the 2 locations, Hannah gave 'invitations', not leaflets. These were personalised and offered multiple dates to attend the show.

The plan worked, reaching families typically excluded from the arts - we saw our most diverse audiences and they loved the work - 40% of the audience came twice (2% came 5+ times.) 100% of audiences were from Hull, not Hull's more affluent surroundings and 50% of audiences were from hyper local postcodes to the venues in areas of socio-economic deprivation.

We will embed this strategy to all future Herd premiers - on-the-ground audience development, local touring, monthly shows.

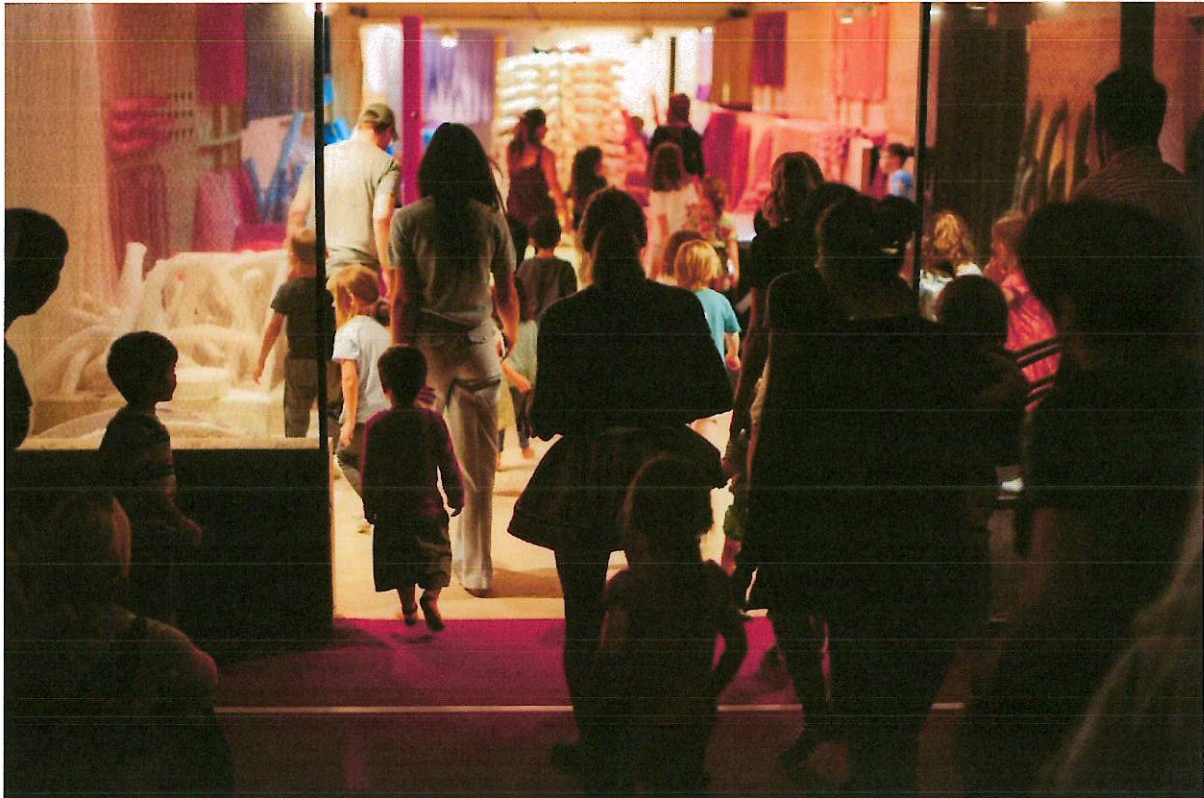
This new model won the Fantastic for Families, Family Arts Award for Audience Impact and Innovation.

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REPLAY - A RECYCLED PLAY INSTALLATION AT THE SOUTHBANK CENTRE



Part installation, part adventure playground, REPLAY is a space built entirely out of waste materials repurposed for fun. The space features a design to ignite imaginations, a score composed from recycled sounds and a crowd-sourced play generator. Children and their grown-ups are invited to play side by side in this space full of things you can move, change, combine, wear and reimagine.

REPLAY is built entirely out of waste materials. We reached out to theatres, factories, and businesses and asked them if they had anything that was headed for the bin or collecting dust on a shelf. The response was huge. We were given backdrops from fashion shows, props from TV adverts, fabric from bag manufacturers, hundreds of tubes from a bandage factory, and the actual red carpet from the BAFTA Television Awards. We could have got so much more.

Replay is a piece of art that grew from noticing children, especially young children, and how when given the space and the tools to play freely, their imaginations were vast, wild, limitless. Because of this REPLAY grew into something themeless, contextless, timeless - a completely open-ended space where imaginations could flourish and stories could emerge from children. Where adventures weren't dictated, but experienced with all the senses, and where every child could go on a journey regardless of language, development and disability.

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This idea evolved over a few years, but was accelerated by spending time playing with children at Endike Primary School in Hull, and a group of 10 family testers who were local to the Southbank Centre. Working with children and families we saw that, when given the space and openness to play in school, and when the pressure of outcomes was removed, children become instinctive, boundless artists - storytellers / architects / designers / performers / composers.

REPLAY was commissioned by Southbank Centre as part of Planet Summer in 2023, created and produced by The Herd. It sold-out and was extended by 1 month. It was brought back for a 5 month installation between January 2025 - July 2025. It sold out again and was extended until the end of August 2025.

REPLAY was presented 714 times in this run and seen by 30,912 people. It was transferred to Bradford City of Culture in Autumn of 2025.

"If there's only one place you visit in London...then make sure it's REPLAY."
@THELONDONKIDS - Audience Feedback

"Absolutely wowed. Nurseries should be built like this." COIN STREET NURSERY Audience Feedback

"One of the best things we've done in ages. Please keep it forever."
@BABLANDS - Audience Feedback

PLAY HERD - WEEKLY CREATIVE PLAY SESSIONS



Weekly creative play sessions for 2-4yrs and their grown ups, on Thursdays at The Octagon Family Hub, Thornton Estate in Hull.

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Play Herd is a creative play session with artists. A session that allows children be the creative, imaginative, curious artists, that they all naturally are. This is a time for children and their grown-ups to be together and we invite grown-ups to follow their child in play.

Play Herd has received funding from Youth Music's Energiser Fund We're delighted to be one of 11 fantastic arts organisations around the UK to explore child-led creativity with this 3- year fund. We're feeding into wider research around co-creation between artists and early years children. It is delivered in partnership with Hull City Council's Early Years team, with research from Childhood Studies Academics at the University of Hull, and an accompanying student volunteering programme with Wilberforce Sixth Form College.

Sessions began in February 2025. The majority of our audience are families for whom English is an additional language and overall 82% of our attendees are from local postcodes, within walking distance to the Family Hub.

"Here he can imagine, he's imagining things on his own and it's good for his milestones" - Parent Feedback

"Ori loves these sessions because it's just very chilled out, he can go with what he is interested in. And you guys are very good with them, there's no wrong answers." - Parent Feedback

"Children's actions, ideas, and imaginations are consistently validated and celebrated. Facilitators appear to actively listen to children, providing positive reinforcement and incorporating their ideas into the play." - Academic Feedback, Dr Jo Traunter, University of Hull.

ONE DAY PLAY - KS2 SCHOOL THEATRE EXPERIENCE



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One Day Play is a theatre making experience for Key Stage 2 aged children in primary schools in Hull. It platforms children's imaginations, builds confidence, develops literacy skills, and raises career aspirations through opening up the theatre making process at a formative age. It offers children the chance to visit and work in a professional theatre space, with professional theatre makers.

The Herd runs the One Day Play Programme annually. This was its 3rd year of delivery. The project was delivered in partnership with Hull and East Yorkshire's Children's University Experiences Programme and supported by I AM FUND.

Between April 2024 and March 2025, One Day Play was delivered over 15 days (90 live hours), to 425 children, and 33 teachers, from 9 Primary Schools in Hull. 153 parents and carers came as audiences for their performances.

ESSENTIAL PLAYWORKS



The city needs fixing. The city needs play. Kids and their grown-ups join a team of playworkers to build, dress up, imagine, and fix the city's streets through play. Part show, part game, part infrastructure project, Essential Playworks is a performance that gets its audience playing.

We believe that public spaces, and especially town centres, don't have enough space for children and play. Essential Playworks is the fix! Rooted in slapstick, clown and silent comedy, this non-speaking show is as funny for 3 years as it is for 83 year olds. Truly participatory, with 30 minutes of free creative play, children and their grown ups become part of the action of the show, getting their hands on real building and roadworks equipment. Devised with a deaf performer, the non-speaking style of storytelling works across languages and age.

Essential Playworks was devised and programmed for Freedom Festival, Hull an international outdoor arts festival.

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"Fantastic immersive experience for my 3 and 6 year old" Audience Feedback

"Another great performance from The Herd! Thank you for everything you are doing in our community"
Audience Feedback

HERD PLAY SHOP - A FREE DROP IN PLAYSPACE IN HULL CITY CENTRE



In 2024, The Herd obtained an empty shop unit in Princes Quay, a shopping centre in Hull City Centre on a temporary basis, and transformed it into a free creative play space for children under 5 and their families. It was designed by Herd artists who specialise in early years play. The space was filled with open ended play materials. Babies and young children can touch, move, combine, roll, create, invent anything in the space. Grown ups play alongside their children.

It was open for 24 days open across 5 months, a total of 120 hours. There were 482 players in the space. **1 child took their first steps in this space.** 60% visited 3+ times (of those surveyed).

The shop was free to The Herd to use with a free 1 year licence deal from Princes Quay, and we had 100% relief from Hull City Council business rates as a charity.

"I played with my son for 2 hours straight - I really struggle for even 20 mins at home." Audience Feedback

"Being a stay at home mum is amazing but lonely. This space allowed us to come whenever with no pressure of money or sticking to a designated time and be greeted by a friendly face, I wish there were more places like this" Audience Feedback

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PLAY MAP HULL CITY CENTRE



We worked alongside Comic Artist Lilly Williams and Hull Families to map Hull city centre through play. A group of families met in Hull City Centre to play. Armed with their imaginations, they set out to play and bring back evidence of places you can play for free. They explored landmarks, chatted with imaginary characters, discovered new stories and turned the city into a playground.

The project was delivered in three parts

:

1. A creative interactive workshop with The Herd facilitators and comic artist Lilly Williams.
2. Lilly Williams used all of the objects gathered, snippets of conversations and recordings to create the Play Map.
3. The Play map was distributed to local schools to be used over the Easter holidays.

We ran 4 workshops throughout the day. The workshop started in our creative play space The Herd Shop - thinking and drawing about "things we like to play outside". We then took families out to Hull City Centre to take part in a fun and interactive exploration of the outdoor areas in and around Hull city centre. Using bespoke, illustrated prompt cards we invited the participants to reimagine and reinvent these spaces through sight, sound, texture and imagination.

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Once we gathered all of our research - ideas, drawings, objects, characters, recordings - Lilly went with all the findings and illustrated a Play Map. This was distributed to 7 local schools before the 2025 Easter holidays as well as families who took part in the project. It is also available on our website to download along with the activities we did to create the Play Map as a free family activity for children aged 5-11 years and their families.

"Simply put, The Herd makes the world a more beautiful place!" Audience Feedback

"The walk was eye opening. Lovely to spend time playing in a space I usually just walk by." Audience Feedback.

SOUND OF OUR SKIN FESTIVAL - IT'S OUR PARTY

Sound of Our Skin was a new arts festival all about promoting racial equality, celebrating diversity and amplifying marginalised voices in Hull. Black Heritage Collective in partnership with The Herd Theatre created a family fun play space, designed in 4 workshops with Year 5 children from Sidmouth Primary School in Hull.

Alongside facilitators Stella Munthali and Vikki Koshoni, we used art, drama and dance with 60 Year 5 children, to come up with ideas for the best party ever. They had complete autonomy - what decorations there should be, what music or entertainment would be on and what audiences would find in the space. We then realised this party, it took place on the ground floor of Wilberforce Institute in Museum Quarter, Hull. **It was our party and everyone was invited.**

It's My Party was delivered in partnership with Black Heritage Collective Hull, for Sound of Our Skin Festival 2024.

CAMBRIDGE FESTIVAL EARLY YEARS PLAY SPACE

The Herd delivered a programme of Playwork at Cambridge festival, designing and facilitating an early years playspace made entirely from recycled, abstract, loose parts play objects. This is becoming an annual piece of work for The Herd.

Over two days of delivery this project reached over 900 people.

"I wish Cambridge had something like this all the time. The people of Hull are lucky."
Audience Feedback

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Partnerships

The Herd collaborates with numerous organisations to deliver our work. The trustees encourage this collaboration and recognise the strength in sharing resources and networks to reach our audiences. This is especially important in our hometown of Hull.

- Core operations - Hull Libraries, Princes Quay
- Counting Sheeps, Hull Tour - Hull Libraries, Gipsyville Library, Back to Ours and Hull City Council.
- REPLAY - Co produced with the Southbank Centre
- PLAY HERD - Hull City Council Early Years Team, The Octagon and Fenchurch Family Hubs, Wilberforce Sixth Form College and The University of Hull School of Education and Childhood.
- Essential Playworks - Freedom Festival, and donations from local building firms Helix CMS and MB Roche Civil Engineering.
- One Day Play - Hull and East Yorkshire Children's University, The University of Hull, Hull Truck Theatre and The Albemarle Music Centre.
- Herd Play Shop - Princes Quay and HEY Volunteering Programme
- Sound of Our Skin - Black Heritage Collective and Stella Munthali

The Herd Theatre is proud to be an associate company of three established Hull Cultural Organisations Hull Libraries, Back to Ours and Freedom Festival. We would like to thank Middle Child Theatre for their use of their rehearsal space for Board Meetings, The University of Hull Drama department for space to train our student volunteers, Hull Truck theatre for rehearsal space, and Wykeland for use of Pop-Up Space on Pier Street for our Away Day during this period.

Developing our Environmentally Sustainable Practice

In this period we took our learnings from creating REPLAY, a play space built entirely from waste materials, into our projects. This was achieved by reaching out to large theatres, event companies and local industry for core materials such as wood, vinyl flooring, tape, and material. The majority of props were bought second hand through charity shops, Ebay and shopping apps such as Vinted. This approach is only possible due to the commitment and hard work of the design and production team. The sourcing, collecting, and adapting of waste materials is far more labour intensive and time consuming, than building new.

The Herd now has a growing network for waste materials, and each project is becoming easier to use waste materials as our resource streams grow. We are committed to working with 90% recycled materials across all of our projects and work.

- Counting Sheeps's set, props and costume were made from 90% recycled or waste materials. Herd Play Shop was 100% recycled or reused materials.
- Play Herd was 100% recycled resources.
- Cambridge Play space was 100%
- One Day Play was already made as it's in its 3rd year running.
- Essential Playworks and fell slightly short at 80% recycled. This was due to a shorter lead in times, and the need to buy costume new rather than second hand due to the short production period.

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Structure Governance and Management

Governing Document

The Herd Theatre is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association dated 29 October 2015 and amended by Special Resolution on 10th August 2023. It was incorporated on 29 October 2015 under company number 09847217. It was registered as a charity with the Charity Commission on 15 September 2023 under number 1204739. Its members are co-terminus with the Trustees, each of whom agree to contribute £10 in the event of the charity winding up.

Appointment of Trustees

The minimum number of Trustees is three but (unless otherwise determined by ordinary resolution shall now be subject to any maximum.

They are appointed for terms of up to three years by the board of trustees. Names are submitted by the charity's trustees. Appointments run from the rise of the annual retirement meeting at which terms of membership begin and end.

Trustee Induction and Training

The Induction materials for Trustees include, in addition to the Memorandum and Articles of Association, the committee and decision-making processes, and recent financial performance of the charity, details of the history and purpose, priorities, and organisation of The Herd Theatre and an outline of the responsibility for trustees of any charity. Training in the basics of charity trusteeship is provided to trustees when required.

Organisation

The Board of Trustees administers the charity. All decisions about policy and operational matters are made by the full Board of Trustees which meets a minimum of five times a year.

Risk Management

Risk assessment is a continual process which we bear in mind throughout the year, as well as reviewing the risks and controls annually. We are satisfied that the major risks to which the work of The Herd Theatre is exposed, in particular, those related to the operation and finances of the charity, have been identified and that systems are in place to mitigate exposure to such risks.

The Board of Trustees have a risk management strategy which comprises:

- an annual review of the risks the charity may face; and
- the establishment of systems and procedures to mitigate those risks identified in the plan; and
- the implementation of procedures designed to minimise any potential effect upon the charity should those risks materialise.

Financial Review

We are grateful to our current funders, Arts Council England, Hull City Council, I AM Fund, the Postcode Neighbour Trust, who support our continued development and activities, and who enabled us to maintain a solid financial position during this period.

We were delighted to develop three new funding relationships in this period. We were awarded grants in total of £235,781 in this period. Some of which are multi-year grants, from Youth Music's innovative Energiser Fund, The Williams Family Fund and Arafest Charity

We raised £6,916.37 in individual donations to the charity around our Charity Launch crowdfunding campaign

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We earned an income of £32,595 from workshops and presentation of our shows in this period.

The Herd Theatre charity has one active wholly owned trading subsidiary The Herd Theatre Productions Ltd. Any profits from this subsidiary go to support the charity. This was established in November 2024. Donations will be reported in our Annual Report from 2025/2026.

Reserves Statement

The Trustees, in conversation with The Herd's Staff team, have set The Herd's Reserves target at three months running costs, which is £33,500. We started the year with £20,000 in reserve and during this financial year we have successfully allocated a further £6,432 towards the target, bringing the current total reserves up to £26,432.

Statement of Trustees' Responsibilities

Trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities Statement of Recommended Practice;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice 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 operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011 and the applicable Charities (Accounts and Reports) Regulations.

The trustees are also responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that to the best of their knowledge there is no information relevant to the Independent Examination of which the Examiner is unaware.

The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant financial information and that this information has been communicated to the Examiner.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

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Independent Examiner

The Trustees appointed K.C. Fisher of Kingston Burrowes Audit Ltd as Independent Examiner. He has expressed willingness to continue to serve.

Approved by the Trustees and signed on their behalf by:



Signed By: Signer 8532da3b-1801-49a7-81a5-
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2025-12-15T11:31:44+01:00
ID: 70624c9d-287a-4e16-9c89-3c43c1eda10c
Auth: Consent



Louise Holmes
Trustee 2025

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Independent Examiner's Report to the Trustees of:

THE HERD THEATRE

I report to the charity trustees on my examination of the accounts of the charity for the period ended 31st March 2025 which are set out on pages 18 to 21.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the 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 your company'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

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

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

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

K C Fisher BA FCA CTA
% Kingston Burrowes Audit Ltd
308 Ewell Road
Surbiton
Surrey
KT6 7AL



15 December 2025

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Income					
Donations	2	17,013	-	17,013	-
Charitable activities	3	44,561	147,574	192,135	130,570
Total		<u>61,574</u>	<u>147,574</u>	<u>209,148</u>	<u>130,570</u>
Expenditure					
Raising funds	4	6,399	-	6,399	2,160
Charitable activities	5	57,604	133,935	191,539	140,493
Total		<u>64,003</u>	<u>133,935</u>	<u>197,938</u>	<u>142,653</u>
Net income/(expenditure) for the	9	(2,429)	13,639	11,210	(12,083)
Transfer between funds		(5,829)	5,829	-	-
Net movement in funds		<u>(8,258)</u>	<u>19,468</u>	<u>11,210</u>	<u>(12,083)</u>
Total funds as at 1 April 2024	15	<u>34,600</u>	<u>4,275</u>	<u>38,875</u>	<u>50,958</u>
Total funds at 31 March 2025	15	<u><u>£26,432</u></u>	<u><u>£23,743</u></u>	<u><u>£50,085</u></u>	<u><u>£38,875</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

BALANCE SHEET

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Tangible Assets	11		-		32
Current assets					
Debtors	12	13,469		6,261	
Cash at bank and in hand		60,377		67,938	
		<u>73,846</u>		<u>74,199</u>	
Creditors:					
amounts falling due within one year	13	23,761		35,356	
		<u></u>		<u></u>	
Net current assets			50,085		38,843
			<u></u>		<u></u>
Total Assets less current liabilities			£50,085		£38,875
			<u><u></u></u>		<u><u></u></u>
Funds					
Unrestricted	15		26,432		34,600
Restricted	15		23,743		4,275
			<u></u>		<u></u>
Total funds	15		£50,085		£38,875
			<u><u></u></u>		<u><u></u></u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 to the period ended 31 March 2025.

The members have not required the company to obtain an audit of its financial statements for the period ended 31 March 2025 in accordance with Section 476 of the companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Section 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit for loss for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

Companies Act 2006 relating to financial statements, so far as applicable to the company.

These Financial Statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on **15/12/2025** and signed on its behalf by :



Signed By: Signer 8532da3b-1801-49a7-81a3-
975c128ac04a
2025-12-15T11:31:44+01:00
ID: 70624c9d-287a-4e16-9c89-3c43c1eda4bb
Auth: Consent



.....
Naqiya Ebrahim
Chair

The notes form part of these financial statements.

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

NOTES TO THE FINANCIAL STATEMENTS
(Continued)

1. Accounting Policies

1.1 Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

1.2 Going concern

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.3 Income recognition

Items of income are recognised in the financial statements when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

The charity received government support through the Coronavirus Job Retention Scheme (CJRS) which is accounted for on the accrual basis and is included under Income for Charitable Activities (Note 3)

1.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount can be measured reliably.

Expenditure on charitable activities includes those costs of a direct nature which can be allocated to a specific activity. It also includes indirect costs, including governance costs that do not relate to a specific activity but are necessary to support those activities. Support costs are apportioned to each activity on the basis of staff time.

1.5 Fund accounting

Unrestricted general funds are freely available for use in furtherance of the objects of the charity and which have not been designated for specific purposes.

Designated funds are unrestricted funds set aside by the trustees for particular purposes.

Restricted funds are funds which can only be used in accordance with specific restrictions imposed by the donor or which have been raised for a particular purpose.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised. Depreciation is provided so as to write off the cost of each asset, less estimated residual value over its estimated useful life at the following annual rates:

Fixtures, fittings and equipment - 33% straight line

1.7 Debtors and Creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairments are recognised in expenditure.

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

NOTES TO THE FINANCIAL STATEMENTS
(Continued)

2. Donations	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Donations	£17,013	£Nil	£17,013	£Nil
3. Income from Charitable Activities	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Arts Council England	12,139	76,362	88,501	62,564
Goodwin Trust	-	-	-	2,000
Backstage Trust	1,146	1,521	2,667	7,896
Hull City Council	12,500	7,500	20,000	5,000
Hull University	-	-	-	2,340
I AM Fund	-	2,000	2,000	5,000
Postcode Lottery Neighbourhood Trust	18,750	-	18,750	6,250
Sir James Reckitt Foundation	-	-	-	500
School Workshops	-	-	-	900
Hull Libraries	-	-	-	13,000
National Literacy Trust	-	-	-	800
Performances	26	34,358	34,384	17,530
Southbank Centre	-	-	-	6,789
Arafest	-	1,980	1,980	-
Energiser Fund Youth Music	-	23,853	23,853	-
	£44,561	£147,574	£192,135	£130,570
4. Cost of Raising Funds	Direct costs £	Support costs £	Total 2025 £	Total 2024 £
Freelance staff	£Nil	£6,399	£6,399	£2,160
5. Expenditure on Charitable Activities	Direct costs £	Support costs £	Total 2025 £	Total 2024 £
Theatre productions, installations, participatory projects and school workshop	£133,935	£57,604	£191,539	£142,653

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

NOTES TO THE FINANCIAL STATEMENTS
(Continued)

6. Analysis of Direct Costs	2025 £	2024 £
Freelance staff	110,039	85,283
Production costs	23,896	21,639
	<u>£133,935</u>	<u>£106,922</u>
7. Analysis of Support Costs	2025 £	2024 £
Freelance staff	47,243	14,970
Production costs	1,529	814
Development costs	-	494
Travel	540	811
Printing	732	130
Storage	3,387	2,221
IT costs	916	257
Insurance	1,344	-
Legal and professional fees	870	162
Training	540	450
Fees and subscriptions	520	199
Videography/Photography	-	631
Marketing	225	250
Theatre tax relief written off	-	10,041
Governance costs (Note 7)	5,790	4,280
Sundry expenses	367	20
	<u>£64,003</u>	<u>£35,731</u>
8. Governance Costs	2025 £	2024 £
Freelance staff	2,010	680
Independent examination fee	3,780	3,600
	<u>£5,790</u>	<u>£4,280</u>
9. Net Income/(Expenditure) for the year	2025 £	2024 £
This is stated after charging:		
Independent examination fee	£3,780	£3,600
Depreciation	£32	£64
	<u></u>	<u></u>

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

NOTES TO THE FINANCIAL STATEMENTS
(Continued)

10. Key Management Remuneration

The members of the Board received no remuneration.

Total freelance fees received by key management amounted to £68,400 (2024 : £29,222).

11. Tangible Fixed Assets

**Equipment
£**

Cost

At 16 September 2024 2,378

Additions -

Disposals -

At 31 March 2025 2,378

Depreciation

At 16 September 2024 2,346

Charge for the year 32

Eliminated in disposals -

At 31 March 2025 2,378

Net book value

At 31 March 2025 £Nil

At 15 September 2024 £32

12. Debtors

2025

2024

£

£

Trade debtors 4,710 2,600

Other debtors 8,759 3,600

£13,469 £6,261

13. Creditors

2025

2024

£

£

Amounts falling due within one year:

Other creditors £23,761 £35,356

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

NOTES TO THE FINANCIAL STATEMENTS
(Continued)

14. Analysis of Net Assets between funds	Unrestricted Funds £	Restricted Funds £	2025 £
2025			
Fixed assets	-	-	-
Current assets	39,893	33,953	73,846
Current liabilities	(13,551)	(10,210)	(23,761)
	<u>£26,342</u>	<u>£23,743</u>	<u>£50,085</u>
Net assets at 31 March 2025	<u>£26,342</u>	<u>£23,743</u>	<u>£50,085</u>

Comparative figures for the previous financial year are as follows:

	Unrestricted Funds £	Restricted Funds £	2024 £
2024			
Fixed assets	32	-	32
Current assets	48,507	25,692	74,199
Current liabilities	(13,939)	(21,417)	(35,356)
	<u>£34,600</u>	<u>£4,275</u>	<u>£38,875</u>
Net assets at 31 March 2024	<u>£34,600</u>	<u>£4,275</u>	<u>£38,875</u>

THE HERD THEATRE
(Registered Charity Number: 291880)

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025

NOTES TO THE FINANCIAL STATEMENTS
(Continued)

15. MOVEMENT IN FUNDS	Balance b/fwd at 1 April 2024 £	Incoming Resources £	Resources Expended £	Transfers £	Balance c/fwd at 31 March 2025 £
Unrestricted Funds					
General funds	34,600	61,574	(64,003)	(5,829)	26,342
Total Unrestricted Funds	<u>£34,600</u>	<u>61,574</u>	<u>(64,003)</u>	<u>(5,829)</u>	<u>26,342</u>
Restricted Funds:					
Replay	1,676	-	-	(1,676)	-
One day play	4,672	12,000	(10,000)	-	6,672
Counting sheeps	4,473	73,663	(66,476)	-	11,660
Pop up play space	921	-	-	-	921
Whalesong	(646)	600	(2,519)	2,565	-
Snowmen	(7,406)	2,721	(255)	4,940	-
One off workshops	585	6,468	(6,468)	-	585
Energiser Playherd	-	23,853	(12,637)	-	11,216
Essential Playworks	-	22,269	(26,050)	-	(3,781)
Playmap	-	6,000	(9,530)	-	(3,530)
Total Restricted Funds	<u>4,275</u>	<u>147,574</u>	<u>(133,935)</u>	<u>5,829</u>	<u>23,743</u>
Total Funds	<u><u>£38,875</u></u>	<u><u>£209,148</u></u>	<u><u>£(197,938)</u></u>	<u><u>£Nil</u></u>	<u><u>£50,085</u></u>

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS**

for the period ended 31 March 2025
NOTES TO THE FINANCIAL STATEMENTS
(Continued)

15. MOVEMENT IN FUNDS (Cont'd)

Comparative information for the previous financial year is as follows:

	Balance b/fwd at 16 Sept 2023 £	Incoming Resources £	Resources Expended £	Transfers £	Balance c/fwd at 31 March 2024 £
Unrestricted Funds					
General funds	50,958	19,473	(35,731)	(100)	34,600
Total Unrestricted Funds	<u>£50,958</u>	<u>£19,473</u>	<u>£(35,731)</u>	<u>£(100)</u>	<u>£34,600</u>
Restricted Funds:					
Replay	-	6,789	(5,113)	-	1,675
One day play	-	8,240	(3,567)	-	4,672
Counting sheeps	-	5,297	(825)	-	4,472
Fast food megaverse	-	-	(100)	100	-
Pop up play space	-	4,820	(3,898)	-	921
Whalesong	-	27,920	(28,566)	-	(646)
Snowmen	-	57,230	(64,636)	-	(7,406)
One off workshops	-	800	(215)	-	584
Total Restricted Funds	<u>-</u>	<u>111,096</u>	<u>(106,922)</u>	<u>100</u>	<u>4,274</u>
Total Funds	<u><u>£50,958</u></u>	<u><u>£130,569</u></u>	<u><u>£(142,653)</u></u>	<u><u>£Nil</u></u>	<u><u>£38,874</u></u>

16. Company Status

The Herd Theatre is a private company limited by guarantee and has no share capital. It is incorporated in Great Britain and registered in England and Wales. Each member is liable to contribute a sum not exceeding £1 in the event of the company being wound up. The address or the registered office can be found in the Reference and Administration details on page 1.

17. Taxation

The charitable company is exempt from corporation tax on its charitable activities.

18. Related Party Transactions

Two trustees were reimbursed for their travelling expenses amounting to £148 during the period.

19. Contingent Assets

Total grant funding awarded as at 31 March 2025 but not yet recognised as income due to the recognition criteria not being met amounts to £96,147.

