

# GEESE THEATRE COMPANY LIMITED

England & Wales · Charity number 327563

## Details

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**Other names** ALBATROSS ARTS PROJECT, GEESE THEATRE COMPANY

**Status** Registered

**Legal form** Charitable company

**Company number** [02182104](#)

**Registered** 1987-12-02

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

## Contact

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**Address** Geese Theatre Company  
Woodbridge House  
9 Woodbridge Road  
Birmingham  
B13 8EH

**Phone** 01214496222

**Email** [info@geese.co.uk](mailto:info@geese.co.uk)

**Website** [www.geese.co.uk](http://www.geese.co.uk)

## Activities

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**Objects:** THE OBJECT OF THE COMPANY SHALL BE TO AID REHABILITATION, PREVENT RECIDIVISM AND CRIMINAL ACTIVITY AND ADVANCE THE EDUCATION AND SUPPORT OF PRISONERS, THOSE ON PROBATION, EX-OFFENDERS AND OTHERS WHO MAY BE CONSIDERED SOCIALLY VULNERABLE AND/ OR MARGINAL AND/ OR AT RISK, AS WELL AS THOSE WORKING WITH THESE GROUPS, THROUGH THE PROVISION OF THEATRICAL PERFORMANCES AND OTHER RELATED ACTIVITIES.

**Activities:** THE PRINCIPAL ACTIVITY OF THE COMPANY IS THE REDUCTION OF CRIME AND RECIDIVISM BY THE PROVISION OF THEATRICAL ACTIVITIES

## Classification

- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Other Defined Groups

## Geography

- Northern Ireland
- Scotland

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£551,979	£497,766	£221,010	10
2024-03-31	£537,855	£597,745	£166,797	13
2023-03-31	£539,818	£530,229	£226,687	12
2022-03-31	£366,014	£423,004	-	-
2021-03-31	£565,225	£393,672	£274,088	12

## Trustees

Name	Role	Appointed
<b>Peter John Kobina Hall</b>	Chair	2014-10-20
Alison Charlotte Vickers		2024-12-17
CLARK BAIM		2011-11-29
David Triggs		2024-12-17
IAIN JAMES LOWNES		1999-11-08
Kam Singh Sarai		2018-07-09
Laura Donnelly		2024-12-17
PHILIPPA JOY FRITH		2017-09-25

**GEESE THEATRE COMPANY LIMITED**

England & Wales - Charity number 327563

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# Accounts

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**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements  
Year ended 31 March 2025**

Charity number : 327563

Company Number : 2182104



**T H E A T R E  
C O M P A N Y**

**Feltons**

**Chartered Accountants**

**Birmingham**

**B1 3JR**

**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Report and financial statements**

**Year ended 31 March 2025**

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**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Reference and Administrative Details**

Chair	Kobina Hall	
Trustees	Clark Baim Selwyn Blyth (appointment terminated 24/09/2024) Philippa Frith Kobina Hall Iain Lownes Claire Owen Kam Sarai Laura Donnelly (appointed 17/12/2024) Kevin Gibbs (appointed 17/12/2024) Kiri Jolliffe (appointed 17/12/2024) David Triggs (appointed 17/12/2024) Alison Vickers (appointed 17/12/2024)	
Company secretary	Iain Lownes	
Key management personnel	Andrew Watson Louise Heywood Rosalind Adams Elizabeth Aspinall	CEO and Artistic Director Director of Programmes Director of Funding and Partnerships Director of Finance and Operations
Other employees	Elizabeth Brown Morgan Culver Daniel Pearce Georgia Wilkinson	Andrea Cifuentes-Poseck Rebecca Oldfield David Snook
Registered office		Woodbridge House 9 Woodbridge Road Birmingham B13 8EH
Charity number		327563
Company registration number		2182104
Independent auditor		Feltons 8 Sovereign Court 8 Graham Street Birmingham B1 3JR
Bankers		Lloyds Bank plc 32-34 Alcester Road South Kings Heath Birmingham B14 7PU

**Geese Theatre Company Limited  
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**Report of the trustees  
Year ended 31 March 2025**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019.

**Chair's Report**

2024/25 has been an excellent year for Geese Theatre Company, both financially and in terms of the breadth and depth of our work. Following a deficit of £59,890 in 2023/24, it is heartening to report a surplus of over £50,000 at the close of this financial year. This turnaround places the charity in a strong and sustainable position as we move forward.

The scale and impact of our core work with beneficiaries — specifically in prisons, community settings, and with young people — has grown significantly. The number of projects delivered in these areas increased by over 40%, and the number of individuals engaging with Geese rose from just over 800 to more than 1,100. This growth reflects our ongoing commitment to direct engagement with those most affected by the criminal justice system. A notable trend has been our increasing presence in specialist units within the prison estate, including Therapeutic Communities (TCs) and Psychologically Informed Planned Environments (PIPEs). These settings, which prioritise psychological wellbeing and relationship-building, have proven to be highly receptive to our work, with strong support from staff teams.

Our community-based work has also flourished. We've continued to develop three long-term projects: the *Staging Recovery* Ensemble for individuals in self-defined recovery; our partnership with the Service User Involvement Team (SUIT) in Wolverhampton, a lived-experience recovery organisation; and our collaboration with SIFA Fireside in Birmingham, which supports people experiencing homelessness or housing insecurity. The growth in confidence, agency, and self-efficacy among participants in these projects has been truly inspiring.

Training and professional development remain key pillars of our work. Over 400 professionals from criminal justice and social welfare sectors received training from Geese this year, with 100% stating they would recommend it to others. Additionally, more than 1,800 people attended Geese performances at conferences and training events, with 98% saying they would recommend them to colleagues. I'm particularly excited by our innovative training packages, which combine theatre performance with specialist insight on topics such as domestic abuse, education for care-experienced

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

young people, and social worker home visits — developed and delivered in collaboration with leading subject-matter experts.

Geese's reputation continues to grow internationally. In recent years, we've delivered projects in Australia and South Africa, and this year we were delighted to collaborate with Berlin-based prison theatre company *aufBruch*. This exchange involved Geese practitioners visiting a prison in Berlin, while the *aufBruch* team observed a Geese-led project at HMP Oakwood. These opportunities not only reflect the company's global standing in the field of arts in criminal justice, but also offer invaluable moments for reflection, dialogue, and shared learning with other leaders in the field.

I would like to thank my fellow Trustees for their expertise, guidance, and commitment throughout the year. Most importantly, I want to acknowledge the extraordinary dedication and skill of the Geese staff team. Their unwavering commitment to working with some of the most vulnerable and marginalised individuals in our society is the foundation of everything we do. It is because of them that Geese continues to thrive and grow.



Kobina Hall

Chair of the Board of Trustees

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

**Our Purposes and Activities**

Our vision is:

To create safe, crime-free communities and for the arts to be recognised as a powerful vehicle for individual and social change.

Our mission is:

To use theatre and drama to enable choice, personal responsibility and change amongst individuals who have offended, other vulnerable or marginalised groups and those who work with them.

Our values are:

*Responsibility*

We support and encourage the notion of personal responsibility.

*Belief in Change*

We uphold and promote a belief in the potential and possibility of individual change.

*Rigour*

Every aspect of our work is grounded in robust evidence and theory to ensure the highest quality.

*Artistic Excellence*

We strive to develop and deliver theatre and drama practice of the highest quality to people and places with the least engagement in the arts.

*Innovation*

We are continually developing new performances, projects and services for new audiences, offering alternative approaches to reducing offending.

*Partnership*

We aim to create an ethos of collaboration and partnership which values contributions from all members, employees, partners and participants in order that our work has the greatest impact.

*Inclusion*

We aim to treat all individuals with respect and to approach each other and those we work with in an inclusive and non-judgemental manner.

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

To achieve our vision of creating safe, crime-free communities by the provision of theatrical activities, we formulated objectives for our 2024/25 business plan within the following areas

1. *Direct Work with Beneficiaries*
2. *Training Work*
3. *Profile Raising, Relationship Building, Sector Engagement and International Work*

In shaping our objectives and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

**Organisations and Partners worked with in 2024/25**

Ardenleigh Hospital	HMP Rye Hill
aufBruch	HMP Send
Barnardos	HMP Springhill
Bath Spa University	HMP Warren Hill
Birmingham and Solihull Mental Health NHS Foundation Trust Solar	HMP Wealstun
Birmingham City University	HMP Whatton
Birmingham Conservatoire, Birmingham City University	HMPPS (Wales Probation)
Birmingham Rep	HMPPS (Wirral Probation)
Bradford District Care NHS Foundation Trust	Ingeus
Central School of Speech and Drama	Judicial College
Change Grow Live Birmingham	Lawson House Approved Premises
Circles UK	Lincolnshire Virtual School
Clean Break	NHS England (Liaison & Diversion)
Fountains Primary School	NHS England and HMPPS (PIPE)
Gloucestershire Children's Services	NHS England and HMPPS (Therapeutic Communities)
Goldsmiths, University of London	North Lincolnshire Council
Grimsby Institute	NOTA
Guernsey Prison	Nottingham Trent University
Headway Birmingham and Solihull	OPD Pathway
HMP Aylesbury	Oxford Health NHS Foundation Trust
HMP Berwyn	Oxleas NHS Foundation Trust
HMP Bronzefield	Peterborough Approved Premises
HMP Drake Hall	Resettle IIRMS (Intensive Intervention & Risk Management Service)
HMP Gartree	Service User Involvement Team
HMP Grendon	SIFA Fireside
HMP Hewell	Social Work Scotland
HMP Holme House	Solihull Virtual School
HMP Huntercombe	Stoke-on-Trent City Council
HMP Kirkham	University of Birmingham
HMP Leeds	University of Gloucestershire
HMP Leyhill	University of Worcester
HMP New Hall	Warwickshire Virtual School
HMP North Sea Camp	West Midlands Virtual Schools
HMP Oakwood	Woodlands Children's Development Centre
HMP Pentonville	Worcestershire Virtual School

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

**Work delivered 2024/25:**

Geese Theatre Company works within the criminal justice system and social welfare settings and projects comprise work with core client groups (people in prison and other secure settings, people who have experienced homelessness, people in recovery, people with mental ill-health and at-risk young people) and training of staff, students and artists who work with such core client groups.

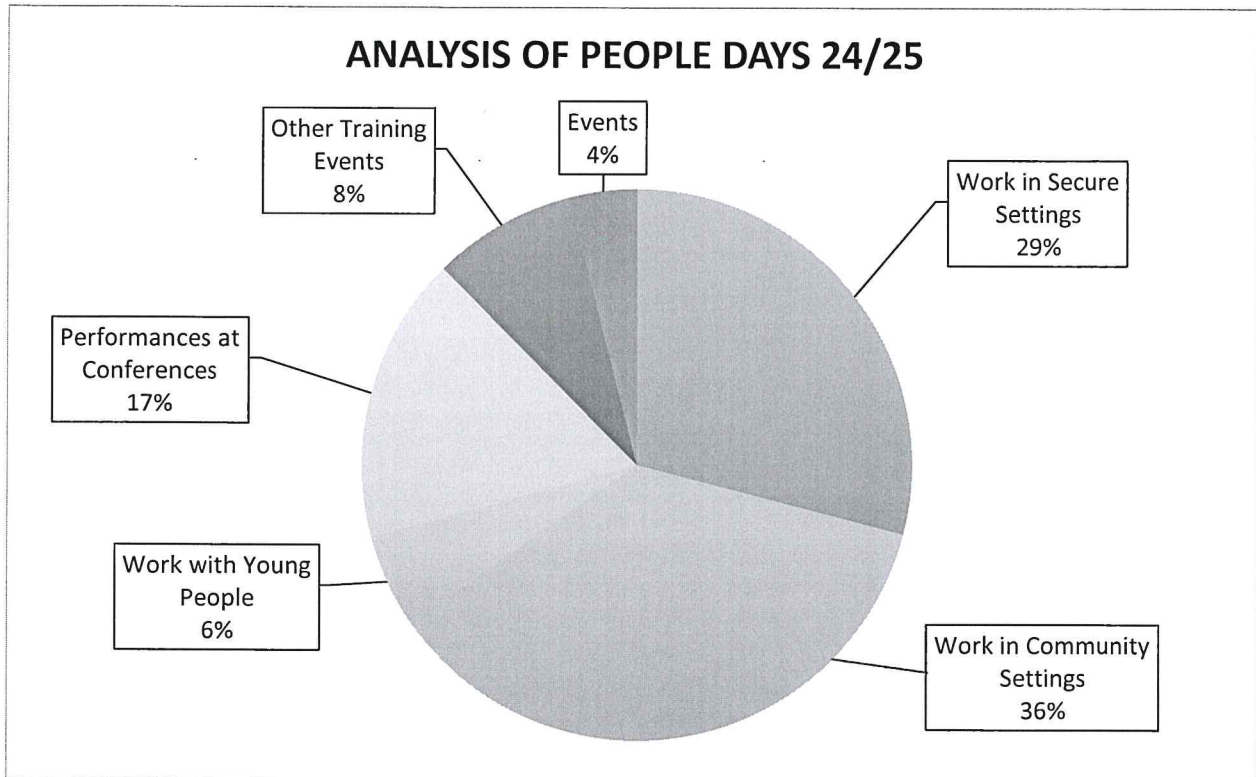
It is important that we maintain a healthy balance of work across our portfolio each year, and it is satisfying to note that 60% of our projects in 2024/25 were with our core client group. This work is not only central to our mission, but it also directly informs and enriches the training we deliver to professionals. All our training is led by the same practitioners who deliver our frontline work, meaning they bring current, nuanced, and authentic insights into the training room. This ensures that our training is not only theoretically rigorous but also practically applicable — grounded in real scenarios, challenges, and experiences.

Equally, our work with professionals feeds back into our core practice. Engaging with staff from criminal justice and social welfare sectors allows us to better understand the systems our beneficiaries navigate, and to adapt our approaches in response to emerging needs, perspectives, and policy developments. This reciprocal relationship strengthens both strands of our work and reinforces our commitment to creating meaningful, informed, and sustainable change.

	<b>Number of projects</b>	<b>People Days</b>	<b>Participants/Audience Members</b>
<b>Work in Secure Settings</b>	62	253	725
<b>Work in Community Settings</b>	27	316	353
<b>Work with Young People</b>	8	48	66
<b>Performances at Conferences</b>	19	146.5	1855
<b>Other Training Events</b>	45	74	635
<b>Events</b>	1	34.5	82
<b>Totals</b>	<b>162</b>	<b>872</b>	<b>3716</b>

**Report of the trustees (continued)**  
**Year ended 31 March 2025**

All the work is delivered by a delivery team of permanent staff with an average of 14 years' experience working with Geese. The delivery team is supported by an experienced administrative team with a focus on finance, fundraising, business development and logistics.



**Direct Work with Beneficiaries**

We worked with 973 adults and young people who are in prison, serving community sentences or otherwise marginalised, vulnerable or socially excluded. 171 audience members watched performances/film screenings co-created with some of our adult participants.

Secure	Number of Projects	Days (inc. rehearsal)	People Days	Client/Audience Numbers
Creative Projects	4	20	45	30
Performances	5	5	20	189
Groupwork	53	98	188	506
<b>Totals</b>	<b>62</b>	<b>123</b>	<b>253</b>	<b>725</b>

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

<b>Community</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client/Audience Numbers</b>
Groupwork	9	25	58	38
Creative Projects	12	98	232	130
Performances	1	1	7	11
Performances (Community Cast)	3	3	13	155
Film Screening (Community Cast)	1	1	2	16
Participant Development	1	2	4	3
<b>Totals</b>	<b>27</b>	<b>130</b>	<b>316</b>	<b>353</b>

<b>Youth</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client Numbers</b>
Creative Projects	6	22	43	32
Groupwork	2	2	5	34
<b>Totals</b>	<b>8</b>	<b>24</b>	<b>48</b>	<b>66</b>

**Examples of projects where we worked directly with beneficiaries:**

**Secure**

Our work in secure settings remains at the heart of everything we do, and we've been fortunate to be involved in some remarkable projects this year. One such project was a collaboration with China Plate, an independent theatre production company based in Birmingham, who approached us about partnering on their piece *Please Do Not Touch*.

The performance follows one young Black man's experience of imprisonment following the alleged theft of an African comb from a heritage property, exploring themes of identity, structural racism, ownership, and contested histories. China Plate were committed to ensuring the piece was not only staged in theatres, but also in heritage spaces and prisons — and it was the latter that they invited Geese to support.

We worked with China Plate and HMP Oakwood to present the original theatre performance inside the prison. Following this, we facilitated a creative process with a smaller group of Black men in custody, enabling them to explore the themes of the piece in greater depth and develop their own artistic responses. These responses were then shared with an audience that included other prisoners and members of the China Plate team.

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

This project exemplifies the power of theatre to provoke dialogue, reflection and creative expression in secure environments, and highlights the value of cross-sector collaboration in amplifying voices and stories that are too often unheard.

*“The project has helped me in ways I couldn’t imagine. I have neuro-diverse issues and can often become distant because of it. But this project has helped me to develop new ways to cope and express myself confidently. Thank you.” – Participant*

*“The support of the Geese team was invaluable. In terms [of] helping us conceive how the show might logistically work in a prison, brokering the relationship with HMP Oakwood, the team’s engagement with the show in development, recruitment of the men, and the support of the performance and the weeklong workshop - we couldn’t have done it without Geese. I always found you to be responsive and generous in the planning and set up of the project. I really admire what you guys do.” – Paul Warwick, Co-Artistic Director, China Plate*

## **Community**

As mentioned in the Chair’s Report, we have continued to develop three long-term community-based projects: *Staging Recovery* and our partnerships with both SUI (Service User Involvement Team) and SIFA Fireside. Alongside these, we remain open to developing bespoke projects with community-based partners whose work aligns with our values and mission.

In 2024, we were approached by a consultant clinical psychologist from Oxford Health NHS Foundation Trust to explore the possibility of working with staff and patients on the creation of a film. The aim was to highlight some of the challenges patients face when transitioning from secure services to community-based support.

This was a complex and ambitious project, involving a mixed group of staff from across the Trust — including Psychology and Occupational Therapy — as well as current and former patients who had experienced the transition process. Through a series of creative sessions, the group devised and produced a powerful film that is now used by the Trust as part of staff training and groupwork with patients.

*“We are incredibly grateful to Geese Theatre Company for their invaluable contribution to Oxford Health Forensic Services. Working with us on devising a unique project that suited our large and complex service, Geese Theatre Company helped glue people together, breaking down barriers and drawing on past experiences in a thoughtful and careful way.*

*Our service users were spread out geographically across three counties and were made up of both inpatients and outpatients. The staff involved came from different departments, including Psychology and Occupational Therapy. We arrived as individuals but finished as a collective of filmmakers.*

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

**Community (continued)**

*Through creative play, we became a group, acting out scenarios and creating a compelling story arc for three characters. They gently pushed us out of our comfort zones and nudged us towards a common goal. Their expertise and dedication were evident in every session, and their ability to engage and inspire was truly remarkable. They held the room, creating a safe space for members of the group to reflect on their own journey but also listen to others. This resulted in a meaningful film which will also serve as a powerful tool for discussion and learning.*

*Thank you, Geese Theatre Company, for your exceptional work and for helping us to bring our stories to life.” — Staff member, Oxford Health NHS Foundation Trust*

This project exemplifies our commitment to co-creation, safe and ethical practice, and the power of the arts to support connection, reflection and change — even in the most complex and sensitive environments.

**Training Work**

We delivered training in the form of performances, groupwork, presentations, role-play or filmed scenes to thousands of staff working within the criminal justice system and wider social welfare sectors, students, and members of the public.

<b>Conference Performances</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Audience Numbers</b>
For Staff	11	24.5	77.5	1021
For Staff (with Keynote Speaker)	6	11	51	706
For Students (with Keynote Speaker)	2	4	18	128
<b>Totals</b>	<b>19</b>	<b>39.5</b>	<b>146.5</b>	<b>1855</b>

Training Work (continued)

Staff Training	Number of Projects	Days (inc. rehearsal)	People Days	Client/Audience Numbers
Groupwork (for students)	13	11	12	218
Groupwork (for staff)	18	19	31	303
Groupwork (public)	3	5	5	30
Groupwork (for artists)	1	1	1	9
Presentations (for staff)	2	2	2	46
Presentations (public)	6	8	8	29
Filmed Scenes (for staff)	2	5	15	0
<b>Totals</b>	<b>45</b>	<b>51</b>	<b>74</b>	<b>635</b>

Examples of training work:

Conference Performances

One of our most successful developments in recent years has been the creation of day-long training packages for professionals working in social work, criminal justice, health, and education. These events are developed and delivered in collaboration with subject-matter experts and combine live theatre with keynote talks to create powerful, interactive learning experiences, often for large audiences.

We currently have a portfolio of six training events, each exploring complex and sensitive topics — including attachment and supervision, working with people who view child sexual abuse imagery, and the educational experiences of care-experienced young people. The latter was developed in partnership with Educational Psychologist, Dr Dawn Bradley and offers a unique blend of performance and psychological theory. It equips professionals with practical strategies to enhance relational practice and improve outcomes for vulnerable learners.

Feedback from delegates has been overwhelmingly positive:

*“The most powerful and useful training I’ve attended in 17 years of working with children.”*

*“Every staff member in every school in the country must see this.”*

*“Absolutely amazing. Thought-provoking. The best CPD I’ve ever had.”*

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

These events demonstrate how theatre can be used not only to communicate complex ideas, but to challenge assumptions, provoke conversations, and equip professionals with tools they can apply directly in their work. They are a testament to the value of creative approaches in professional development and the contribution Geese makes to learning environments across sectors.

**Other Staff Training**

Groupwork for staff can take different forms:

- using theatre, drama and active methods to enable small groups of professionals to explore challenges they might face in their work and to practise solutions and ways of working, in a safe and supportive space;
- providing staff with training in specific theatre-based tools and techniques and a space in which to safely practise using the techniques.

Increasingly, we are delivering training for staff teams ahead of working alongside them on projects with their client groups. This approach ensures that staff have first-hand experience of our methods and understand the principles that underpin our work. When staff have engaged with the process themselves, they are better equipped to support participants, contribute meaningfully, and help create the conditions for safe, creative, and effective groupwork.

A recent example of this model was our work with HMP Grendon, where we trained staff from all five Therapeutic Communities before going on to deliver projects with residents from their respective communities.

*“Can we do this every year? A very relaxed and enjoyable day, with a great team-building aspect. I genuinely did not realise or see the day as 'training' — it was that much fun.”*

This strand of our work is most effective when it is delivered in partnership with staff who have experienced the approach themselves. Their understanding and active involvement help ensure that the work with clients is supported, embedded, and able to flourish.

**Events**

We have delivered one public performance of *Fear of Flying* to a total audience of 82 people.

<b>Events</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Audience Numbers</b>
Performances	1	6.5	34.5	82
<b>Totals</b>	<b>1</b>	<b>6.5</b>	<b>34.5</b>	<b>82</b>

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

**Events (continued)**

*Fear of Flying* is a performance we devised several years ago with, and for, recovery communities. The piece explores the journey from addiction to recovery as we see the challenges and achievements of three contrasting stories through the rich, metaphorical world of flight. Thanks to funding from the Inclusive Communities Fund we were able to remount the show this year, including once for a public audience.

*"It was very well done and brought to light some of the complexities of rehab and recovery. Very enlightening and revealing."*

*"I thought the performance was absolutely excellent! The way the story line was put together was very creative. It was moving and showed that recovery is possible."*

*"I thought it was very powerful. Highlighted issues that we know people are dealing with but forget the impact it has on them. I really enjoyed it. Brought a tear to my eye."*

**Financial Review**

As noted in the Chair's report, Geese Theatre Company has had a successful year financially, ending 2024/25 with a surplus of £54,213. We were fortunate to benefit from continued support from Arts Council England and other funders, which, combined with several new grants, resulted in significant growth in funding income, and an increase to overall income. Expenditure decreased too, mainly due to reduced staffing costs following two resignations and a redundancy, and one staff member taking a 3-month unpaid sabbatical.

Total income for 2024/25 of £551,979 was up £14,124 or 3% on the previous year (2024: £537,855). A decrease in earned income by just under 10% to £242,994, (2024: £268,625) was offset by an increase to income from grants and donations. This increased by £40,897 or 17% to £285,021 (2024: £244,124). This growth was primarily due to a significant project grant from the Inclusive Communities Fund of £31,995 and greater utilisation of Backstage Trust funding on costs relating to the *Staging Recovery Ensemble*.

Expenditure decreased to £497,766 down £99,979 or by 17% on the previous year (2024: £597,745). Expenditure decreased across all budget lines except depreciation and governance, with staff costs and support costs seeing the most significant decreases and reflecting a smaller team than in 2023/24. Motor and travel costs also decreased from 2023/24, resulting from more local work.

The company has a clean balance sheet and closes the year with a cash balance of £400,298. At the time of writing (September 2025) Geese has confirmed 66% of budgeted invoiceable income and has a healthy pipeline of potential commissions. Capacity has increased following recruitment of a new practitioner who joined the company in July 2025. The cashflow and budget show that Geese continues to be financially viable past March 2026.

**Geese Theatre Company Limited  
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**Report of the trustees (continued)  
Year ended 31 March 2025**

**Principal funding sources**

A number of grant-funded projects came to an end in 2024/25, and we were delighted to receive offers from several funders of continuation funding to ensure these projects' ongoing development and impact. This included funding from The Backstage Trust for a further 3 years of the *Staging Recovery* ensemble, which celebrated its 10<sup>th</sup> Birthday in June 2025. This incredible project has run with support from many funders since its start in 2015 and we are delighted that the partnership with the Backstage Trust is continuing.

Arts Council England has confirmed that the portfolio will continue into 2026/27, with a further extension to 2027/28, dependent on a process yet to be announced. This funding will allow our projects in Wolverhampton to continue to develop links across arts, criminal justice and social welfare sectors. A grant from the Inclusive Communities Fund allowed us to deepen this impact through a project working with the Service User Involvement Team (SUIT) which included performances of our piece *Fear of Flying* in November 2024.

We also secured funding for two important prison projects which started in early 2025. Funding from the Baring Foundation Creatively Minded Men programme is supporting creative projects with men in prison Psychologically Informed Planned Environments (PIPE); whilst funding from City Bridge Foundation is supporting five years of *Journeyman* projects in HMPs Pentonville and Wormwood Scrubs, for men at risk of suicide and/or deliberate self-harm. We were also able to deliver two *Journeywoman* projects in 2024, thanks to funding from the Charles Hayward Foundation.

We are, as always, extremely grateful to everyone who continues to support Geese in this way.

**Geese Theatre Company Limited**  
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**Report of the trustees (continued)**  
**Year ended 31 March 2025**

**Schedule of Grants and Donations – April 2024 to March 2025**

Arts Council England	Unrestricted	NPO funding towards business plan	85,000
Arts Council England	Restricted	Employability project ( <i>Creative Licence</i> ) grant	8,324
BBC Children in Need	Restricted	Grant for filmmaking projects with young people	12,182
Backstage Trust	Restricted	<i>Staging Recovery</i> Ensemble project funding	53,918
Baring Foundation	Restricted	Grant for creative projects on PIPE units	6,051
CB and HH Taylor 1984 Trust	Restricted	Grant for West Midlands prison project (HMP Hewell)	1,000
Charles Hayward Foundation	Restricted	Grant for <i>Journeywoman</i> projects in prison	10,000
City Bridge Foundation	Restricted	Grant for <i>Journeyman</i> projects in prison	7,417
Cultural Bridge Fund	Restricted	Grant for exchange project with German theatre company, aufBruch	5,000
Dumbreck Charity	Restricted	Grant for West Midlands prison project (HMP Hewell)	500
Edward and Dorothy Cadbury Trust	Restricted	Grant for West Midlands prison project (HMP Hewell)	1,000
Garfield Weston Foundation	Restricted	Grant for company development	10,000
Grimmitt Trust	Restricted	Grant towards a film project with young people at Ardenleigh Hospital	3,000
Inclusive Communities Fund	Restricted	Grant for performances of <i>Fear of Flying</i> and creative project with SUIIT	31,995
National Lottery Community Fund	Restricted	Grant for partner project with SIFA Fireside	37,944
Richard Cadbury Trust	Restricted	Grant for West Midlands prison project (HMP Hewell)	500
William A Cadbury Charitable Trust	Restricted	Grant for projects in HMP Drake Hall	8,500
Other	Unrestricted	Donations	2,690
<b>TOTAL</b>			<b>285,021</b>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2025**

**Investment powers and policy**

The executive has the power to invest the moneys of the company not immediately required for its purpose in or upon such investments, securities or properties as may be thought fit. (Based on Object 4.15 of Memorandum and Articles of Association.) However, there are no immediate plans to invest funds in anything other than business savings bank accounts for which options are being researched.

**Reserves policy and going concern**

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned requirements. The trustees regularly review the level of reserves to ensure that the company could continue to function during a period of emergency. Currently, the Board aims to maintain reserves of a minimum of two months of expenditure and has a review mechanism in place should the reserves look to breach this.

Unrestricted reserves were £221,010 at 31st March 2025 and represent just over 4.5 months of planned expenditure for 2025/26. The budget for 2025/26 shows a small deficit of just under £6k, which will deplete reserves without breaching the above reserves policy.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2025**

**Structure, Governance and Management**

**Governing document**

Geese Theatre Company is a company limited by guarantee governed by its Memorandum and Articles of Association dated 7th September 1987 and is registered as a charity with the Charity Commission. There are currently 35 members, each of whom agrees to contribute £1 in the event of the charity winding up. Membership is open to any person who meets the criteria outlined in Article 6 of the company's Memorandum and Articles of Association.

**Appointment of trustees**

The directors of the company are also charity trustees for the purpose of charity law and, under the Company's Articles, are known as members of the Executive Committee.

As set out in the Articles of Association, the Executive Committee is elected by members of the company.

One third of the trustees retires each year by rotation. At the AGM in September 2025 Clark Baim, Kobina Hall, Iain Lownes and Kam Sarai will retire, and, being eligible, offer themselves for re-election.

The executive seeks to retain relevant skills, such as financial, legal and artistic, as well as to represent client group interests on the committee.

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity and company law, and the Charity Commission guidance on public benefit, and are informed of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and the recent financial performance of the charity.

Potential new trustees are interviewed by a committee member and invited to attend two Executive Committee meetings as an observer prior to election.

An induction pack is supplied to potential new members. This covers:

- Legal responsibilities
- The role of a trustee
- A personal history and declaration form
- The Memorandum and Articles of Association

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2025**

**Organisation**

The board of trustees, which can have up to 15 members, administers the charity. The board normally meets four times a year and there are sub-committees which meet when deemed necessary.

Decisions relating to the strategic direction and policy of the charity are made by the Executive Committee, in close consultation with the CEO/Artistic Director. At the date of this report, the committee has 11 members from a variety of professional backgrounds relevant to the work of the charity.

The Chief Executive and Artistic Director is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, marketing and personnel.

**Related parties and co-operation with other organisations**

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a client or supplier must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions in the current year are described in note 17 to the accounts.

**Pay policy for senior staff**

The board of directors, who are the trust's trustees, and the senior management team together comprise the key management personnel of the charity in charge of directing and operating the trust on a day-to-day basis. No director received remuneration in the year and details of directors' expenses are disclosed in note 7 to the accounts. The pay of senior staff is reviewed annually and is normally increased to reflect inflation or a change in responsibilities.

**Risk management**

The trustees have a risk management policy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to mitigate or manage any potential impact on the charity should those risks materialise.

Any risks that are defined as high or unacceptable have an owner assigned and contingency plans formulated. This then becomes a standing agenda item at every Executive Committee meeting to ensure the action is monitored.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2025**

**Trustees' responsibilities in relation to the financial statements**

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable company will continue in business.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2025**


**Disclosure of information to auditor**

Insofar as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;  
and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board of trustees:

  
..... Kobina Hall (Chair)

30 September 2025

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Opinion**

We have audited the financial statements of Geese Theatre Company Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements :

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities statement (set out on page 20), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We reviewed the company's control and risk management procedures and planned our work based on our assessment of those controls and procedures;
- This review included an assessment of the risk of material misstatement due to errors, fraud and management override of controls for all material areas in the financial statements;
- We made enquiries of management and the company's lawyers regarding any actual or potential litigation and/or claims;
- Financial statements disclosures were reviewed and checked for compliance with applicable laws;
- Detailed testing was conducted on balances and transactions including unusual items and those of individual significance to the financial statements;
- Data analytics were used in order to identify unusual or significant trends;
- Communications with management and those charged with governance regarding relevant matters was undertaken throughout the audit and on completion.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**David W Farnsworth FCA (Senior Statutory Auditor)**

For and on behalf of Feltons, Statutory Auditor

8 Sovereign Court  
8 Graham Street  
Birmingham B1 3JR

30 September 2025

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Statement of financial activities (including income and expenditure account)**  
**for the year ended 31 March 2025**

	Notes	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
<b>Income</b>					
Grants and donations	2	87,690	197,331	285,021	244,124
<i>Income from charitable activities:</i>					
Fund raising		242,994	-	242,994	268,625
<i>Income from trading activities:</i>					
Rental income, room hire and sundry income		21,000	-	21,000	21,500
Investment income	3	2,964	-	2,964	3,606
<b>Total income</b>		<b>354,648</b>	<b>197,331</b>	<b>551,979</b>	<b>537,855</b>
<b>Expenditure</b>					
<i>Costs of raising funds :</i>					
Publicity and marketing		176	-	176	360
<i>Charitable activities:</i>					
Operational and support costs	4	300,259	197,331	497,590	597,385
<b>Total expenditure</b>		<b>300,435</b>	<b>197,331</b>	<b>497,766</b>	<b>597,745</b>
<b>Net income / (expenditure) before transfers</b>		<b>54,213</b>	<b>-</b>	<b>54,213</b>	<b>(59,890)</b>
Gross transfers between funds	13	-	-	-	-
<b>Net movement in funds</b>		<b>54,213</b>	<b>-</b>	<b>54,213</b>	<b>(59,890)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		166,797	-	166,797	226,687
<b>Total funds carried forward</b>	<b>13</b>	<b>221,010</b>	<b>-</b>	<b>221,010</b>	<b>166,797</b>

All of the charity's activities derive from continuing operations during the above two financial periods.

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

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

Company Number : 2182104 /  
 Balance sheet as at 31 March 2025

Charity number : 327563

	Notes	2025		2024	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		17,100		24,185
<b>Current assets</b>					
Debtors	10	69,626		59,286	
Cash at bank and in hand		<u>400,298</u>		<u>226,222</u>	
		469,924		285,508	
<b>Creditors: amounts falling due within one year</b>	11	<u>266,014</u>		<u>142,896</u>	
<b>Net current assets</b>			203,910		142,612
<b>Net assets</b>			<u>221,010</u>		<u>166,797</u>
<b>Funds of the charity :</b>					
<b>Restricted funds</b>					
General fund	13		-		-
<b>Unrestricted funds</b>					
General fund	13	203,910		142,612	
Capital fund	13	<u>17,100</u>		<u>24,185</u>	
			221,010		166,797
<b>Total funds</b>			<u>221,010</u>		<u>166,797</u>

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

The notes on pages 29 to 37 form part of these accounts.

The financial statements were approved and authorised for issue by the Trustees on 30 September 2025 and signed on their behalf by :

  
 Iain Lownes  
 Trustee

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Statement of cash flows**  
**for the year ended 31 March 2025**

	Notes	2025 £	2024 £
<b>Net cash flow from operating activities</b>	16	<u>171,782</u>	<u>(96,760)</u>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		(670)	(25,932)
Interest received		2,964	3,606
<b>Net cash flow from investing activities</b>		<u>2,294</u>	<u>(22,326)</u>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<u>174,076</u>	<u>(119,086)</u>
Cash and cash equivalents at 1 April 2024		226,222	345,308
<b>Cash and cash equivalents at 31 March 2025</b>		<u>400,298</u>	<u>226,222</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025**

**1. Accounting policies**

**a) Basis of preparation**

Geese Theatre Company Limited is a charitable company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements.

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.

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

**b) Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for a period of 12 months from the date of authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

**c) Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

- **Grants receivable**

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

- **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**1. Accounting policies (continued)**

**c) Income recognition (continued)**

- **Donated services and gifts in kind**  
Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.
- **Gifts in kind**  
Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.
- **Interest receivable**  
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.
- **Other income**  
Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

**d) Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- **Costs of generating funds**  
These are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- **Charitable activities**  
These are costs incurred in activities undertaken to further the purposes of the charity and their associated support costs.
- **Governance costs**  
These include the costs attributable to the trust's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**e) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the trust's work or for specific artistic projects being undertaken by the trust.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**1. Accounting policies (continued)**

**f) Allocation of support costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

**g) Tangible fixed assets**

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Equipment	- 25% per annum on a straight line basis
Fixtures and fittings	- 25% per annum on a straight line basis
Motor vehicles	- 25% per annum on a straight line basis

**h) Debtors**

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

**i) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j) Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**k) Operating leases**

Rentals payable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

**l) 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.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**2. Grants and donations**

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Grants	85,000	197,331	282,331	242,141
Donations	2,690	-	2,690	1,983
	<u>87,690</u>	<u>197,331</u>	<u>285,021</u>	<u>244,124</u>

**3. Investment income**

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Deposit account interest	2,964	-	2,964	3,606
	<u>2,964</u>	<u>-</u>	<u>2,964</u>	<u>3,606</u>

**4. Expenditure on charitable activities**

	Work in Secure Settings £	Work in Community Settings £	Work with Young People £	Training Work £	Total 2025 £	Total 2024 £
<b>Operational and support costs</b>						
Staff costs	98,199	122,652	18,630	98,975	338,456	360,584
Project costs	960	1,199	182	968	3,309	4,846
Motor and travel	11,599	14,487	2,200	11,690	39,976	45,950
Premises costs	11,473	14,330	2,176	11,564	39,543	41,722
Training	388	486	74	392	1,340	4,833
Venue hire	1,558	1,945	295	1,570	5,368	5,987
Sundry expenses	141	177	28	142	488	505
Depreciation	2,250	2,810	427	2,268	7,755	5,240
Support costs (note 5)	15,591	19,473	2,957	15,714	53,735	121,928
Governance costs (note 5)	2,212	2,761	418	2,229	7,620	5,790
	<u>144,371</u>	<u>180,320</u>	<u>27,387</u>	<u>145,512</u>	<u>497,590</u>	<u>597,385</u>

Total expenditure on charitable activities was £497,590 (2024 - £597,385) of which £300,259 (2024 - £440,244) was unrestricted and £197,331 (2024 - £157,141) was restricted.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**5. Analysis of support and governance costs**

	Basis of allocation	General support £	Governance function £	Total 2025 £	Total 2024 £
Administrative staff	Staff time	407	-	407	50,413
General office costs	Usage	4,535	-	4,535	7,035
Audit fees	Governance	-	2,170	2,170	2,140
Accountancy and other services	Governance	-	5,450	5,450	3,650
Other support costs	Usage	48,793	-	48,793	64,480
		<u>53,735</u>	<u>7,620</u>	<u>61,355</u>	<u>127,718</u>

**6. Net income/(expenditure) for the year**

Net income / (expenditure) is stated after charging :

	Total 2025 £	Total 2024 £
Depreciation of tangible fixed assets	7,755	5,240
Operating lease rentals		
Premises	19,800	19,800
Auditor's remuneration		
Audit fees	2,170	2,140
Accountancy services	3,770	3,650
Other services	<u>1,680</u>	<u>-</u>

**7. Trustees and key management personnel remuneration and expenses**

The trustees neither received nor waived any remuneration during the year (2024 - £nil).

One trustee was reimbursed for travelling expenses during the year totalling £80 (2024 - £nil).

The Trust considers its key management personnel comprise the CEO/Artistic Director, Director of Programmes, Director of Funding and Partnerships and Director of Finance and Operations. The total amount of employee benefits received by key management personnel was £167,403 (2024 - £164,592).

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**8. Analysis of staff costs and numbers**

**Staff costs :**

	<b>Total 2025 £</b>	<b>Total 2024 £</b>
Wages and salaries	306,344	371,605
Social security costs	23,329	28,234
Defined contribution pension schemes	9,190	11,158
	<u>338,863</u>	<u>410,997</u>

No employees received total employee benefits of more than £60,000.

**Staff numbers :**

The average monthly number of employees and full time equivalents during the year was as follows:

	<b>2025 Number</b>	<b>2025 FTE</b>	<b>2024 Number</b>	<b>2024 FTE</b>
Management	4	3.7	4	3.7
Direct charitable activities	6	5.2	7	5.6
Administrative	-	-	2	1.8
	<u>10</u>	<u>8.9</u>	<u>13</u>	<u>11.1</u>

**9. Tangible fixed assets**

	<b>Equipment £</b>	<b>Fixtures &amp; fittings £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost</b>				
At 1 April 2024	19,486	64,961	44,790	129,237
Additions	-	670	-	670
At 31 March 2025	<u>19,486</u>	<u>65,631</u>	<u>44,790</u>	<u>129,907</u>
<b>Depreciation</b>				
At 1 April 2024	19,486	59,184	26,382	105,052
Charge for the year	-	2,380	5,375	7,755
At 31 March 2025	<u>19,486</u>	<u>61,564</u>	<u>31,757</u>	<u>112,807</u>
<b>Net book values</b>				
At 31 March 2025	<u>-</u>	<u>4,067</u>	<u>13,033</u>	<u>17,100</u>
At 31 March 2024	<u>-</u>	<u>5,777</u>	<u>18,408</u>	<u>24,185</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**10. Debtors**

	<b>Total 2025 £</b>	<b>Total 2024 £</b>
Debtors from operations	63,388	53,152
Prepayments and accrued income	6,238	6,134
	<u>69,626</u>	<u>59,286</u>

**11. Creditors - amounts falling due within one year**

	<b>Total 2025 £</b>	<b>Total 2024 £</b>
Creditors from operations	20,895	7,906
Accruals and deferred income	245,119	134,990
	<u>266,014</u>	<u>142,896</u>
<b>Deferred income</b>		
Deferred income at 1 April 2024	128,018	158,850
Resources deferred in the year	237,247	95,422
Amounts released from previous years	<u>(127,079)</u>	<u>(126,254)</u>
Deferred income at 31 March 2025	<u>238,186</u>	<u>128,018</u>

At the balance sheet date the charity was holding funds received in advance for grants where the qualifying expenditure is expected to be incurred in a future year.

**12. Commitments under operating leases**

At 31 March 2025 the charity was committed to making the following payments under non-cancellable operating leases:

	<b>Land and buildings</b>	
	<b>Total 2025 £</b>	<b>Total 2024 £</b>
Within one year	19,800	19,800
Within two to five years inclusive	79,200	79,200
In over five years	14,850	34,650
	<u>113,850</u>	<u>133,650</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**13. Analysis of funds**

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2025 £
<b>Restricted funds</b>					
General fund	-	197,331	(197,331)	-	-
<b>Unrestricted funds</b>					
General fund	142,612	354,648	(300,435)	7,085	203,910
Capital fund	24,185	-	-	(7,085)	17,100
	<u>166,797</u>	<u>354,648</u>	<u>(300,435)</u>	<u>-</u>	<u>221,010</u>
<b>Total funds</b>	<u>166,797</u>	<u>551,979</u>	<u>(497,766)</u>	<u>-</u>	<u>221,010</u>

Name of fund	Description, nature and purpose of fund
<b>Restricted general fund</b>	Money given to the charity where the donor requires that a grant or donation be spent for a specific project or asset.
<b>Unrestricted general fund</b>	The free reserves of the charity which are not designated for particular purposes.
<b>Capital fund</b>	Free reserves which have been spent on acquiring fixed assets. An annual transfer is made relating to the depreciation thereon and other movements on fixed assets.

**14. Analysis of net assets between funds**

Fund balances at 31 March 2025 are represented by:

	Restricted General £	Unrestricted General £	Capital £	Total funds £
Tangible fixed assets	-	-	17,100	17,100
Current assets	-	469,924	-	469,924
Current liabilities	-	(266,014)	-	(266,014)
<b>Total net assets</b>	<u>-</u>	<u>203,910</u>	<u>17,100</u>	<u>221,010</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2025 (continued)**

**15. Capital commitments**

There were no capital commitments at 31 March 2025 (2024 - £nil).

**16. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	<b>Total 2025 £</b>	<b>Total 2024 £</b>
Net income / (expenditure) for the year	54,213	(59,890)
Depreciation	7,755	5,240
Interest receivable	(2,964)	(3,606)
Increase in debtors	(10,340)	(3,763)
Increase / (decrease) in creditors	123,118	(34,741)
<b>Net cash flow from operating activities</b>	<u>171,782</u>	<u>(96,760)</u>

**17. Related party transactions**

The following related party transactions took place during the period :

	<b>2025 £</b>	<b>2024 £</b>
<b>Birmingham Psychodrama Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged to related party during the year	1,000	1,100
<b>Change Point Limited</b>		
Company in which Clark Baim is a director		
Services charged to related party during the year	900	-

Geese Theatre Company Limited  
**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
for the year ended 31 March 2025

	2025 £	2024 £
<b>INCOMING RESOURCES</b>		
Fund raising	242,994	268,625
Grants	282,331	242,141
Donations	2,690	1,983
Rental income, room hire and sundry income	21,000	21,500
Interest	2,964	3,606
	<u>551,979</u>	<u>537,855</u>
<b>GENERATING FUNDS</b>		
Publicity and marketing	176	360
	<u>176</u>	<u>360</u>
<b>COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY OBJECTS</b>		
Wages and salaries	338,863	410,997
Rent and property costs	29,505	31,779
Venue hire	5,368	5,987
Telephone and postage	185	453
Office expenses	4,349	6,581
Training and recruitment	1,340	4,833
Consultancy and professional fees	48,794	64,481
Delivery travel and subsistence	13,877	15,319
Motor expenses and non-delivery travel	3,362	2,885
Accommodation	22,737	27,746
Insurance	10,038	9,943
Project costs	3,309	4,846
Sundry expenses	488	505
Depreciation	7,755	5,240
	<u>489,970</u>	<u>591,595</u>
<b>GOVERNANCE COSTS</b>		
Accountancy and other services	5,450	3,650
Audit	2,170	2,140
	<u>7,620</u>	<u>5,790</u>
<b>NET SURPLUS / (DEFICIT) FOR THE YEAR</b>	<u>54,213</u>	<u>(59,890)</u>

*This page does not form part of the statutory financial statements.*

**GEESE THEATRE COMPANY LIMITED**

England & Wales - Charity number 327563

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# Accounts

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**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements  
Year ended 31 March 2024**

Charity number : 327563

Company Number : 2182104



**T H E A T R E  
C O M P A N Y**

**Feltons**

**Chartered Accountants**

**Birmingham**

**B1 3JR**

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report and financial statements**  
**Year ended 31 March 2024**

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**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Reference and Administrative Details**

Chair	Kobina Hall	
Trustees	Clark Baim Selwyn Blyth Philippa Frith Kobina Hall Iain Lownes Claire Owen Kam Sarai	
Company secretary	Iain Lownes	
Key management personnel	Andrew Watson Louise Heywood Rosalind Adams Elizabeth Aspinall	CEO and Artistic Director Director of Programmes Director of Funding and Partnerships Director of Finance and Operations
Other employees	Elizabeth Brown Daisy Edwards Rebecca Oldfield Emma Smallman Georgia Wilkinson	Andrea Cifuentes-Poseck Oliver Gatten Daniel Pearce David Snook
Registered office		Woodbridge House 9 Woodbridge Road Birmingham B13 8EH
Charity number		327563
Company registration number		2182104
Independent auditor		Feltons 8 Sovereign Court 8 Graham Street Birmingham B1 3JR
Bankers		Lloyds Bank plc 32-34 Alcester Road South Kings Heath Birmingham B14 7PU

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report of the trustees**  
**Year ended 31 March 2024**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019.

### **Chair's Report**

Whilst 2023/24 was a challenging year for Geese from a financial perspective it is positive to note that the company has not only maintained, but increased its presence across the secure estate, almost doubling the number of projects and the number of people in prisons we have reached. I believe this is because of the excellent reputation for quality that the company has built and sustained over the years and the level of trust that senior leaders within the prison estate place in Geese to deliver work that is sensitive, inspiring and effective.

Alongside the prison work has been a healthy mix of staff training events, performances at criminal justice and social welfare conferences, ongoing community partnerships, and work with academic partners.

2023/24 was the first year of Arts Council England's current National Portfolio Investment Programme and Geese was fortunate to receive additional funding that has enabled us to begin to develop a new strand of work in Wolverhampton, combining work in HMP Oakwood with projects in the community and providing training and development opportunities for Wolverhampton-based artists. This initiative shows the company's commitment to building capacity within the sector so that more people can experience the power of art in their recovery journey.


Another initiative of which I am particularly proud is the Creative Licence project. Funded by Arts Council England, Creative Licence was a pilot project designed to test the possibility of developing employment pathways from prison into the creative industries. Working closely with the resettlement team at HMP Oakwood and Birmingham Repertory Theatre, the project enabled one serving prisoner to work across several departments at the Rep while on Release on Temporary Licence (ROTL.) The project was evaluated by the Institute of Community Research and Development at the University of Wolverhampton, whose report provides invaluable lessons for both prisons and the creative sector.

I am grateful to my fellow Board of Trustees members for their expertise, guidance and commitment over the past year. However, the work of Geese can only happen because of the enthusiasm and skill of the entire staff team. Their dedication to working with some of the most vulnerable and

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

marginalised people in our society cannot be underestimated and it is because of them that the work of Geese continues to go from strength to strength.

A handwritten signature in black ink, appearing to read 'K. Hall', with a stylized flourish at the end.

Kobina Hall

Chair of the Board of Trustees

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Our Purposes and Activities**

Our vision is:

To create safe, crime-free communities and for the arts to be recognised as a powerful vehicle for individual and social change.

Our mission is:

To use theatre and drama to enable choice, personal responsibility and change amongst individuals who have offended, other vulnerable or marginalised groups and those who work with them.

Our values are:

*Responsibility*

We support and encourage the notion of personal responsibility.

*Belief in Change*

We uphold and promote a belief in the potential and possibility of individual change.

*Rigour*

Every aspect of our work is grounded in robust evidence and theory to ensure the highest quality.

*Artistic Excellence*

We strive to develop and deliver theatre and drama practice of the highest quality to people and places with the least engagement in the arts.

*Innovation*

We are continually developing new performances, projects and services for new audiences, offering alternative approaches to reducing offending.

*Partnership*

We aim to create an ethos of collaboration and partnership which values contributions from all members, employees, partners and participants in order that our work has the greatest impact.

*Inclusion*

We aim to treat all individuals with respect and to approach each other and those we work with in an inclusive and non-judgemental manner.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

To achieve our vision of creating safe, crime-free communities by the provision of theatrical activities, we formulated objectives for our 2023/24 business plan within the following areas

1. *Direct Work with Beneficiaries*
2. *Training Work*
3. *Profile Raising, Relationship Building, Sector Engagement and International Work*

In shaping our objectives and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Organisations and Partners worked with in 2023/24**

Ardenleigh Hospital	HMP Send
Barnardos	HMP Stanford Hill
Bath Spa University	HMP Swaleside
Birmingham City University	HMP Wealstun
Birmingham City Council	HMP Woodhill
Birmingham Conservatoire, Birmingham City University	Ingeus
Birmingham Virtual School	Judicial College
Bradford Council	Kulturkompaniet
Cardiff Metropolitan University	Leeds City Council
Clayfields House Secure Unit	Leonard Consultancy
Clean Break	Liverpool Hope University
Central School of Speech and Drama	Resettle IIRMS (Intensive Intervention & Risk Management Service)
Dante or Die	Nottingham Trent University
East of England Probation	Nuneaton Education Alliance
Emotion Coaching UK	Partner Abuse Interventions Ltd
Glebe House	Respect
Goldsmiths, University of London	Roundhouse
Harrow Council	SIFA Fireside
HMP Ashfield	Solihull Metropolitan Borough Council
HMP Brixton	South West Probation
HMP Drake Hall	StopSo UK
HMP Gartree	SUIT
HMP Holme House	University of Northampton
HMP Humber	University of Worcester
HMP Huntercombe	Vinney Green Secure Unit
HMP Kirkham	Warwickshire Virtual School
HMP Leeds	Wells Road Centre
HMP North Sea Camp	Woodlands Children's Development Centre
HMP Oakwood	Woodlands School
HMP Rye Hill	

**Work delivered 2023/24:**

Geese Theatre Company works within the criminal justice system and social welfare settings and projects comprise work with core client groups (in secure settings, mental health settings, in the

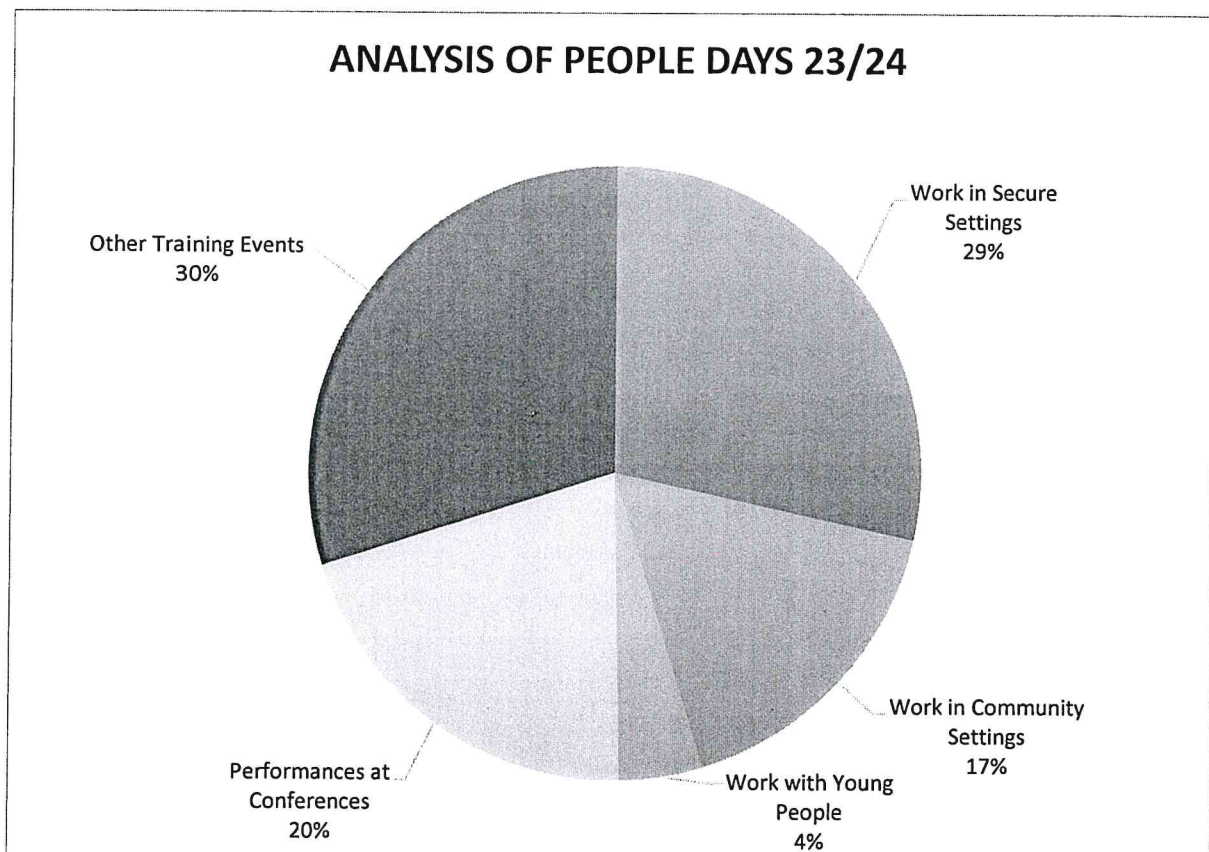
**Report of the trustees (continued)**  
**Year ended 31 March 2024**

community or with young people) and training of staff, students and artists who work with such core client groups.

Maintaining a balance across our portfolio of work can be challenging but it is satisfying to note that in 2023/24 we increased the number of prisons we worked in compared to 2022/23 and worked with almost twice as many participants within those prisons. Many of those prison projects have been delivered in partnership with specialist units or services, whether that is a Therapeutic Community, a Psychologically Informed Planned Environment wing (PIPE), the Offending Personality Disorder Pathway, or Incentivised Substance Free units.

	Number of projects	People Days	Participants/Audience Members
Work in Secure Settings	39	194	391
Work in Community Settings	23	252	405
Work with Young People	6	63	30
Performances at Conferences	28	203	2139
Other Training Events	41	91.5	556
<b>Totals</b>	<b>137</b>	<b>803.5</b>	<b>3521</b>

All the work is delivered by a delivery team of permanent staff with an average of 12 years' experience working with Geese. The delivery team is supported by an experienced administrative team with a focus on finance, fundraising, business development and logistics.



**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Direct Work with Beneficiaries**

We worked with 538 adults and young people who are in prison, serving community sentences or otherwise marginalised, vulnerable or socially excluded. 288 audience members watched performances/presentations co-created with some of our adult participants.

<b>Secure</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client/Audience Numbers</b>
Creative Projects	3	19	43	27
Performances	2	3.5	14	74
Groupwork	34	65.5	137	290
<b>Totals</b>	<b>39</b>	<b>88</b>	<b>194</b>	<b>391</b>

<b>Community</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client/Audience Numbers</b>
Groupwork	7	9	23	45
Creative Projects	9	89	208	70
Performances (Community Cast)	6	6	19	288
Participant Development	1	1	2	2
<b>Totals</b>	<b>23</b>	<b>105</b>	<b>252</b>	<b>405</b>

<b>Youth</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client Numbers</b>
Creative Projects	6	30	63	30
<b>Totals</b>	<b>6</b>	<b>30</b>	<b>63</b>	<b>30</b>

Examples of projects where we worked directly with beneficiaries:

**Secure**

Our work in secure settings sits at the heart of our portfolio and this year we have maintained partnerships with prisons we have worked in regularly over the last few years as well as developing new relationships. One such new relationship was with the Psychologically Informed Planned Environment (PIPE) unit of women's prison HMP Send, who commissioned us to devise and deliver a six-session project over a six-week period, working with some of their women. Staff from the unit who supported the project provided the following feedback:

*"The facilitators were amazing, so welcoming, consistent and a joy to be around. They kept the group focused whilst having fun, delivered valuable content to our residents whilst keeping them engaged and took on board any feedback they gave. They were 100% approachable, understanding and adaptable when required.*

*I think I was unaware of how much the residents valued these sessions until the last session when they were reflecting on their time participating in the workshops. The residents were very emotional about what they had learnt about themselves and others during the time with Geese Theatre. One resident fed back to the group that this was the most valuable enrichment activity that she has ever been a part of on PIPE and that she had taken so much from it. I think this has had a huge impact on the community and [has helped them with] forming new relationships and [their] understanding of each other."*

**Community**

As mentioned in the Chair's report, thanks to additional NPO funding from Arts Council England, we have been able to develop a new community initiative in Wolverhampton. We are working closely with the Service User Involvement Team in the city to provide opportunities for people with experience of the criminal justice system to engage in creative projects. In January 2024 we worked with a group of six people over twelve sessions that culminated in a performance to a packed audience at Newhampton Arts Centre. Below is feedback from some of the participants:

*"I cannot explain how liberated I feel. I don't know how, but something has changed in me and it is for the good. The project is so amazing. The only way you could improve it is to let us do it again."*

*"This is one of the most positive, amazing experiences I have had, not only in my recovery but in my life. I think I have found inner strength and capabilities that I never knew I possessed. I truly loved and enjoyed this work – it is amazing."*

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Training Work**

We delivered training in the form of performances, groupwork, presentations, role-play or filmed scenes to thousands of staff working within the criminal justice system and wider social welfare sectors, students, and members of the public.

<b>Conference Performances</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Audience Numbers</b>
For Staff	25	40.5	172	1870
For Students	3	7	31	269
<b>Totals</b>	<b>28</b>	<b>47.5</b>	<b>203</b>	<b>2139</b>

<b>Staff Training</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client/Audience Numbers</b>
Groupwork (for students)	9	7	8	105
Groupwork (for staff)	12	12	23	149
Groupwork (public)	4	8	8	42
Groupwork (for artists)	4	3	6	44
Presentations (for staff)	1	1	1	130
Presentations (for student)	1	1	1	65
Presentations (public)	5	5	5	21
Filmed Scenes (for staff)	5	11.5	39.5	0
<b>Totals</b>	<b>41</b>	<b>48.5</b>	<b>91.5</b>	<b>556</b>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Examples of training work:**

**Conference Performances**

Geese practitioners all work permanently and exclusively for the company, which means that they are constantly engaged in delivering projects in a wide variety of criminal justice and social welfare settings. Being immersed in the worlds of prison, probation, social work, youth justice, mental health and social work means the company is in a unique position to be able to respond to organisations when they are seeking a bespoke solution for a staff event or conference. Every year we are commissioned to create new performances which explore specific themes and 2023/24 was no different, with approximately a quarter of all our performances being bespoke. As an example, in October 2023 Solihull Metropolitan Borough Council asked us to create a performance which brought to life findings from a Serious Case Review and which would provoke discussion and debate amongst the multi-agency audience. Following the performance, the commissioner provided the following feedback:

*“From first communication with Geese, they have been brilliant! From moving dates around to accommodate us to being given a brief at a very late stage with a number of themes that were expertly and cleverly scripted and then delivered by talented actors. It's a big thank you from us, I know people will be talking about this for a long time to come!”*

Feedback from the audience was universally excellent, including:

*“It was really moving and emotive to see real examples of lived experiences and stories brought to life and to really drive the point home. It was good having points of discussion at different points throughout the performance. I really felt a range of emotions watching it, which I didn't expect. It makes the subject more human but has points of relief with the humour. Highly recommend viewing to anyone.”*

**Other Staff Training**

Groupwork for staff can take different forms:

- using theatre, drama and active methods to enable small groups of professionals to explore challenges they might face in their work and to practise solutions and ways of working in a safe and supportive space;
- providing staff with training in specific theatre-based tools and techniques and a space in which to safely practise using the techniques.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

Often staff training events are commissioned by criminal justice or social welfare organisations but increasingly we are receiving requests from other arts organisations, either because they are interested in developing work in criminal justice settings; want to upskill their staff in working with people with multiple disadvantage; or want to develop their practitioners' facilitation skills.

*"Our group were highly diverse in what angle they were approaching the training from - some will be delivering workshops in prisons, some will be working with ex-prisoners, others are coming to it from a writing angle, and I am overseeing the whole project. [The facilitator] was fantastic at ensuring everyone got what they needed from the session and making every element relevant for everyone. He was totally engaging and very responsive / amenable. Not being a facilitator myself I was unsure how 'useful' it would be for me compared to others attending but [the facilitator] is a testament to the work that Geese Theatre do and I think I could do a full week of training with him and still not want it to end."*

**Participant, Dante or Die Theatre Company**

*"My expectations were to have a space of reflection and learn a thing or two. They were beyond fulfilled. This course was absolutely brilliant, it was the best training I've ever had - so beautifully and brilliantly balanced with activities, action, games and some incredible reflection. I am so inspired by it, and I have learnt so much and it's galvanised me to learn more."*

**Participant, Camden Roundhouse**

## **Financial Review**

As noted in the Chair's report, Geese Theatre Company has had a challenging year financially, ending 2023/24 with a deficit of £59,890. This is a result of several factors:

- Increased staff costs (for both delivery and non-delivery staff) following salary increases in April 2023 and the expansion of the administrative team in 2022/23.
- Reduced delivery capacity following the departure of a trainee practitioner and an unsuccessful round of recruitment for their replacement.
- The postponement of planned spend for some funded projects due to capacity issues, both at Geese and in partner organisations.
- A quieter than anticipated first half of the year, arising from increased lead times for commissioning decisions (our perception being that tighter controls on public sector spending has resulted in some proposals requiring sign-off at higher management levels).
- Loss of some regular work due to client staffing/procurement process changes.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

Total income for 2023/24 of £537,855 was down £1,963 or 0.4% on the previous year (2023: £539,818). A slight decrease in income from grants and donations by 4% to £244,124 (2023: £253,116) was offset by increases to both earned and investment income. The former increased by £3,576 or 1.3% to £268,625 (2023: £265,049). This slight growth was due to increased invoiceable work in secure settings and was achieved despite a decrease in the number of conference performances (28 compared to 54 in the previous year).

Expenditure increased to £597,745, up £67,516 or 13% on the previous year (2023: £530,229). Expenditure increased across all budget lines except sundry expenses, with staff costs and support costs seeing the most significant increases and reflecting the experience of the current team. Motor and travel costs and depreciation also increased from 2022/23, resulting from the ongoing cost-of-living crisis and the purchase of a new vehicle respectively.

The company has a clean balance sheet and closes the year with a cash balance of £226,222. At the time of writing (September 2024) Geese has confirmed more than 70% of budgeted invoiceable income and has a healthy pipeline of potential commissions. Staffing costs have decreased following two resignations and a redundancy, whilst capacity is being maintained by use of freelance actor/practitioners where required. The cashflow and budget show that Geese continues to be financially viable past March 2025.

**Principal funding sources**

Across the sector and beyond, pressure on funders has grown this year, with many programmes oversubscribed and more competition for funding than ever. We are therefore pleased that we have secured grants for continuing and new projects.

As noted in the Chair's report, 2023/24 was the first year of our new National Portfolio Organisation (NPO) funding, and Arts Council England has confirmed that the portfolio will continue into 2026/27, subject to approval of financial information. This funding includes an uplift on the funding we received previously as an NPO, which we requested to allow us to develop links across arts, criminal justice and social welfare sectors in Wolverhampton. This first year has seen creative projects in HMP Oakwood, with the Service User Involvement Team in the community, and training for artists in the sector.

Creative City Legacy Funding, alongside continuing and valued support from the Backstage Trust, enabled Staging Recovery to work with Geese Practitioners and a filmmaker to create a multimedia performance exploring the meaning of 'connection'.

This was also the first year of funding from the William A Cadbury Charitable Trust, supporting the development and delivery of projects for women in HMP Drake Hall with a history of substance misuse. These projects continue into 24/25 and are very successful.

We are, as always, extremely grateful to everyone who continues to support Geese in this way.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Schedule of Grants and Donations – April 2023 to March 2024**

Arts Council England	Unrestricted	NPO funding towards business plan	85,000
Arts Council England	Restricted	Employability project ( <i>Creative Licence</i> ) grant	29,178
BBC Children in Need	Restricted	Grant for filmmaking projects with young people	18,870
Backstage Trust	Restricted	<i>Staging Recovery</i> Ensemble project funding	40,915
British Council	Restricted	International Collaboration Grant	3,743
Birmingham City Council	Restricted	Creative City Legacy Fund	10,000
Garfield Weston	Restricted	Grant for company development	10,000
Hadrian Trust	Restricted	Grant towards a performance in HMP Holme House	1,000
National Lottery Community Fund	Restricted	Grant for partner project with SIFA Fireside	34,935
William A Cadbury Charitable Trust	Restricted	Grant for projects in HMP Drake Hall	8,500
Other	Unrestricted	Donations	1,983
<b>TOTAL</b>			<b>244,124</b>

**Investment powers and policy**

The executive has the power to invest the moneys of the company not immediately required for its purpose in or upon such investments, securities or properties as may be thought fit. (Based on Object 4.15 of Memorandum and Articles of Association.) However, there are no immediate plans to invest funds in anything other than the company's business bank account.

**Reserves policy and going concern**

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned requirements. The trustees regularly review the level of reserves to ensure that the company could continue to function during a period of emergency. Currently, the Board aims to maintain reserves of a minimum of two months of expenditure and has a review mechanism in place should the reserves look to breach this.

Unrestricted reserves were £166,797 at 31st March 2024 and represent just over 3.5 months of planned expenditure for 2024/25. The budget for 2024/25 shows a surplus of just over £4k and a growth in reserves.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Structure, Governance and Management**

**Governing document**

Geese Theatre Company is a company limited by guarantee governed by its Memorandum and Articles of Association dated 7th September 1987 and is registered as a charity with the Charity Commission. There are currently 30 members, each of whom agrees to contribute £1 in the event of the charity winding up. Membership is open to any person who meets the criteria outlined in Article 6 of the company's Memorandum and Articles of Association.

**Appointment of trustees**

The directors of the company are also charity trustees for the purpose of charity law and, under the Company's Articles, are known as members of the Executive Committee.

As set out in the Articles of Association, the Executive Committee is elected by members of the company.

One third of the trustees retires each year by rotation. At the AGM in September 2024 Philippa Frith and Claire Owen will retire, and, being eligible, offer themselves for re-election.

The executive seeks to retain relevant skills, such as financial, legal and artistic, as well as to represent client group interests on the committee.

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity and company law, and the Charity Commission guidance on public benefit, and are informed of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and the recent financial performance of the charity.

Potential new trustees are interviewed by a committee member and invited to attend two Executive Committee meetings as an observer prior to election.

An induction pack is supplied to potential new members. This covers:

- Legal responsibilities
- The role of a trustee
- A personal history and declaration form
- The Memorandum and Articles of Association

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Organisation**

The board of trustees, which can have up to 15 members, administers the charity. The board normally meets four times a year and there are sub-committees which meet when deemed necessary.

Decisions relating to the strategic direction and policy of the charity are made by the Executive Committee, in close consultation with the CEO/Artistic Director. At the date of this report, the committee has seven members from a variety of professional backgrounds relevant to the work of the charity.

The Chief Executive and Artistic Director is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, marketing and personnel.

**Related parties and co-operation with other organisations**

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a client or supplier must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions in the current year are described in note 17 to the accounts.

**Pay policy for senior staff**

The board of directors, who are the trust's trustees, and the senior management team together comprise the key management personnel of the charity in charge of directing and operating the trust on a day-to-day basis. No director received remuneration in the year and details of directors' expenses are disclosed in note 7 to the accounts. The pay of senior staff is reviewed annually and is normally increased to reflect inflation or a change in responsibilities.

**Risk management**

The trustees have a risk management policy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to mitigate or manage any potential impact on the charity should those risks materialise.

Any risks that are defined as high or unacceptable have an owner assigned and contingency plans formulated. This then becomes a standing agenda item at every Executive Committee meeting to ensure the action is monitored.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**

**Trustees' responsibilities in relation to the financial statements**

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable company will continue in business.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2024**


**Disclosure of information to auditor**

Insofar as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board of trustees:

  
..... Kobina Hall (Chair)

24 September 2024

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Opinion**

We have audited the financial statements of Geese Theatre Company Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements :

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities statement (set out on page 17), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We reviewed the company's control and risk management procedures and planned our work based on our assessment of those controls and procedures;
- This review included an assessment of the risk of material misstatement due to errors, fraud and management override of controls for all material areas in the financial statements;
- We made enquiries of management and the company's lawyers regarding any actual or potential litigation and/or claims;
- Financial statements disclosures were reviewed and checked for compliance with applicable laws;
- Detailed testing was conducted on balances and transactions including unusual items and those of individual significance to the financial statements;
- Data analytics were used in order to identify unusual or significant trends;
- Communications with management and those charged with governance regarding relevant matters was undertaken throughout the audit and on completion.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**David W Farnsworth FCA (Senior Statutory Auditor)**

For and on behalf of Feltons, Statutory Auditor

8 Sovereign Court

8 Graham Street

Birmingham B1 3JR

24 September 2024

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Statement of financial activities (including income and expenditure account)**  
**for the year ended 31 March 2024**

	Notes	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
<b>Income</b>					
Grants and donations	2	86,983	157,141	244,124	253,116
<i>Income from charitable activities:</i>					
Fund raising		268,625	-	268,625	265,049
<i>Income from trading activities:</i>					
Rental income, room hire and sundry income		21,500	-	21,500	21,000
Investment income	3	3,606	-	3,606	653
<b>Total income</b>		<b>380,714</b>	<b>157,141</b>	<b>537,855</b>	<b>539,818</b>
<b>Expenditure</b>					
<i>Costs of raising funds :</i>					
Publicity and marketing		360	-	360	5,114
<i>Charitable activities:</i>					
Operational and support costs	4	440,244	157,141	597,385	525,115
<b>Total expenditure</b>		<b>440,604</b>	<b>157,141</b>	<b>597,745</b>	<b>530,229</b>
<b>Net (expenditure) / income before transfers</b>		<b>(59,890)</b>	<b>-</b>	<b>(59,890)</b>	<b>9,589</b>
Gross transfers between funds	13	-	-	-	-
<b>Net movement in funds</b>		<b>(59,890)</b>	<b>-</b>	<b>(59,890)</b>	<b>9,589</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		226,687	-	226,687	217,098
<b>Total funds carried forward</b>	13	<b>166,797</b>	<b>-</b>	<b>166,797</b>	<b>226,687</b>

All of the charity's activities derive from continuing operations during the above two financial periods.

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

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

Company Number : 2182104  
Balance sheet as at 31 March 2024

/ Charity number : 327563

	Notes	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		24,185		3,493
<b>Current assets</b>					
Debtors	10	59,286		55,523	
Cash at bank and in hand		<u>226,222</u>		<u>345,308</u>	
		285,508		400,831	
<b>Creditors: amounts falling due within one year</b>					
	11	<u>142,896</u>		<u>177,637</u>	
<b>Net current assets</b>			142,612		223,194
<b>Net assets</b>			<u>166,797</u>		<u>226,687</u>
<b>Funds of the charity :</b>					
<b>Restricted funds</b>					
General fund	13		-		-
<b>Unrestricted funds</b>					
General fund	13	142,612		223,194	
Capital fund	13	<u>24,185</u>		<u>3,493</u>	
			166,797		226,687
<b>Total funds</b>			<u>166,797</u>		<u>226,687</u>

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

The notes on pages 26 to 34 form part of these accounts.

The financial statements were approved and authorised for issue by the Trustees on 24 September 2024 and signed on their behalf by :

  
Iain Lownes  
Trustee

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Statement of cash flows**  
**for the year ended 31 March 2024**

	Notes	2024 £	2023 £
<b>Net cash flow from operating activities</b>	16	<u>(96,760)</u>	<u>23,280</u>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		(25,932)	(2,217)
Interest received		3,606	653
<b>Net cash flow from investing activities</b>		<u>(22,326)</u>	<u>(1,564)</u>
<b>Net (decrease) / increase in cash and cash equivalents</b>		<u>(119,086)</u>	<u>21,716</u>
Cash and cash equivalents at 1 April 2023		345,308	323,592
<b>Cash and cash equivalents at 31 March 2024</b>		<u>226,222</u>	<u>345,308</u>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024**

**1. Accounting policies**

**a) Basis of preparation**

Geese Theatre Company Limited is a charitable company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are provision of relationship support.

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.

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

**b) Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for a period of 12 months from the date of authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

**c) Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

- **Grants receivable**

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

- **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**1. Accounting policies (continued)**

**c) Income recognition (continued)**

- **Donated services and gifts in kind**  
Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.
- **Gifts in kind**  
Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.
- **Interest receivable**  
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.
- **Other income**  
Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

**d) Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- **Costs of generating funds**  
These are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- **Charitable activities**  
These are costs incurred in activities undertaken to further the purposes of the charity and their associated support costs.
- **Governance costs**  
These include the costs attributable to the trust's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**e) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the trust's work or for specific artistic projects being undertaken by the trust.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**1. Accounting policies (continued)**

**f) Allocation of support costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

**g) Tangible fixed assets**

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Equipment	- 25% per annum on a straight line basis
Fixtures and fittings	- 25% per annum on a straight line basis
Motor vehicles	- 25% per annum on a straight line basis

**h) Debtors**

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

**i) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j) Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**k) Operating leases**

Rentals payable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

**l) 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.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**2. Grants and donations**

	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
Grants	85,000	157,141	242,141	251,354
Donations	1,983	-	1,983	1,762
	<u>86,983</u>	<u>157,141</u>	<u>244,124</u>	<u>253,116</u>

**3. Investment income**

	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
Deposit account interest	3,606	-	3,606	653
	<u>3,606</u>	<u>-</u>	<u>3,606</u>	<u>653</u>

**4. Expenditure on charitable activities**

	Work in Secure Settings £	Work in Community Settings £	Work with Young People £	Training Work £	Total 2024 £	Total 2023 £
<b>Operational and support costs</b>						
Staff costs	87,060	113,090	28,272	132,162	360,584	328,644
Project costs	1,170	1,520	380	1,776	4,846	3,357
Motor and travel	11,095	14,411	3,602	16,842	45,950	40,633
Premises costs	10,074	13,084	3,272	15,292	41,722	40,509
Training	1,167	1,516	379	1,771	4,833	4,208
Venue hire	1,446	1,878	469	2,194	5,987	4,575
Sundry expenses	122	158	41	184	505	2,280
Depreciation	1,265	1,643	411	1,921	5,240	2,786
Support costs (note 5)	29,439	38,240	9,560	44,689	121,928	92,693
Governance costs (note 5)	1,398	1,816	453	2,123	5,790	5,430
	<u>144,236</u>	<u>187,356</u>	<u>46,839</u>	<u>218,954</u>	<u>597,385</u>	<u>525,115</u>

Total expenditure on charitable activities was £597,385 (2023 - £525,115) of which £440,244 (2023 - £325,232) was unrestricted and £157,141 (2023 - £199,883) was restricted.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**5. Analysis of support and governance costs**

	Basis of allocation	General support £	Governance function £	Total 2024 £	Total 2023 £
Administrative staff	Staff time	50,413	-	50,413	38,790
General office costs	Usage	7,035	-	7,035	3,737
Audit fees	Governance	-	2,140	2,140	1,980
Accountancy services	Governance	-	3,650	3,650	3,450
Other support costs	Usage	64,480	-	64,480	50,166
		<u>121,928</u>	<u>5,790</u>	<u>127,718</u>	<u>98,123</u>

**6. Net income/(expenditure) for the year**

Net income / (expenditure) is stated after charging :

	Total 2024 £	Total 2023 £
Depreciation of tangible fixed assets	5,240	2,786
Operating lease rentals		
Premises	19,800	19,800
Auditor's remuneration		
Audit fees	2,140	1,980
Accountancy services	<u>3,650</u>	<u>3,450</u>

**7. Trustees and key management personnel remuneration and expenses**

The trustees neither received nor waived any remuneration during the year (2023 - £nil).

No trustees were reimbursed expenses during the year (2023 - £130 reimbursed to one trustee).

The Trust considers its key management personnel comprise the CEO/Artistic Director, Director of Programmes, Director of Funding and Partnerships and Director of Finance and Operations. The total amount of employee benefits received by key management personnel was £164,592 (2023 - £147,410).

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**8. Analysis of staff costs and numbers**

**Staff costs :**

	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Wages and salaries	371,605	332,562
Social security costs	28,234	24,918
Defined contribution pension schemes	11,158	9,954
	<u>410,997</u>	<u>367,434</u>

No employees received total employee benefits of more than £60,000.

**Staff numbers :**

The average monthly number of employees and full time equivalents during the year was as follows:

	<b>2024 Number</b>	<b>2024 FTE</b>	<b>2023 Number</b>	<b>2023 FTE</b>
Management	4	3.7	4	3.6
Direct charitable activities	7	5.6	6	5.4
Administrative	2	1.8	2	1.7
	<u>13</u>	<u>11.1</u>	<u>12</u>	<u>10.7</u>

**9. Tangible fixed assets**

	<b>Equipment £</b>	<b>Fixtures &amp; fittings £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost</b>				
At 1 April 2023	19,486	60,529	23,290	103,305
Additions	-	4,432	21,500	25,932
At 31 March 2024	<u>19,486</u>	<u>64,961</u>	<u>44,790</u>	<u>129,237</u>
<b>Depreciation</b>				
At 1 April 2023	19,398	57,124	23,290	99,812
Charge for the year	88	2,060	3,092	5,240
At 31 March 2024	<u>19,486</u>	<u>59,184</u>	<u>26,382</u>	<u>105,052</u>
<b>Net book values</b>				
At 31 March 2024	<u>-</u>	<u>5,777</u>	<u>18,408</u>	<u>24,185</u>
At 31 March 2023	<u>88</u>	<u>3,405</u>	<u>-</u>	<u>3,493</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**10. Debtors**

	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Debtors from operations	53,152	48,145
Prepayments and accrued income	6,134	7,378
	<u>59,286</u>	<u>55,523</u>

**11. Creditors - amounts falling due within one year**

	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Creditors from operations	7,906	11,809
Accruals and deferred income	134,990	165,828
	<u>142,896</u>	<u>177,637</u>
<b>Deferred income</b>		
Deferred income at 1 April 2023	158,850	175,929
Resources deferred in the year	95,422	131,243
Amounts released from previous years	(126,254)	(148,322)
Deferred income at 31 March 2024	<u>128,018</u>	<u>158,850</u>

At the balance sheet date the charity was holding funds received in advance for grants where the qualifying expenditure is expected to be incurred in a future year.

**12. Commitments under operating leases**

At 31 March 2024 the charity was committed to making the following payments under non-cancellable operating leases:

	<b>Land and buildings</b>	
	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Within one year	19,800	19,800
Within two to five years inclusive	79,200	79,200
In over five years	34,650	54,450
	<u>133,650</u>	<u>153,450</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**13. Analysis of funds**

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2024 £
<b>Restricted funds</b>					
General fund	-	157,141	(157,141)	-	-
<b>Unrestricted funds</b>					
General fund	223,194	380,714	(440,604)	(20,692)	142,612
Capital fund	3,493	-	-	20,692	24,185
	<u>226,687</u>	<u>380,714</u>	<u>(440,604)</u>	<u>-</u>	<u>166,797</u>
<b>Total funds</b>	<u>226,687</u>	<u>537,855</u>	<u>(597,745)</u>	<u>-</u>	<u>166,797</u>

Name of fund	Description, nature and purpose of fund
<b>Restricted general fund</b>	Money given to the charity where the donor requires that a grant or donation be spent for a specific project or asset.
<b>Unrestricted general fund</b>	The free reserves of the charity which are not designated for particular purposes.
<b>Capital fund</b>	Free reserves which have been spent on acquiring fixed assets. An annual transfer is made relating to the depreciation thereon and other movements on fixed assets.

**14. Analysis of net assets between funds**

Fund balances at 31 March 2024 are represented by:

	Restricted General £	Unrestricted General £	Capital £	Total funds £
Tangible fixed assets	-	-	24,185	24,185
Current assets	-	285,508	-	285,508
Current liabilities	-	(142,896)	-	(142,896)
<b>Total net assets</b>	<u>-</u>	<u>142,612</u>	<u>24,185</u>	<u>166,797</u>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2024 (continued)**

**15. Capital commitments**

There were no capital commitments at 31 March 2024 (2023 - £nil).

**16. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Net (expenditure) / income for the year	(59,890)	9,589
Depreciation	5,240	2,786
Interest receivable	(3,606)	(653)
(Increase) / decrease in debtors	(3,763)	28,803
Decrease in creditors	(34,741)	(17,245)
<b>Net cash flow from operating activities</b>	<u>(96,760)</u>	<u>23,280</u>

**17. Related party transactions**

The following related party transactions took place during the period :

	<b>2024 £</b>	<b>2023 £</b>
<b>Birmingham Psychodrama Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged to related party during the year	1,100	1,000
	<u>1,100</u>	<u>1,000</u>

Geese Theatre Company Limited  
**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
**for the year ended 31 March 2024**

	2024	2023
	£	£
<b>INCOMING RESOURCES</b>		
Fund raising	268,625	265,049
Grants	242,141	251,354
Donations	1,983	1,762
Rental income, room hire and sundry income	21,500	21,000
Interest	3,606	653
	<u>537,855</u>	<u>539,818</u>
<b>GENERATING FUNDS</b>		
Publicity and marketing	360	5,114
	<u>360</u>	<u>5,114</u>
<b>COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY OBJECTS</b>		
Wages and salaries	410,997	367,434
Rent and property costs	31,779	32,098
Venue hire	5,987	4,575
Telephone and postage	453	2,308
Office expenses	6,581	1,429
Training and recruitment	4,833	4,208
Consultancy and professional fees	64,481	50,166
Delivery travel and subsistence	15,319	17,141
Motor expenses and non-delivery travel	2,885	4,937
Accommodation	27,746	18,555
Insurance	9,943	8,411
Project costs	4,846	3,357
Sundry expenses	505	2,280
Depreciation	5,240	2,786
	<u>591,595</u>	<u>519,685</u>
<b>GOVERNANCE COSTS</b>		
Accountancy	3,650	3,450
Audit	2,140	1,980
	<u>5,790</u>	<u>5,430</u>
<b>NET (DEFICIT) / SURPLUS FOR THE YEAR</b>	<u>(59,890)</u>	<u>9,589</u>

*This page does not form part of the statutory financial statements.*

**GEESE THEATRE COMPANY LIMITED**

England & Wales - Charity number 327563

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# Accounts

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**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements  
Year ended 31 March 2023**

Charity number : 327563

Company Number : 2182104

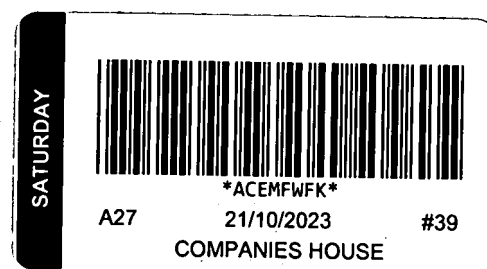


**Feltons**

**Chartered Accountants**

**Birmingham**

**B1 3JR**



**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Reference and Administrative Details**

Chair	Kobina Hall	
Trustees	Clark Baim Selwyn Blyth Philippa Frith Kobina Hall Iain Lownes Claire Owen Kam Sarai	
Company secretary	Iain Lownes	
Key management personnel	Andrew Watson Louise Heywood Rosalind Adams Elizabeth Aspinall	CEO and Artistic Director Director of Programmes Director of Funding and Partnerships Director of Finance and Operations
Other employees	Ilhan Adam Elizabeth Brown Daisy Edwards Rebecca Oldfield Emma Smallman Benjamin Teare	Keshena Bowie Andrea Cifuentes-Poseck Oliver Gatten Daniel Pearce David Snook Georgia Wilkinson
Registered office		Woodbridge House 9 Woodbridge Road Birmingham B13 8EH
Charity number		327563
Company registration number		2182104
Independent auditor		Feltons 8 Sovereign Court 8 Graham Street Birmingham B1 3JR
Bankers		Lloyds Bank plc 32-34 Alcester Road South Kings Heath Birmingham B14 7PU

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees  
Year ended 31 March 2023**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019.

**Chair's Report**

In comparison to the challenging years we faced as an organisation during the COVID-19 pandemic and the subsequent issues experienced across both the arts and criminal justice sectors, 2022/23 felt like a surprisingly 'normal' 12 months, with a high level of demand from organisations and institutions looking to commission face-to-face work again. Although prisons were slow to return to pre-Covid regimes we still managed to deliver a range of excellent projects, including a series of groupwork interventions at HMP Featherstone, our regular resettlement work at HMP Whatton, our ongoing work with the Drug and Alcohol Team at HMP Rye Hill, and our partnership working with HMP Oakwood.

Training and conference work was dominated by a large commission by one public sector organisation who asked us to develop a new performance exploring coercion and control. This piece was piloted in April 2022 and then rolled out to their entire staff team thirty-six times over the course of the year, with further delivery extending into 2023/24.

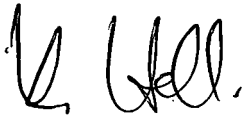
Moreover, 2022/23 was dominated by international work, with the company being involved in two major overseas projects: collaborating with the University of Cape Town and Second Chance Theatre Company in South Africa; and delivering training for the New South Wales Corrections Department in Sydney, Australia. The former was funded by the British Council International Collaboration Fund and enabled the company to work closely with colleagues in Cape Town, exploring similarities and differences in delivering creative, rehabilitative projects in the two countries, given the very different systems and societal contexts in which the work is delivered. The latter involved two of the Geese team delivering a range of 3-day and 1-day training events to programme writers and developers, psychologists and prison officers in Sydney, helping the NSW Corrections Department to think more creatively about the development and delivery of their offending behaviour treatment programmes.

I am, as ever, grateful to my fellow Board of Trustees members for helping to guide the organisation as we moved out of the pandemic. However, greatest thanks must go to the incredibly dedicated

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

staff team who navigated a challenging period with expertise. The work of Geese goes from strength to strength and the company's reputation for creating imaginative projects working with some of the most vulnerable populations was only enhanced throughout the year.

A handwritten signature in black ink, appearing to read 'K. Hall', written in a cursive style.

**Kobina Hall**

**Chair of the Board of Trustees**

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**Our Purposes and Activities**

Our vision is:

To create safe, crime-free communities and for the arts to be recognised as a powerful vehicle for individual and social change.

Our mission is:

To use theatre and drama to enable choice, personal responsibility and change amongst individuals who have offended, other vulnerable or marginalised groups and those who work with them.

Our values are:

*Responsibility*

We support and encourage the notion of personal responsibility.

*Belief in Change*

We uphold and promote a belief in the potential and possibility of individual change.

*Rigour*

Every aspect of our work is grounded in robust evidence and theory to ensure the highest quality.

*Artistic Excellence*

We strive to develop and deliver theatre and drama practice of the highest quality to people and places with the least engagement in the arts.

*Innovation*

We are continually developing new performances, projects and services for new audiences, offering alternative approaches to reducing offending.

*Partnership*

We aim to create an ethos of collaboration and partnership which values contributions from all members, employees, partners and participants in order that our work has the greatest impact.

*Inclusion*

We aim to treat all individuals with respect and to approach each other and those we work with in an inclusive and non-judgemental manner.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

To achieve our vision of creating safe, crime-free communities by the provision of theatrical activities, we formulated objectives for our 2022/23 business plan within the following areas

1. *Direct Work with Beneficiaries*
2. *Training Work*
3. *Profile Raising, Relationship Building, Sector Engagement and International Work*

In shaping our objectives and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**Organisations and Partners worked with in 2022/23**

Addiction Recovery Arts Network	HMPPS
Bath Spa University	Ingeus Justice Services
Birmingham Children's Trust	Judicial College
Birmingham City University	Kent, Surrey and Sussex Probation
Birmingham Conservatoire, Birmingham City University	Leicester City Council
Bradshaw House Approved Premises	London Haymarket
Clean Break	New South Wales Corrective Services
Emotion Coaching UK	North West Probation
Forensic Psychology Practice Ltd	Nottinghamshire Offender Personality Disorder Pathway
Glebe House	Respect
HMP Drake Hall	Second Chance Theatre
HMP Featherstone	SIFA Fireside
HMP Gartree	Thames Valley Police
HMP Hewell	University of Birmingham
HMP Holme House	University of Cape Town
HMP New Hall	University of Lincoln
HMP Oakwood	University of Worcester
HMP Peterborough	Vinney Green Secure Unit
HMP Rye Hill	Warwickshire Virtual School
HMP Whatton	Wells Road Centre
HMP Woodhill	Woodlands

**Work delivered 2022/23:**

Geese Theatre Company works within the criminal justice system and social welfare settings and projects comprise work with core client groups (in secure settings, mental health settings, in the community or with young people) and training of staff, students and artists who work with such core client groups.

After a challenging couple of years we are delighted that 2022/23 saw our portfolio of work begin to look more like it did prior to the COVID-19 pandemic, with an increasing number of projects delivered in prisons and secure settings as well as a significant number of commissions for training. As detailed below, the total number of projects delivered increased from 62 last year to 146 this year, with participants / audience members increasing from 1674 last year to 4887 in 2022/23. Not only that, but as mentioned in the Chair's report, the company spread its wings working internationally this year, collaborating with other organisations who share our aims and ethos and providing training to professionals interested in developing their practice.

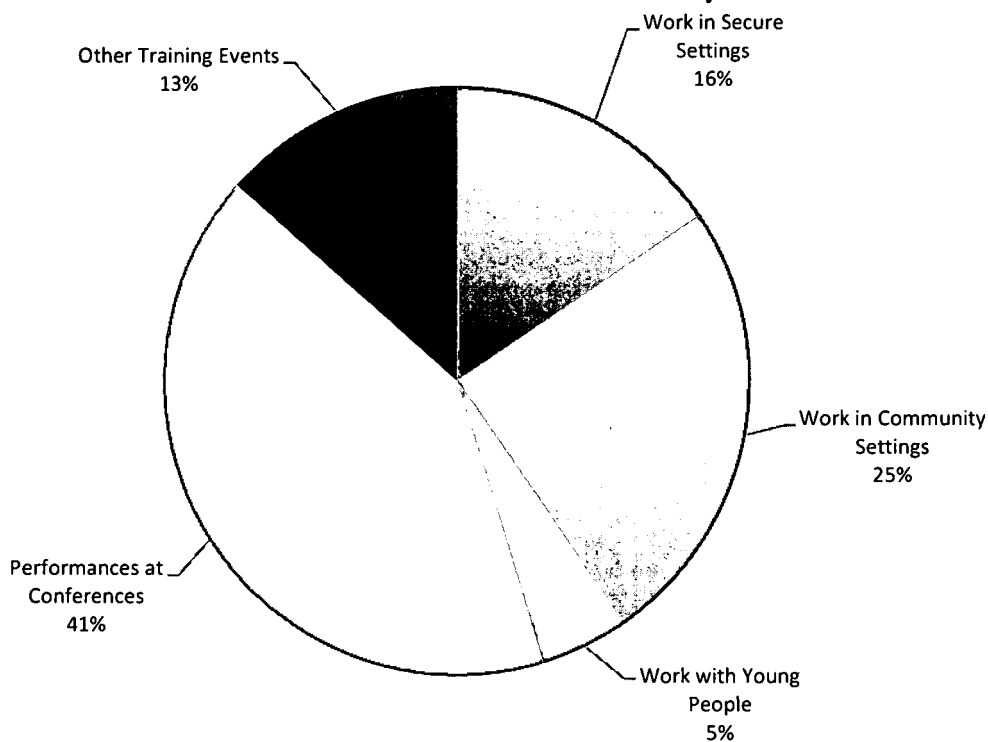
**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

	Number of projects	People Days	Participants/Audience Members
Work in Secure Settings	20	143	200
Work in Community Settings	21	229	389
Work with Young People	4	45	31
Performances at Conferences	54	380.5	3530
Other Training Events	47	124	737
<b>Totals</b>	<b>146</b>	<b>921.5</b>	<b>4887</b>

All the work is delivered by a delivery team of permanent staff with an average of 11 years' experience working with Geese. The delivery team is supported by an experienced administrative team with a focus on finance, fundraising, business development and logistics.

**ANALYSIS OF PEOPLE DAYS 2022/23**



**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**Direct Work with Beneficiaries**

We worked with 322 adults and young people who are in prison, serving community sentences or otherwise marginalised, vulnerable or socially excluded. 298 audience members watched performances/presentations co-created with some of our adult participants.

<b>Secure</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client/Audience Numbers</b>
Creative Projects	1	8	24	9
Performances	1	1.5	6	34
Groupwork	17	49.5	109	152
Performances (Prison Cast)	1	1	4	5
<b>Totals</b>	<b>20</b>	<b>60</b>	<b>143</b>	<b>200</b>

<b>Community</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client/Audience Numbers</b>
Groupwork	8	33	83	42
Creative Projects	5	47	133	54
Performances (Community Cast)	8	4	13	293
<b>Totals</b>	<b>21</b>	<b>84</b>	<b>229</b>	<b>389</b>

<b>Youth</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client Numbers</b>
Creative Projects	4	20	45	31
<b>Totals</b>	<b>4</b>	<b>20</b>	<b>45</b>	<b>31</b>

**Examples of projects where we worked directly with beneficiaries:**

**Secure**

We were fortunate to be one of several arts delivery partners commissioned as part of the Inspiring Futures project, a large-scale research initiative exploring the efficacy of the arts in criminal justice settings, managed by the National Criminal Justice Arts Alliance, funded by the Paul Hamlyn Foundation and the EHRC, with research carried out by the Institute of Criminology at Cambridge University. As part of Inspiring Futures we delivered four 8-day projects with men in HMP's Featherstone and Hewell, exploring their journeys into prison, during their sentences and onto release. Findings from the research will be published in 2023/24.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

Whilst HMP Featherstone and Hewell are both long-term hosts of our work we also managed to forge a number of new partnerships in secure settings, including with the therapeutic community at HMP Gartree. We were commissioned to create and deliver an interactive performance for the whole community (of residents and staff) followed by a series of workshops to explore the themes in more depth and were delighted with the response to the work:

*“Geese presented a challenging, moving and deeply engaging piece of theatre that incorporated key themes from the therapeutic community. In this way, the piece acted as a mirror inviting audience members to see aspects of themselves and their lives in edgy but accessible ways. The masks brilliantly portrayed a range of defences we see while the role of Fool, enabled an engagement with these and the edges in our work. This gave licence to positive risk taking and playful engagement both in the performance and in the afternoon workshops.”*

**Head of Psychotherapy & Democratic Therapeutic Community Clinical Lead & Therapy Manager, HMP Gartree**

**Community**

April 2022 saw the launch of our new community partnership with Birmingham-based SIFA Fireside, an organisation that works to enable inclusion, engagement and equal access to services for those individuals who are experiencing or at risk of homelessness. The three-year partnership, funded by the National Lottery Community Fund, aims to use theatre, drama and creativity to improve outcomes for people who have experienced homelessness, help them explore and share their stories, build their confidence and give them a voice in their community. We delivered three projects this year and received this reflective feedback from a SIFA staff member who supports the project:

*“All clients at the end of the program spoke extremely highly of the value of the workshops. Many clients showed high levels of emotions, showing a positive level of emotional investment, learning and value they had from the experience. The core group now tend to sit together, and they are also supportive of each other and other clients. They have higher tolerance of behavioral differences and challenges than other groups of clients and much of this is part of the empathy skills they developed during the theatre workshops.”*

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**Training Work**

We delivered training in the form of performances, groupwork, presentations, role-play or filmed scenes to thousands of staff working within the criminal justice system and wider social welfare sectors, students, and members of the public.

<b>Conference Performances</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Audience Numbers</b>
For Staff	52	79	355.5	3423
For Students	2	5.5	25	107
<b>Totals</b>	<b>54</b>	<b>84.5</b>	<b>380.5</b>	<b>3530</b>

<b>Staff Training</b>	<b>Number of Projects</b>	<b>Days (inc. rehearsal)</b>	<b>People Days</b>	<b>Client/Audience Numbers</b>
Groupwork (for students)	6	5	8	97
Groupwork (for staff)	18	28	54	265
Groupwork (public)	2	2	2	26
Groupwork (for artists)	6	6	14	26
Presentations (for staff)	4	4	7	171
Presentations (public)	4	4	4	17
Role-play (for staff)	1	1	6	36
Filmed Scenes (for staff)	4	11	26	0
<b>Totals</b>	<b>47</b>	<b>63</b>	<b>124</b>	<b>737</b>

**Examples of training work:**

**Conference Performances**

One of our largest commissions in 2022/23 came from one criminal justice agency who worked closely with us to develop a performance exploring domestic abuse, coercion and controlling behaviours and the way in which their staff might manage cases involving those themes. This

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

performance was presented over thirty times throughout the year to a total audience of over 2100 people.

In addition to performances which are delivered multiple times we are often asked to collaborate closely with an organisation to explore some very specific themes to develop a performance which might only be presented once or twice. One such commission came from Leicestershire Supporting Families, a multi-agency working group, who wanted us to develop a piece which would allow professionals (police, school, early help etc) to consider the needs of children who have parents in prison. The performance we created, *Inside Out*, followed two families with a parent in prison and invited audiences with an opportunity to discuss how they can best support families like these.

*"With the performance itself, I had input into what this might look like and read the script several times before the day but despite that, seeing it on stage was just so impactful! They absolutely nailed the brief; I know it brought me to tears (and I could see others the same) at several points and it delivered the messages we wanted to get across in a way that just wouldn't have been possible otherwise."*

**Other Staff Training**

Groupwork for staff can take a variety of forms:

- using theatre, drama and active methods to enable small groups of professionals to explore challenges they might face in their work and to practise solutions and ways of working in a safe and supportive space;
- providing staff with training in specific theatre-based tools and techniques and a space in which to safely practise using the techniques.

In 2022/23 we were commissioned to deliver a number of the latter training events, mainly for probation programmes teams (staff who deliver a range of accredited groupwork programmes with people serving community sentences) and primarily providing them with training in the effective delivery of skills-practice role-play techniques and a safe space in which to practice those techniques.

*"Over the years, I have heard colleagues comment on how exceptional and interesting training events are with Geese. In my opinion, Geese met those high expectations."*

***Participant from skills-practice role-play training event for North West Probation***

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**International Projects**

As highlighted in the Chair's Report, 2022/23 saw Geese Theatre Company engage in two exciting, and very different, international projects:

**Unmasked:**

From July 2022 to March 2023 Geese, University of Cape Town and members of The Second Chance Theatre Project engaged in a collaborative exploration of theatre and drama in criminal justice and social welfare settings. Throughout the exchange practitioners from Geese visited Cape Town and practitioners from Second Chance visited Birmingham, with a series of remote sessions in between.

During these visits and sessions, practitioners explored how different cultural and social contexts influence social justice arts practices in the UK and South Africa and how Geese methodology, in particular the use of masks, works in UK criminal justice and social welfare settings. This resulted in the adaption and creation of culturally diverse masks and scenarios.

*"This collaboration with Second Chance has been rich in learning, on both a professional and a personal level for so many of our team. The opportunity to be immersed in a different country, and to experience the challenges of delivering prison-based theatre projects in a different social context has been eye-opening. We have learnt so much as an organisation from Second Chance – about resilience, about the value of 'lived experience', about systemic and institutionalised racism, and about the role and central importance of hope in all of this work no matter where in the world it is being delivered."*

**Andy Watson, CEO, Geese Theatre Company**

**Corrections Service, New South Wales, Australia**

In March 2022, two Geese practitioners travelled to Sydney, Australia to deliver a 3-week programme for Corrective Services New South Wales (CSNSW). CSNSW runs the state's correctional centres, supervises people who have committed offences in the community, and delivers programmes to reduce re-offending, support re-integration, and build safer communities.

During the three weeks, the company performed *Stay* (our piece exploring the realities of domestic abuse), delivered several 3-day and 1-day training events and spoke at an Arts and Criminal Justice Symposium. 350 CSNSW staff had the opportunity to participate in these events and we received some excellent feedback:

*"This was the BEST training I have ever attended. The trainers were sensational, and the training offered incredible insight into how we can effectively introduce, practise and implement creativity in the work we do. I am very excited to take the added learning opportunity and bring it to the field. Thank you so much to everyone involved for bringing Geese to our shores, our department and hopefully future practice."*

**Participant, 3-day training course**

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**Financial Review**

As outlined in the Chair's report, Geese Theatre Company had a successful year, with delivery at close to pre-pandemic levels. We ended the year with a surplus of £9,589. We were fortunate to benefit from continued support from the Arts Council England and several trusts and foundations, which, combined with new grants and significant growth in earned income on the previous year, means Geese's financial position was sound going into 2023/24.

Total income for 2022/23 of £539,818 was up £173,804 or 47% on the previous year (2022: £366,014). This was due to increases in both earned income and income from grants and donations. The former increased by £109,884 or 71% to £265,049 (2022: £155,165). The growth was primarily the result of an increase in conference performances (54 compared to 21 in the previous year), the majority of which were part of a large commission detailed earlier in this report. Invoiceable groupwork in secure settings also increased as COVID-19 restrictions in prisons eased. Income from grants and donations of £253,116 (detailed on the following page) was up £62,904 or 33% on the previous year (2022: £190,212). While no Culture Recovery Fund (CRF) or Coronavirus Job Retention Scheme (CJRS) funding was available in 2022/23, postponed projects funded by Arts Council England and the Paul Hamlyn Foundation were able to start and the company received funding for a number of new projects, as well as repeat or continuing funding from other grant makers.

Expenditure increased to £530,229, up £107,225 or 25% on the previous year (2022: £423,004). Expenditure increased across all budget lines except depreciation costs, reflecting increased delivery in 2022/23 compared with 2021/22 and the cost of living crisis. Motor and travel costs, sundry expenses and project costs increased most significantly. Staff costs also increased from 2021/22, when staff worked reduced hours for the majority of the year, as all but one staff member (who opted to continue working fewer hours) worked 100% of their pre-pandemic hours. The company also recruited two new practitioners (replacing only one outgoing practitioner) and for a new Administrator role.

The company has a clean balance sheet and closes the year with a cash balance of £345,308. At the time of writing (September 2023) Geese has confirmed more than 60% of budgeted invoiceable income and has a healthy pipeline of potential commissions. The cashflow and budget show that Geese continues to be financially viable past March 2024.

**Principal funding sources**

This was a busy year, with a number of new and postponed projects beginning delivery, including our National Lottery funded partnership project with SIFA Fireside, exploring the impact of drama interventions in a recovery journey from homelessness.

2022/23 was an extension year of NPO funding, supporting us for a further year post-pandemic, and we are pleased to confirm we have been accepted again for the 2023-26 National Portfolio. This was

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

also the first year of another three years of funding from BBC Children in Need, for our filmmaking projects for young people in secure settings or with experience of care.

We received funding from The British Council International Collaboration Grants to develop our partnership with Second Chance Theatre in Cape Town, South Africa. Second Chance Theatre is a combination of people with lived experience of criminal justice and students from the University of Cape Town, working in prisons and in the community.

We were also delighted to be able to deliver more innovative projects with Staging Recovery, who performed as part of the Birmingham 2022 Festival. Supported by The Backstage Trust and Birmingham City Council Creative Cities, the ensemble took part in an ambitious project, bringing stories of 'Home' to audiences in Birmingham Museum and Art Gallery and on the streets of Birmingham during the Commonwealth Games.

With thanks to all our funders, old and new, for continuing to support us as we move past the impact of the pandemic.

**Schedule of Grants and Donations – April 2022 to March 2023**

Arts Council England	Unrestricted	NPO funding towards business plan	40,972
Arts Council England	Restricted	Employability project grant	37,897
BBC Children in Need	Restricted	Grant for filmmaking projects with young people	16,665
Backstage Trust	Restricted	<i>Staging Recovery</i> Ensemble project funding	27,216
British Council	Restricted	International Collaboration Grant	31,882
The Bromley Trust	Unrestricted	One year grant	10,000
Birmingham City Council	Restricted	Creative City grants	23,218
Grimmitt Trust	Restricted	Grant for <i>Staging Recovery</i> women's project	3,000
National Lottery Community Fund	Restricted	Grant for partner project with SIFA Fireside	24,488
Paul Hamlyn Foundation	Restricted	National Criminal Justice Arts Alliance Inspiring Futures project grant	35,515
S&D Lloyd Charity	Unrestricted	Grant	500
Other	Unrestricted	Donations	1,762
		<b>TOTAL</b>	<b>253,115</b>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**Investment powers and policy**

The executive has the power to invest the moneys of the company not immediately required for its purpose in or upon such investments, securities or properties as may be thought fit. (Based on Object 4.15 of Memorandum and Articles of Association.) However, there are no immediate plans to invest funds in anything other than the company's business bank account.

**Reserves policy and going concern**

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned requirements. The trustees regularly review the level of reserves to ensure that the company could continue to function during a period of emergency. Currently, the Board aims to maintain reserves of a minimum of two months of expenditure and has a review mechanism in place should the reserves look to breach this.

Unrestricted reserves were £226,687 at 31st March 2023 and represent just over 4 months of planned expenditure for 2023/24. The budget for 2023/24 shows a surplus of just under £6k and a growth in reserves.

**Structure, Governance and Management**

**Governing document**

Geese Theatre Company is a company limited by guarantee governed by its Memorandum and Articles of Association dated 7th September 1987 and is registered as a charity with the Charity Commission. There are currently 31 members, each of whom agrees to contribute £1 in the event of the charity winding up. Membership is open to any person who meets the criteria outlined in Article 6 of the company's Memorandum and Articles of Association.

**Appointment of trustees**

The directors of the company are also charity trustees for the purpose of charity law and, under the Company's Articles, are known as members of the Executive Committee.

As set out in the Articles of Association, the Executive Committee is elected by members of the company.

One third of the trustees retires each year by rotation. At the AGM in October 2023 Selwyn Blyth and Kobina Hall will retire, and, being eligible, offer themselves for re-election.

The executive seeks to retain relevant skills, such as financial, legal and artistic, as well as to represent client group interests on the committee.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity and company law, and the Charity Commission guidance on public benefit, and are informed of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and the recent financial performance of the charity.

Potential new trustees are interviewed by a committee member and invited to attend two Executive Committee meetings as an observer prior to election.

An induction pack is supplied to potential new members. This covers:

- Legal responsibilities
- The role of a trustee
- A personal history and declaration form
- The Memorandum and Articles of Association

**Organisation**

The board of trustees, which can have up to 15 members, administers the charity. The board normally meets four times a year and there are sub-committees which meet when deemed necessary.

Decisions relating to the strategic direction and policy of the charity are made by the Executive Committee, in close consultation with the CEO/Artistic Director. At the date of this report, the committee has seven members from a variety of professional backgrounds relevant to the work of the charity.

The Chief Executive and Artistic Director is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, marketing and personnel.

**Related parties and co-operation with other organisations**

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a client or supplier must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions in the current year are described in note 17 to the accounts.

**Pay policy for senior staff**

The board of directors, who are the trust's trustees, and the senior management team together comprise the key management personnel of the charity in charge of directing and operating the trust on a day-to-day basis. No director received remuneration in the year and details of directors' expenses

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

are disclosed in note 7 to the accounts. The pay of senior staff is reviewed annually and is normally increased to reflect inflation or a change in responsibilities.

**Risk management**

The trustees have a risk management policy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to mitigate or manage any potential impact on the charity should those risks materialise.

Any risks that are defined as high or unacceptable have an owner assigned and contingency plans formulated. This then becomes a standing agenda item at every Executive Committee meeting to ensure the action is monitored.

**Trustees' responsibilities in relation to the financial statements**

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable company will continue in business.

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

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2023**

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Disclosure of information to auditor**

Insofar as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board of trustees:



..... Kobina Hall (Chair)

3 October 2023

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Opinion**

We have audited the financial statements of Geese Theatre Company Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements :

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities statement (set out on pages 17 and 18), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We reviewed the company's control and risk management procedures and planned our work based on our assessment of those controls and procedures;
- This review included an assessment of the risk of material misstatement due to errors, fraud and management override of controls for all material areas in the financial statements;
- We made enquiries of management and the company's lawyers regarding any actual or potential litigation and/or claims;
- Financial statements disclosures were reviewed and checked for compliance with applicable laws;
- Detailed testing was conducted on balances and transactions including unusual items and those of individual significance to the financial statements;
- Data analytics were used in order to identify unusual or significant trends;
- Communications with management and those charged with governance regarding relevant matters was undertaken throughout the audit and on completion.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**David W Farnsworth FCA (Senior Statutory Auditor)**

For and on behalf of Feltons, Statutory Auditor

8 Sovereign Court

8 Graham Street

Birmingham B1 3JR

3 October 2023

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Statement of financial activities (including income and expenditure account)**  
**for the year ended 31 March 2023**

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
<b>Income</b>					
Grants and donations	2	53,233	199,883	253,116	190,212
<i>Income from charitable activities:</i>					
Fund raising		265,049	-	265,049	155,165
<i>Income from trading activities:</i>					
Rental income, room hire and sundry income		21,000	-	21,000	20,600
Investment income	3	653	-	653	37
<b>Total income</b>		<b>339,935</b>	<b>199,883</b>	<b>539,818</b>	<b>366,014</b>
<b>Expenditure</b>					
<i>Costs of raising funds :</i>					
Publicity and marketing		5,114	-	5,114	5,047
<i>Charitable activities:</i>					
Operational and support costs	4	325,232	199,883	525,115	417,957
<b>Total expenditure</b>		<b>330,346</b>	<b>199,883</b>	<b>530,229</b>	<b>423,004</b>
<b>Net income / (expenditure) before transfers</b>		<b>9,589</b>	<b>-</b>	<b>9,589</b>	<b>(56,990)</b>
Gross transfers between funds	13	-	-	-	-
<b>Net movement in funds</b>		<b>9,589</b>	<b>-</b>	<b>9,589</b>	<b>(56,990)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		217,098	-	217,098	274,088
<b>Total funds carried forward</b>	<b>13</b>	<b>226,687</b>	<b>-</b>	<b>226,687</b>	<b>217,098</b>

All of the charity's activities derive from continuing operations during the above two financial periods.

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

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Company Number : 2182104  
Balance sheet as at 31 March 2023**

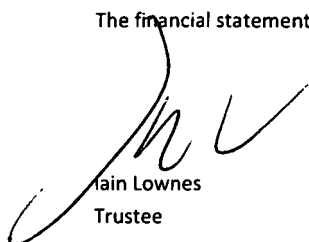
**/ Charity number : 327563**

	Notes	2023		2022	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		3,493		4,062
<b>Current assets</b>					
Debtors	10	55,523		84,326	
Cash at bank and in hand		<u>345,308</u>		<u>323,592</u>	
		400,831		407,918	
<b>Creditors: amounts falling due within one year</b>	11	<u>177,637</u>		<u>194,882</u>	
<b>Net current assets</b>			223,194		213,036
<b>Net assets</b>			<u>226,687</u>		<u>217,098</u>
<b>Funds of the charity :</b>					
<b>Restricted funds</b>					
General fund	13		-		-
<b>Unrestricted funds</b>					
General fund	13	223,194		213,036	
Capital fund	13	<u>3,493</u>		<u>4,062</u>	
			226,687		217,098
<b>Total funds</b>			<u>226,687</u>		<u>217,098</u>

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

The notes on pages 26 to 34 form part of these accounts.

The financial statements were approved and authorised for issue by the Trustees on 3 October 2023 and signed on their behalf by :

  
Iain Lownes  
Trustee

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Statement of cash flows  
for the year ended 31 March 2023**

	Notes	2023 £	2022 £
<b>Net cash flow from operating activities</b>	16	<u>23,280</u>	<u>(3,513)</u>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		(2,217)	-
Interest received		653	37
<b>Net cash flow from investing activities</b>		<u>(1,564)</u>	<u>37</u>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<u>21,716</u>	<u>(3,476)</u>
Cash and cash equivalents at 1 April 2022		323,592	327,068
<b>Cash and cash equivalents at 31 March 2023</b>		<u>345,308</u>	<u>323,592</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023**

**1. Accounting policies**

**a) Basis of preparation**

Geese Theatre Company Limited is a charitable company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are provision of relationship support.

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.

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

**b) Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for a period of 12 months from the date of authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

**c) Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

- **Grants receivable**

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

- **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**1. Accounting policies (continued)**

**c) Income recognition (continued)**

- **Donated services and gifts in kind**  
Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.
- **Gifts in kind**  
Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.
- **Interest receivable**  
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.
- **Other income**  
Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

**d) Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- **Costs of generating funds**  
These are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- **Charitable activities**  
These are costs incurred in activities undertaken to further the purposes of the charity and their associated support costs.
- **Governance costs**  
These include the costs attributable to the trust's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**e) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the trust's work or for specific artistic projects being undertaken by the trust.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**1. Accounting policies (continued)**

**f) Allocation of support costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

**g) Tangible fixed assets**

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Equipment	- 25% per annum on a straight line basis
Fixtures and fittings	- 25% per annum on a straight line basis
Motor vehicles	- 25% per annum on a straight line basis

**h) Debtors**

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

**i) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j) Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**k) Operating leases**

Rentals payable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

**l) 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.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**2. Grants and donations**

	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Grants	51,471	199,883	251,354	188,012
Donations	1,762	-	1,762	2,200
	<u>53,233</u>	<u>199,883</u>	<u>253,116</u>	<u>190,212</u>

**3. Investment income**

	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Deposit account interest	653	-	653	37
	<u>653</u>	<u>-</u>	<u>653</u>	<u>37</u>

**4. Expenditure on charitable activities**

	Work in Secure Settings £	Work in Community Settings £	Work with Young People £	Training Work £	Total 2023 £	Total 2022 £
<b>Operational and support costs</b>						
Staff costs	51,000	81,671	16,048	179,925	328,644	280,904
Project costs	521	834	164	1,838	3,357	2,169
Motor and travel	6,306	10,098	1,983	22,246	40,633	13,865
Premises costs	6,286	10,067	1,978	22,178	40,509	35,235
Training	653	1,046	205	2,304	4,208	3,353
Venue hire	710	1,137	223	2,505	4,575	3,746
Sundry expenses	354	567	111	1,248	2,280	1,128
Depreciation	432	692	137	1,525	2,786	3,659
Support costs (note 5)	14,384	23,035	4,527	50,747	92,693	68,738
Governance costs (note 5)	843	1,349	265	2,973	5,430	5,160
	<u>81,489</u>	<u>130,496</u>	<u>25,641</u>	<u>287,489</u>	<u>525,115</u>	<u>417,957</u>

Total expenditure on charitable activities was £525,115 (2022- £417,957) of which £325,232 (2022 - £282,313) was unrestricted and £199,883 (2022 - £135,644) was restricted.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**5. Analysis of support and governance costs**

	<b>Basis of allocation</b>	<b>General support</b>	<b>Governance function</b>	<b>Total 2023</b>	<b>Total 2022</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Administrative staff	Staff time	38,790	-	38,790	39,842
General office costs	Usage	3,737	-	3,737	2,898
Audit fees	Governance	-	1,980	1,980	1,760
Accountancy services	Governance	-	3,450	3,450	3,400
Other support costs	Usage	50,166	-	50,166	25,998
		<u>92,693</u>	<u>5,430</u>	<u>98,123</u>	<u>73,898</u>

**6. Net income/(expenditure) for the year**

Net income / (expenditure) is stated after charging :

	<b>Total 2023</b>	<b>Total 2022</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets	2,786	3,659
Operating lease rentals		
Premises	19,800	19,800
Auditor's remuneration		
Audit fees	1,980	1,760
Accountancy services	3,450	3,400
Other services	-	1,128

**7. Trustees and key management personnel remuneration and expenses**

The trustees neither received nor waived any remuneration during the year (2022 - Nil).

One trustee was reimbursed expenses during the year totalling £130 (2022 - £20).

The Trust considers its key management personnel comprise the CEO/Artistic Director, Director of Programmes, Director of Funding and Partnerships and Director of Finance and Operations. The total amount of employee benefits received by key management personnel was £147,410 (2022 - £125,586).

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**8. Analysis of staff costs and numbers**

**Staff costs :**

	<b>Total 2023 £</b>	<b>Total 2022 £</b>
Wages and salaries	332,562	291,445
Social security costs	24,918	20,602
Defined contribution pension schemes	9,954	8,699
	<u>367,434</u>	<u>320,746</u>

No employees received total employee benefits of more than £60,000.

**Staff numbers :**

The average monthly number of employees and full time equivalents during the year was as follows:

	<b>2023 Number</b>	<b>2023 FTE</b>	<b>2022 Number</b>	<b>2022 FTE</b>
Management	4	3.6	4	3.3
Direct charitable activities	6	5.4	6	5.1
Administrative	2	1.7	2	1.4
	<u>12</u>	<u>10.7</u>	<u>12</u>	<u>9.8</u>

**9. Tangible fixed assets**

	<b>Equipment £</b>	<b>Fixtures &amp; fittings £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost</b>				
At 1 April 2022	19,486	58,312	23,290	101,088
Additions	-	2,217	-	2,217
At 31 March 2023	<u>19,486</u>	<u>60,529</u>	<u>23,290</u>	<u>103,305</u>
<b>Depreciation</b>				
At 1 April 2022	19,248	54,488	23,290	97,026
Charge for the year	150	2,636	-	2,786
At 31 March 2023	<u>19,398</u>	<u>57,124</u>	<u>23,290</u>	<u>99,812</u>
<b>Net book values</b>				
At 31 March 2023	<u>88</u>	<u>3,405</u>	<u>-</u>	<u>3,493</u>
At 31 March 2022	<u>238</u>	<u>3,824</u>	<u>-</u>	<u>4,062</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**10. Debtors**

	<b>Total 2023 £</b>	<b>Total 2022 £</b>
Debtors from operations	48,145	78,426
Prepayments and accrued income	7,378	5,900
	<u>55,523</u>	<u>84,326</u>

**11. Creditors - amounts falling due within one year**

	<b>Total 2023 £</b>	<b>Total 2022 £</b>
Creditors from operations	11,809	9,855
Accruals and deferred income	165,828	182,561
Other creditors	-	2,466
	<u>177,637</u>	<u>194,882</u>

**Deferred income**

Deferred income at 1 April 2022	175,929	81,561
Resources deferred in the year	131,243	101,707
Amounts released from previous years	(148,322)	(7,339)
Deferred income at 31 March 2023	<u>158,850</u>	<u>175,929</u>

At the balance sheet date the charity was holding funds received in advance for grants where the qualifying expenditure is expected to be incurred in a future year.

**12. Commitments under operating leases**

At 31 March 2023 the charity was committed to making the following payments under non-cancellable operating leases:

	<b>Land and buildings</b>	
	<b>Total 2023 £</b>	<b>Total 2022 £</b>
Within one year	19,800	19,800
Within two to five years inclusive	79,200	79,200
In over five years	54,450	74,250
	<u>153,450</u>	<u>173,250</u>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**13. Analysis of funds**

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2023 £
<b>Restricted funds</b>					
General fund	-	199,883	(199,883)	-	-
<b>Unrestricted funds</b>					
General fund	213,036	339,935	(330,346)	569	223,194
Capital fund	4,062	-	-	(569)	3,493
	<u>217,098</u>	<u>339,935</u>	<u>(330,346)</u>	<u>-</u>	<u>226,687</u>
<b>Total funds</b>	<u>217,098</u>	<u>539,818</u>	<u>(530,229)</u>	<u>-</u>	<u>226,687</u>

Name of fund	Description, nature and purpose of fund
<b>Restricted general fund</b>	Money given to the charity where the donor requires that a grant or donation be spent for a specific project or asset.
<b>Unrestricted general fund</b>	The free reserves of the charity which are not designated for particular purposes.
<b>Capital fund</b>	Free reserves which have been spent on acquiring fixed assets. An annual transfer is made relating to the depreciation thereon and other movements on fixed assets.

**14. Analysis of net assets between funds**

Fund balances at 31 March 2023 are represented by:

	Restricted General £	Unrestricted General £	Capital £	Total funds £
Tangible fixed assets	-	-	3,493	3,493
Current assets	-	400,831	-	400,831
Current liabilities	-	(177,637)	-	(177,637)
<b>Total net assets</b>	<u>-</u>	<u>223,194</u>	<u>3,493</u>	<u>226,687</u>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2023 (continued)**

**15. Capital commitments**

There were no capital commitments at 31 March 2023 (2022 - £nil).

**16. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	<b>Total 2023 £</b>	<b>Total 2022 £</b>
Net income/(expenditure) for the year	9,589	(56,990)
Depreciation	2,786	3,659
Interest receivable	(653)	(37)
Decrease / (increase) in debtors	28,803	(44,220)
(Decrease) / increase in creditors	(17,245)	94,075
<b>Net cash flow from operating activities</b>	<b><u>23,280</u></b>	<b><u>(3,513)</u></b>

**17. Related party transactions**

The following related party transactions took place during the period :

	<b>2023 £</b>	<b>2022 £</b>
<b>Birmingham Psychodrama Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged to related party during the year	1,000	600
	<u>          </u>	<u>          </u>
<b>Changepoint Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged by related party during the year	-	1,800
	<u>          </u>	<u>          </u>

**GEESE THEATRE COMPANY LIMITED**

England & Wales - Charity number 327563

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# Accounts

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**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements  
Year ended 31 March 2022**

Charity number : 327563

Company Number : 2182104



**T H E A T R E  
C O M P A N Y**

**Feltons**

**Chartered Accountants**

**Birmingham**

**B1 3JR**

**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Report and financial statements  
Year ended 31 March 2022**

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**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Reference and Administrative Details**

Chair	Kobina Hall	
Trustees	Clark Baim Selwyn Blyth Philippa Frith Kobina Hall Iain Lownes Claire Owen Kam Sarai	
Company secretary	Iain Lownes	
Key management personnel	Andrew Watson Louise Heywood Rosalind Adams Elizabeth Aspinall	CEO and Artistic Director Director of Programmes Director of Funding and Partnerships Director of Finance and Operations
Other employees	Ilhan Adam Elizabeth Brown Helen Clifton Emma Smallman Benjamin Teare	Keshena Bowie Andrea Cifuentes-Poseck Daniel Pearce David Snook Isobel Watson
Registered office		Woodbridge House 9 Woodbridge Road Birmingham B13 8EH
Charity number		327563
Company registration number		2182104
Independent auditor		Feltons 8 Sovereign Court 8 Graham Street Birmingham B1 3JR
Bankers		Lloyds Bank plc 32-34 Alcester Road South Kings Heath Birmingham B14 7PU

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees  
Year ended 31 March 2022**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019.

**Chair's Report**

2021/22 has been another challenging year for Geese Theatre Company and for the people Geese works with. The company has managed to weather the storm of the pandemic thanks to a combination of the Government's flexible furlough scheme, DCMS's *Culture Recovery Fund* and the generosity of several key funders in providing emergency funding and enabling us to re-purpose project funding. This enabled us to retain our experienced team of practitioners and administrative staff in readiness for when our core markets re-opened for business. As predicted however, several of those markets, specifically prisons and the secure estate, were much slower to re-open than the wider community and it is significant that we were only able to deliver three face-to-face projects in secure settings in this financial year: in Vinney Green Secure Children's Home in October 2021; in HMP Huntercombe in October 2021 and March 2022; and in Guernsey Prison in November 2021.

Despite the challenges I am delighted to say that the company has still managed to create and deliver a significant number of high-quality projects through the year some of which are detailed in the body of this report. To highlight just two:

1. Geese staff demonstrated their commitment to try to continue working with people in prison by engaging with residents at four of our partner prisons to gather stories, poetry and art work which was curated into a film, *Reach In*, which premiered online in December 2021.
2. Geese's commitment to the members of the *Staging Recovery Ensemble* – ensuring connections with ensemble members were maintained throughout the year and facilitating their participation in a collaborative film-making project for International Overdose Awareness Day

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

I want to thank the Board of Trustees for their ongoing support throughout this challenging period and know that the SMT at Geese have found their advice and guidance over the past year to be invaluable. However, most importantly I want to acknowledge the amazing flexibility, dedication and commitment demonstrated by the entire Geese staff team throughout this challenging period. It is primarily due to their resilience and their willingness to explore different delivery models and remain responsive to opportunities as they appeared, that the company remains in a healthy state as we look forward to a much more productive 2022/23.



Kobina Hall

Chair of the Board of Trustees

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report of the trustees (continued)**  
**Year ended 31 March 2022**

### **Our Purposes and Activities**

Our vision is:

To create safe, crime-free communities and for the arts to be recognised as a powerful vehicle for individual and social change.

Our mission is:

To use theatre and drama to enable choice, personal responsibility and change amongst individuals who have offended, other vulnerable or marginalised groups and those who work with them.

Our values are:

#### *Responsibility*

We support and encourage the notion of personal responsibility.

#### *Belief in Change*

We uphold and promote a belief in the potential and possibility of individual change.

#### *Rigour*

Every aspect of our work is grounded in robust evidence and theory to ensure the highest quality.

#### *Artistic Excellence*

We strive to develop and deliver theatre and drama practice of the highest quality to people and places with the least engagement in the arts.

#### *Innovation*

We are continually developing new performances, projects and services for new audiences, offering alternative approaches to reducing offending.

#### *Partnership*

We aim to create an ethos of collaboration and partnership which values contributions from all members, employees, partners and participants in order that our work has the greatest impact.

#### *Inclusion*

We aim to treat all individuals with respect and to approach each other and those we work with in an inclusive and non-judgemental manner.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report of the trustees (continued)**  
**Year ended 31 March 2022**

To achieve our vision of creating safe, crime-free communities by the provision of theatrical activities, we formulated objectives for our four-year business plan within the following areas

1. *Secure Programme of Work*
2. *Community Programme*
3. *Partnerships Profile and Relationship Building*

In shaping our objectives and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

**Organisations and Partners worked with in 2021/22**

Bath Spa University	Judicial College
Birmingham City University	Liverpool John Moores University
Birmingham Conservatoire, Birmingham City University	London Borough of Hounslow
Birmingham Virtual School	North West Prison and Probation Service
C&C Empathy Training Ltd	Paul Morgans
Darlington Borough Council	Queen Mary University
Fountains Primary School	Respect
Glebe House	Small Performance Adventures
Goldsmiths, University of London	South Tyneside Council
Greater Manchester Probation Service	St. Patrick's Hospital
Guernsey Prison	The Royal Ballet
Heart of Worcestershire College	Theatre Royal Plymouth
Hednesford Valley High School	Together for Children Sunderland
HMP Drake Hall	University of Worcester
HMP Garth	University of Birmingham
HMP Huntercombe	Vinney Green Secure Unit
HMP Oakwood	Wells Road Centre
HMP Whatton	West Midlands Virtual Schools
HMPPS	Worcestershire Virtual School
Ingeus Justice Services	

**Work delivered 2021/22:**

In a normal year, Geese Theatre Company works within the criminal justice system and social welfare settings and projects comprise work with core client groups (in secure settings, mental health settings, in the community or with young people) and training of staff, students and artists who work with such core client groups.

As mentioned in the Chair's report, 2021/22 has not represented a normal year for the organisation and whilst we have seen a reduction in restrictions within wider society this reduction has not necessarily been mirrored within the secure estate. Despite the challenges we have still managed to adapt and deliver a number of significant projects.

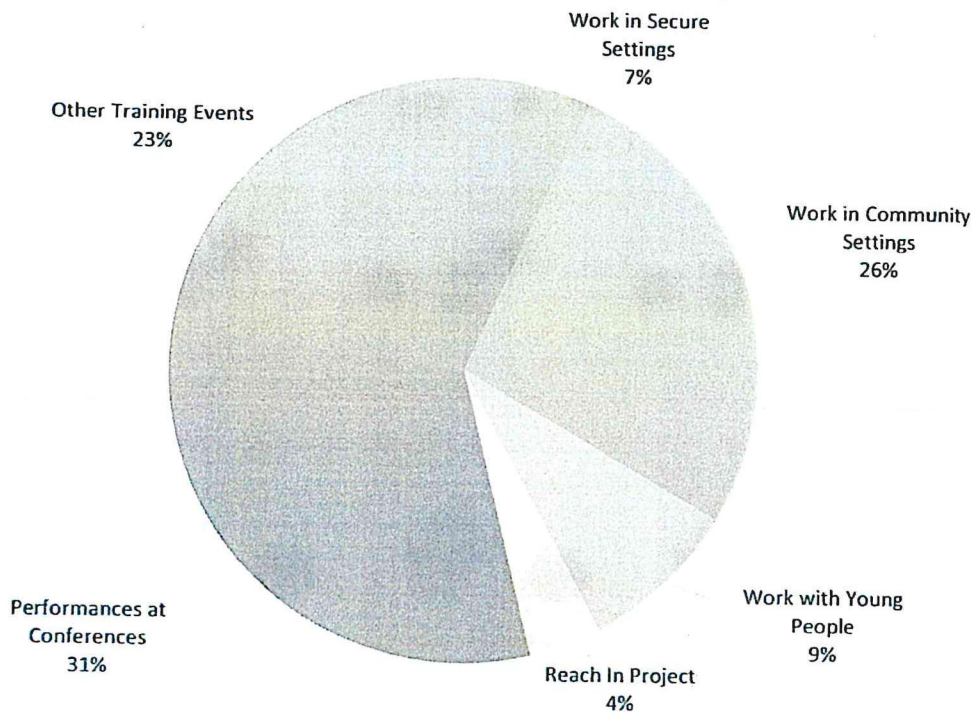
**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

	Number of projects	People Days	Participants/Audience Members
Work in Secure Settings	4	30	53
Work in Community Settings	33	118.5	274
Work with Young People	4	39	19
Reach In Project	1	17.5	69
Performances at Conferences	21	138	1166
Other Training Events	41	102	508
<b>Totals</b>	<b>62</b>	<b>240</b>	<b>1674</b>

All the work is delivered by a delivery team of permanent staff with an average of 13 years' experience working with Geese. The delivery team is supported by an experienced administrative team with a focus on finance, fundraising, business development and logistics.

**ANAYLSIS OF PEOPLE DAYS 2021/22**



**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

**Work with Core Client Groups**

We have worked with 205 adults and young people who are in prison, serving community sentences or otherwise marginalised, vulnerable or socially excluded. 210 audience members watched performances/presentations co-created with some of our adult participants.

Secure	Number of Projects	Days (inc. rehearsal)	People Days	Client Numbers
Creative Projects	1	9	18	8
Groupwork	3	7	12	45
<b>Totals</b>	<b>4</b>	<b>16</b>	<b>30</b>	<b>53</b>

Community	Number of Projects	Days (inc. rehearsal)	People Days	Client/Audience Numbers
Groupwork	25	17	41.5	72
Creative Projects	3	34	66	38
Performances (Community Cast)	5	5	11	164
<b>Totals</b>	<b>33</b>	<b>56</b>	<b>118.5</b>	<b>274</b>
Youth	Number of Projects	Days (inc. rehearsal)	People Days	Client Numbers
Creative Projects	3	14	33	15
Performances	1	2	6	4
<b>Totals</b>	<b>4</b>	<b>16</b>	<b>39</b>	<b>19</b>

Reach In Project	Number of Projects	Days (inc. rehearsal)	People Days	Client/Audience Numbers
Creative Project	1	8	14	23
Presentation	1	0.5	3.5	46
<b>Totals</b>	<b>1</b>	<b>8.5</b>	<b>17.5</b>	<b>69</b>

**Examples of Projects with Core Client groups:**

**Secure**

In 2021, HMP Huntercombe invited Geese to collaborate with them to create a training package that would enable staff and prisoners to explore experiences of racism and to interrogate some of the cultural barriers that exist between the two groups.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

A series of initial research and development sessions with different focus groups within the prison took place in October 2021 followed in March 2022 by deeper exploratory sessions with a group keen to work creatively through some of the issues which had been uncovered.

Ultimately this group devised a performance in collaboration with Geese practitioners that was shown to a live audience of prisoners and staff and also filmed, providing a longer-term resource for the establishment. The project generated significant conversation and provoked debate within the establishment about issues of racism and, whilst solving the issue was clearly beyond the scope of the project, this has provided the prison with a firm foundation on which to build future initiatives.

One of the staff members involved in the project commented afterwards:

*“Geese Theatre Company create such a positive experience for both the individuals taking part and the staff assigned to the project. They have developed a safe space for individual growth as well as the opportunity to approach difficult conversations. Thank you.”*

**Community**

We are delighted to have developed a new partnership with Ingeus Justice Services who provide a range of initiatives for people who are on probation. Working closely with Ingeus staff we developed *First Act*, a pilot project for people with experience of the criminal justice system in Birmingham, exploring themes such as family, freedom and the future.

The project was delivered in four inter-linked phases from January to March 2022:

- An information and demonstration session for Ingeus staff
- Drop-in taster sessions for potential participants
- A series of 11 workshop sessions, increasing in intensity, culminating in a performance to an invited audience at Midlands Arts Centre, Birmingham
- Potential referral for participants into Geese’s *Staging Recovery* Ensemble

A personal well-being advisor for Ingeus who worked with us on the project provided the following comment at the culmination of the project:

*“The work Geese do and the benefit the staff and service users get from this is priceless. I personally and professionally learned a great deal about myself.”*

An audience member who witnessed the final performance stated:

*“They deserved the standing ovation they got!”*

We are delighted to be continuing to develop this partnership with Ingeus throughout 2022/23.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

**Reach In: Creativity in Criminal Justice Project**

As outlined in the Chair's Report, our ability to deliver projects in prison settings has been severely limited in 2021/22. Many prisons were 'locked down' and many people in prison had very little opportunity to spend time out of their cells. During this period we made efforts to keep connected with the men and women in a number of our key partner prisons. We wrote to people serving sentences in HMPs Drake Hall, Garth, Oakwood and Whatton, providing them with stimulus material and inviting their creative responses. We received personal testimony, poetry, visual art, monologues and scenes which we curated into a film: *Reach-In: Creativity in Criminal Justice*.

In December 2021 we hosted an online event showcasing the film followed by a panel discussion interrogating the value of arts in prisons. The panel consisted of a mixture of criminal justice professionals, artists, and people with lived experience of the criminal justice system. The event was attended by nearly 50 people and the film is available to view on our website.

People who attended the online event commented:

*"Thank you so much for a brilliantly worthwhile and moving afternoon."*

*"A most thought-provoking afternoon, thank you very much."*

*"Thank you for this and all the opportunities you offer. I value them enormously."*

Prison Participants (Drake Hall)	2
Prison Participants (Oakwood)	5
Prison Participants (Garth)	10
Prison Participants (Whatton)	6
<b>Total</b>	<b>23</b>

**Training Work**

We have delivered training in the form of performances, groupwork, presentations, role-play or filmed scenes to 1,674 staff working within the criminal justice system and wider social welfare sectors, students, and members of the public. As with most areas of our work, training and conference performances were slow to return following the easing of COVID-19 restrictions, with our first in-person conference performance happening at the Royal Ballet in August 2021. In addition to face-to-face delivery, we also continued to offer a number of our performances in the online format we developed in 2020/21.

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Report of the trustees (continued)  
Year ended 31 March 2022

Conference Performances	Number of Projects	Days (inc. rehearsal)	People Days	Audience Numbers
For Staff	18	27.5	124	1022
For Students	3	3	14	144
<b>Totals</b>	<b>21</b>	<b>30.5</b>	<b>138</b>	<b>1166</b>

Staff Training	Number of Projects	Days (inc. rehearsal)	People Days	Client/Audience Numbers
Groupwork (for students)	6	4.5	5.5	93
Groupwork (for staff)	17	21.5	43	208
Groupwork (public)	8	4	4	36
Presentations (for staff)	1	0.5	0.5	40
Presentations (for students)	1	1	1	70
Role-play (for staff)	2	3	18	61
Filmed Scenes (for staff)	6	11	30	0
<b>Totals</b>	<b>41</b>	<b>45.5</b>	<b>102</b>	<b>508</b>

**Examples of Projects with Staff groups:**

**Conference Performance**

The Royal Ballet commissioned Geese to deliver a version of *Safe Stages*, our interactive training performance designed to explore the reality of safeguarding specifically within arts organisations and venues. The performance was adapted to reflect the working environment of the Royal Ballet and was designed to provoke discussion and debate across the full staff team and to encourage a greater understanding of policy in practice. The commissioner of the performance stated:

*"A very positive experience for us, as this was a key training need, and delivering it through interactive theatre had a genuine impact on the Royal Ballet Company"*

Audience feedback included:

*"An expert, engaging and ultimately moving exploration of a difficult subject. Really made the policy live."*

### Other Staff Training

Groupwork for staff involves working with smaller groups of professionals, using theatre, drama and active methods to enable them to explore challenges they might face in their work and to practise solutions and ways of working in a safe and supportive space. In 2021, Ingeus Justice Services commissioned Geese to deliver a series of eight *Behind the Mask* training events across the UK. The training was designed in consultation with Ingeus Justice Service's Director of Operations and their Learning and Development specialist to align with the needs of their staff teams, some of whom work in Education, Training and Employment, some in Housing, and some in Personal Wellbeing.

The events were delivered to staff groups of up to 16 people and included:

- Demonstration of the mask as a metaphor for presenting behaviours and coping strategies.
- Practical exploration of what might lie behind the mask and motivate the external behaviour.
- Exploration of fictional scenarios in which professionals encounter a challenging or resistant mask and a safe forum in which situations could be discussed and alternative approaches rehearsed.

For many staff this was their first opportunity to attend face-to-face training since the COVID-19 pandemic and as such provided an excellent opportunity for building a healthy team dynamic.

Participants across the eight training events commented:

*"Absolutely amazing training. Best training I have ever done."*

*"The trainers were brilliant! I thoroughly enjoyed the session and it has helped me a great deal both in my work and myself."*

*"My team and I were energised, informed, enlightened and brought back to 'why' we do our job. Since the training I have seen individuals lead to make improvements within our delivery and they are inspired to make a difference."*

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report of the trustees (continued)**  
**Year ended 31 March 2022**

**Financial Review**

As outlined in the Chair's report, Geese Theatre Company has had another challenging year due to the pandemic. Due to our markets being slower to re-open than hoped (particularly prisons), we ended the year with a deficit of £56,990. However, we started 21/22 with significantly inflated reserves due to our success at attracting emergency funding in 20/21. So, despite the loss in 21/22, we start 22/23 with a higher level of reserves than we had pre-pandemic. We have been fortunate to benefit from continued support from the Government, including the CJRS and Culture Recovery Fund, Arts Council England and several trusts and foundations, all of which has helped to ensure Geese's survival.

Total income for 2021/22 of £366,014 was down £199,211 or 35% on the previous year (2021: £565,225). The income was lower, despite the increase in earned income from £70,657 to £155,165, due to a reduction in the amount of emergency funding available compared with 20/21: approx. £105k (2021: approx. £427k). Overall, income from grants and donations of £190k (detailed on the following page) was down £284k or 60% on the previous year (2021: £474,057).

Expenditure was tightly controlled, but increased to £423,004, up £29,332 or 7% on the previous year (2021: £393,672). This was due to increased delivery in 21/22 compared with 20/21, resulting in higher travel, venue hire and sundry costs. Premises costs were also higher as we did not receive a rent holiday (we received a three-month rent holiday in 20/21). Most staff were flexibly furloughed from April 2021 to September 2021, at which point the CJRS ceased. Staff agreed to reduce their pay and hours to approximately 80% from 1st October 2021. This arrangement ended in January 2022 (November 2021 for the Director of Finance & Operations) once there was sufficient work for staff to return to 100%.

The company has a clean balance sheet and closes the year with a cash balance of £323,592. At the time of writing (September 2022) Geese is fully booked until the end of March 2023, with a combination of work that was postponed due to the pandemic, and new commissions. The cashflow and budget show that Geese continues to be financially viable past March 2023.

**Principal funding sources**

This year saw a return to delivery, and we were able to start some of our postponed projects, alongside receiving continued support from funders to move through the ongoing lockdowns in secure settings.

We have welcomed the support of The Backstage Trust for our community ensemble, *Staging Recovery*, and 21/22 was the first year of a new 3-year grant. Their support enables us to deliver both ongoing development for existing members and opportunities for new people to join and participate in the exciting performances the ensemble continues to create.

This was the final year of our 4-year Arts Council England NPO membership, delivering against an adapted business plan which has allowed for our recovery from the pandemic. We are grateful for their ongoing support, including agreeing an NPO extension year (2022/23).

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report of the trustees (continued)**  
**Year ended 31 March 2022**

Further support from The Bromley Trust, alongside continuing to engage with smaller and local funders has enabled us to support restarting delivery in prisons, including through the *Reach In* project.

In 2020, BBC Children in Need agreed a postponement of an additional year of delivery for our filmmaking projects for young people. Four projects were originally scheduled for delivery in summer 2020 and cancelled due to the pandemic. We were able to deliver two projects in October 2021 with Vinney Green Secure Unit and Birmingham Virtual School. We are extremely grateful to BBC Children in Need for allowing us to use the underspend to support key staff salaries, including our Participation and Inclusion Manager. A further three years of funding for this work was agreed in February 2022 for projects to start summer 2022.

**Schedule of Grants and Donations – April 2021 to March 2022**

Arts Council England	Unrestricted	NPO funding towards business plan	40,972
BBC Children in Need	Restricted	Bridging grant for filmmaking projects with young people (£8,334 re-purposed for non-practitioner salaries)	15,944
Backstage Trust	Restricted	<i>Staging Recovery</i> Ensemble project funding	23,013
The Bromley Trust	Unrestricted	One year grant	10,000
DCMS Culture Recovery Fund	Restricted	Round One	5,206
DCMS Culture Recovery Fund	Restricted	Round Two	26,031
Birmingham City Council	Unrestricted	COVID-19 Additional Restrictions grant	896
CJRS	Restricted	Government grant to support staff salaries	63,950
Richard Cadbury Charitable Trust	Unrestricted	Re-purposed project funding	500
Dunbreck Charity	Restricted	Grant (re-purposed for a different project)	500
Bernard Piggott Charitable Trust	Restricted	Grant (re-purposed for a different project)	500
S&D Lloyd Charity	Restricted	Grant (re-purposed for a different project)	500
Other	Unrestricted	Donations	2,200
<b>TOTAL</b>			<b>190,212</b>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

**Investment powers and policy**

The executive has the power to invest the moneys of the company not immediately required for its purpose in or upon such investments, securities or properties as may be thought fit. (Based on Object 4.15 of Memorandum and Articles of Association.) However, there are no immediate plans to invest funds in anything other than the company's business bank account.

**Reserves policy and going concern**

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned requirements. The trustees regularly review the level of reserves to ensure that the company could continue to function during a period of emergency. Currently, the Board aims to maintain reserves of a minimum of two months of expenditure and has a review mechanism in place should the reserves look to breach this.

Unrestricted reserves were £217,098 at 31st March 2022 and represent around 4.5 months of planned expenditure for the coming year. The budget for 2022/23 shows a surplus of just under £20k and a growth in reserves, reflecting the anticipated return to pre-pandemic levels of delivery.

**Structure, Governance and Management**

**Governing document**

Geese Theatre Company is a company limited by guarantee governed by its Memorandum and Articles of Association dated 7th September 1987 and is registered as a charity with the Charity Commission. There are currently 31 members, each of whom agrees to contribute £1 in the event of the charity winding up. Membership is open to any person who meets the criteria outlined in Article 6 of the company's Memorandum and Articles of Association.

**Appointment of trustees**

The directors of the company are also charity trustees for the purpose of charity law and, under the Company's Articles, are known as members of the Executive Committee.

As set out in the Articles of Association, the Executive Committee is elected by members of the company.

One third of the trustees retires each year by rotation. At the AGM in October 2022 Clark Baim and Iain Lownes will retire, and, being eligible, offer themselves for re-election.

The executive seeks to retain relevant skills, such as financial, legal and artistic, as well as to represent client group interests on the committee.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity and company law, and the Charity Commission guidance on public benefit, and are informed of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and the recent financial performance of the charity.

Potential new trustees are interviewed by a committee member and invited to attend two Executive Committee meetings as an observer prior to election.

An induction pack is supplied to potential new members. This covers:

- Legal responsibilities
- The role of a trustee
- A personal history and declaration form
- The Memorandum and Articles of Association

**Organisation**

The board of trustees, which can have up to 15 members, administers the charity. The board normally meets four times a year and there are sub-committees which meet when deemed necessary. In 2021/22, the board has met on a more frequent basis due to the continually evolving status of the COVID-19 pandemic.

Decisions relating to the strategic direction and policy of the charity are made by the Executive Committee, in close consultation with the CEO/Artistic Director. At the date of this report, the committee has seven members from a variety of professional backgrounds relevant to the work of the charity.

The Chief Executive and Artistic Director is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, marketing and personnel.

**Related parties and co-operation with other organisations**

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a client or supplier must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions in the current year are described in note 17 to the accounts.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2022**

**Pay policy for senior staff**

The board of directors, who are the trust's trustees, and the senior management team together comprise the key management personnel of the charity in charge of directing and operating the trust on a day-to-day basis. No director received remuneration in the year and details of directors' expenses are disclosed in note 7 to the accounts. The pay of senior staff is reviewed annually and is normally increased to reflect inflation or a change in responsibilities. As the organisation is in receipt of a grant from the DCMS Culture Recovery Fund no member of the SMT will receive a pay increase in the 18 months from the date of the Grant Agreement.

**Risk management**

The trustees have a risk management policy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to mitigate or manage any potential impact on the charity should those risks materialise.

Any risks that are defined as high or unacceptable have an owner assigned and contingency plans formulated. This then becomes a standing agenda item at every Executive Committee meeting to ensure the action is monitored.

**Trustees' responsibilities in relation to the financial statements**

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable company will continue in business.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report of the trustees (continued)**  
**Year ended 31 March 2022**

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Disclosure of information to auditor**

Insofar as the trustees are aware:

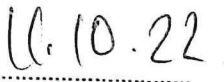
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board of trustees:



..... Kobina Hall (Chair)



.....

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Opinion**

We have audited the financial statements of Geese Theatre Company Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements :

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities statement (set out on pages 17 and 18), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We reviewed the company's control and risk management procedures and planned our work based on our assessment of those controls and procedures;
- This review included an assessment of the risk of material misstatement due to errors, fraud and management override of controls for all material areas in the financial statements;
- We made enquiries of management and the company's lawyers regarding any actual or potential litigation and/or claims;
- Financial statements disclosures were reviewed and checked for compliance with applicable laws;
- Detailed testing was conducted on balances and transactions including unusual items and those of individual significance to the financial statements;
- Data analytics were used in order to identify unusual or significant trends;
- Communications with management and those charged with governance regarding relevant matters was undertaken throughout the audit and on completion.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**David W Farnsworth FCA (Senior Statutory Auditor)**

For and on behalf of Feltons, Statutory Auditor

8 Sovereign Court

8 Graham Street

Birmingham B1 3JR

17 October 2022

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Statement of financial activities (including income and expenditure account)  
for the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
<b>Income</b>					
Grants and donations	2	54,568	135,644	190,212	474,057
<i>Income from charitable activities:</i>					
Fund raising		155,165	-	155,165	70,657
<i>Income from trading activities:</i>					
Rental income, room hire and sundry income		20,600	-	20,600	20,450
Investment income	3	37	-	37	61
<b>Total income</b>		<b>230,370</b>	<b>135,644</b>	<b>366,014</b>	<b>565,225</b>
<b>Expenditure</b>					
<i>Costs of raising funds :</i>					
Publicity and marketing		5,047	-	5,047	455
<i>Charitable activities:</i>					
Operational and support costs	4	282,313	135,644	417,957	393,217
<b>Total expenditure</b>		<b>287,360</b>	<b>135,644</b>	<b>423,004</b>	<b>393,672</b>
<b>Net income / (expenditure) before transfers</b>		<b>(56,990)</b>	<b>-</b>	<b>(56,990)</b>	<b>171,553</b>
Gross transfers between funds	13	-	-	-	-
<b>Net movement in funds</b>		<b>(56,990)</b>	<b>-</b>	<b>(56,990)</b>	<b>171,553</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		274,088	-	274,088	102,535
<b>Total funds carried forward</b>	<b>13</b>	<b>217,098</b>	<b>-</b>	<b>217,098</b>	<b>274,088</b>

All of the charity's activities derive from continuing operations during the above two financial periods.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Company Number : 2182104**  
**Balance sheet as at 31 March 2022**

**/ Charity number : 327563**

	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		4,062		7,721
<b>Current assets</b>					
Debtors	10	84,326		40,106	
Cash at bank and in hand		323,592		327,068	
		<u>407,918</u>		<u>367,174</u>	
<b>Creditors: amounts falling due within one year</b>					
	11	<u>194,882</u>		<u>100,807</u>	
<b>Net current assets</b>			213,036		266,367
<b>Net assets</b>			<u>217,098</u>		<u>274,088</u>
<b>Funds of the charity :</b>					
<b>Restricted funds</b>					
General fund	13				
<b>Unrestricted funds</b>					
General fund	13	213,036		266,367	
Capital fund	13	4,062		7,721	
			<u>217,098</u>		<u>274,088</u>
<b>Total funds</b>			<u>217,098</u>		<u>274,088</u>

The directors acknowledge their responsibilities for:

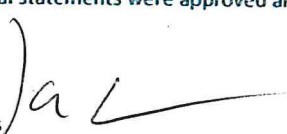
- ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its income and expenditure for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

The notes on pages 29 to 34 form part of these accounts.

The financial statements were approved and authorised for issue by the Trustees on 12/10/22 and signed on their behalf by :

Iain Lownes  
Trustee



**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Statement of cash flows**  
**for the year ended 31 March 2022**

	Notes	2022 £	2021 £
<b>Net cash flow from operating activities</b>	16	<u>(3,513)</u>	<u>240,152</u>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		-	(3,593)
Interest received		37	61
<b>Net cash flow from investing activities</b>		<u>37</u>	<u>(3,532)</u>
<b>Net (decrease) / increase in cash and cash equivalents</b>		<u>(3,476)</u>	<u>236,620</u>
Cash and cash equivalents at 1 April 2021		327,068	90,448
<b>Cash and cash equivalents at 31 March 2022</b>		<u>323,592</u>	<u>327,068</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2022**

**1. Accounting policies**

**a) Basis of preparation**

Geese Theatre Company Limited is a charitable company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are provision of relationship support.

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.

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

**b) Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for a period of 12 months from the date of authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

**c) Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

- **Grants receivable**

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

- **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**1. Accounting policies (continued)**

**c) Income recognition (continued)**

- **Donated services and gifts in kind**  
Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.
- **Gifts in kind**  
Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.
- **Interest receivable**  
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.
- **Other income**  
Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

**d) Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- **Costs of generating funds**  
These are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- **Charitable activities**  
These are costs incurred in activities undertaken to further the purposes of the charity and their associated support costs.
- **Governance costs**  
These include the costs attributable to the trust's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**e) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the trust's work or for specific artistic projects being undertaken by the trust.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**1. Accounting policies (continued)**

**f) Allocation of support costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

**g) Tangible fixed assets**

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Equipment	- 25% per annum on a straight line basis
Fixtures and fittings	- 25% per annum on a straight line basis
Motor vehicles	- 25% per annum on a straight line basis

**h) Debtors**

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

**i) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j) Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**k) Operating leases**

Rentals payable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

**l) 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.

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2022 (continued)

2. Grants and donations

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Grants	52,368	135,644	188,012	471,941
Donations	2,200	-	2,200	2,116
	<u>54,568</u>	<u>135,644</u>	<u>190,212</u>	<u>474,057</u>

3. Investment income

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Deposit account interest	37	-	37	61
	<u>37</u>	<u>-</u>	<u>37</u>	<u>61</u>

4. Expenditure on charitable activities

	Work in Secure Settings £	Work in Community Settings £	Training £	Other Activities £	Total 2022 £	Total 2021 £
<b>Operational and support costs</b>						
Staff costs	18,937	74,803	151,499	35,665	280,904	253,191
Project costs	146	578	1,170	275	2,169	144
Motor and travel	935	3,692	7,478	1,760	13,865	1,743
Premises costs	2,375	9,383	19,003	4,474	35,235	30,479
Training	226	893	1,808	426	3,353	(70)
Venue hire	253	998	2,020	475	3,746	700
Sundry expenses	76	300	608	144	1,128	295
Depreciation	247	974	1,973	465	3,659	4,105
Profit on disposal	-	-	-	-	-	(1,036)
Support costs (note 5)	4,634	18,304	37,072	8,728	68,738	97,186
Governance costs (note 5)	348	1,374	2,783	655	5,160	6,480
	<u>28,177</u>	<u>111,299</u>	<u>225,414</u>	<u>53,067</u>	<u>417,957</u>	<u>393,217</u>

Total expenditure on charitable activities was £417,957 (2021- £393,217) of which £282,313 (2021 - £133,698) was unrestricted and £135,644 (2021 - £259,519) was restricted.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

Notes to the financial statements for the year ended 31 March 2022 (continued)

**5. Analysis of support and governance costs**

	Basis of allocation	General support £	Governance function £	Total 2022 £	Total 2021 £
Administrative staff	Staff time	39,842	-	39,842	72,115
General office costs	Usage	2,898	-	2,898	2,648
Audit fees	Governance	-	1,760	1,760	2,280
Accountancy services	Governance	-	3,400	3,400	4,200
Other support costs	Usage	25,998	-	25,998	22,423
		<u>68,738</u>	<u>5,160</u>	<u>73,898</u>	<u>103,666</u>

**6. Net income/(expenditure) for the year**

Net income / (expenditure) is stated after charging :

	Total 2022 £	Total 2021 £
Depreciation of tangible fixed assets	3,659	4,105
Surplus on disposal of tangible fixed assets	-	(1,036)
Operating lease rentals		
Premises	19,800	14,850
Auditor's remuneration		
Audit fees	1,760	2,280
Accountancy services	3,400	4,200
Other services	1,128	-
	<u>1,128</u>	<u>-</u>

**7. Trustees and key management personnel remuneration and expenses**

The trustees neither received nor waived any remuneration during the year (2021 - £nil).

One trustee was reimbursed expenses during the year totalling £20 (2021 - £nil).

The Trust considers its key management personnel comprise the CEO/Artistic Director, Director of Programmes, Director of Funding and Partnerships and Director of Finance and Operations. The total amount of employee benefits received by key management personnel was £125,586 (2021 - £99,639).

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

Notes to the financial statements for the year ended 31 March 2022 (continued)

**8. Analysis of staff costs and numbers**

**Staff costs :**

	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Wages and salaries	291,445	295,900
Social security costs	20,602	20,590
Defined contribution pension schemes	8,699	8,816
	<u>320,746</u>	<u>325,306</u>

No employees received total employee benefits of more than £60,000.

**Staff numbers :**

The average monthly number of employees and full time equivalents during the year was as follows:

	<b>2022 Number</b>	<b>2022 FTE</b>	<b>2021 Number</b>	<b>2021 FTE</b>
Management	4	3.3	3	2.6
Direct charitable activities	6	5.1	6	5.5
Administrative	2	1.4	3	2.6
	<u>12</u>	<u>9.8</u>	<u>12</u>	<u>10.7</u>

**9. Tangible fixed assets**

	<b>Equipment £</b>	<b>Fixtures &amp; fittings £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost</b>				
At 1 April 2021 and at 31 March 2022	<u>19,486</u>	<u>58,312</u>	<u>23,290</u>	<u>101,088</u>
<b>Depreciation</b>				
At 1 April 2021	19,098	50,979	23,290	93,367
Charge for the year	150	3,509	-	3,659
At 31 March 2022	<u>19,248</u>	<u>54,488</u>	<u>23,290</u>	<u>97,026</u>
<b>Net book values</b>				
At 31 March 2022	<u>238</u>	<u>3,824</u>	<u>-</u>	<u>4,062</u>
At 31 March 2021	<u>388</u>	<u>7,333</u>	<u>-</u>	<u>7,721</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

Notes to the financial statements for the year ended 31 March 2022 (continued)

**10. Debtors**

	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>
Debtors from operations	78,426	40,106
Prepayments and accrued income	5,900	-
	<u>84,326</u>	<u>40,106</u>

**11. Creditors - amounts falling due within one year**

	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>
Creditors from operations	9,855	7,645
Taxation and social security	-	6,621
Accruals and deferred income	182,561	86,541
Other creditors	2,466	-
	<u>194,882</u>	<u>100,807</u>
<b>Deferred income</b>		
Deferred income at 1 April 2021	81,561	51,895
Resources deferred in the year	101,707	46,059
Amounts released from previous years	(7,339)	(16,393)
Deferred income at 31 March 2022	<u>175,929</u>	<u>81,561</u>

At the balance sheet date the charity was holding funds received in advance for grants where the qualifying expenditure is expected to be incurred in a future year.

**12. Commitments under operating leases**

At 31 March 2022 the charity was committed to making the following payments under non-cancellable operating leases:

	<b>Land and buildings</b>	
	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>
Within one year	19,800	19,800
Within two to five years inclusive	79,200	79,200
In over five years	74,250	94,050
	<u>173,250</u>	<u>193,050</u>

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2022 (continued)

13. Analysis of funds

	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2022 £
<b>Restricted funds</b>					
General fund	-	135,644	(135,644)	-	-
<b>Unrestricted funds</b>					
General fund	266,367	230,370	(287,360)	3,659	213,036
Capital fund	7,721	-	-	(3,659)	4,062
	<u>274,088</u>	<u>230,370</u>	<u>(287,360)</u>	<u>-</u>	<u>217,098</u>
<b>Total funds</b>	<u>274,088</u>	<u>366,014</u>	<u>(423,004)</u>	<u>-</u>	<u>217,098</u>

Name of fund	Description, nature and purpose of fund
Restricted general fund	Money given to the charity where the donor requires that a grant or donation be spent for a specific project or asset.
Unrestricted general fund	The free reserves of the charity which are not designated for particular purposes.
Capital fund	Free reserves which have been spent on acquiring fixed assets. An annual transfer is made relating to the depreciation thereon and other movements on fixed assets.

14. Analysis of net assets between funds

Fund balances at 31 March 2022 are represented by:

	Restricted General £	Unrestricted General £	Capital £	Total funds £
Tangible fixed assets	-	-	4,062	4,062
Current assets	-	407,918	-	407,918
Current liabilities	-	(194,882)	-	(194,882)
<b>Total net assets</b>	<u>-</u>	<u>213,036</u>	<u>4,062</u>	<u>217,098</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

Notes to the financial statements for the year ended 31 March 2022 (continued)

**15. Capital commitments**

There were no capital commitments at 31 March 2022 (2021 - £nil).

**16. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Net income for the year	(56,990)	171,553
Depreciation	3,659	4,105
Interest receivable	(37)	(61)
(Increase) / decrease in debtors	(44,220)	41,140
Increase in creditors	94,075	23,415
<b>Net cash flow from operating activities</b>	<u>(3,513)</u>	<u>240,152</u>

**17. Related party transactions**

The following related party transactions took place during the period :

	<b>2022 £</b>	<b>2021 £</b>
<b>Birmingham Psychodrama Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged to related party during the year	600	450
	<u>        </u>	<u>        </u>
<b>Changepoint Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged by related party during the year	1,800	-
	<u>        </u>	<u>        </u>

Geese Theatre Company Limited  
**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
for the year ended 31 March 2022

	2022 £	2021 £
<b>INCOMING RESOURCES</b>		
Fund raising	155,165	70,657
Grants	188,012	471,941
Donations	2,200	2,116
Rental income, room hire and sundry income	20,600	20,450
Interest	37	61
	<u>366,014</u>	<u>565,225</u>
<b>GENERATING FUNDS</b>		
Publicity and marketing	5,047	455
	<u>5,047</u>	<u>455</u>
<b>COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY OBJECTS</b>		
Wages and salaries	320,746	325,306
Rent and property costs	26,569	21,573
Venue hire	3,746	700
Telephone and postage	2,512	2,406
Office expenses	386	242
Training and recruitment	3,791	(70)
Consultancy and professional fees	25,560	22,423
Travel and subsistence	3,274	224
Motor expenses	2,103	1,519
Accommodation	8,488	-
Insurance	8,666	8,906
Staging	2,169	144
Sundry expenses	1,128	295
Depreciation	3,659	4,105
Surplus on disposals	-	(1,036)
	<u>412,797</u>	<u>386,737</u>
<b>GOVERNANCE COSTS</b>		
Accountancy	3,400	4,200
Audit	1,760	2,280
	<u>5,160</u>	<u>6,480</u>
<b>NET (DEFICIT) / SURPLUS FOR THE YEAR</b>	<u>(56,990)</u>	<u>171,553</u>

*This page does not form part of the statutory financial statements.*

**GEESE THEATRE COMPANY LIMITED**

England & Wales - Charity number 327563

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# Accounts

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**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements  
Year ended 31 March 2021**

Charity number : 327563

Company Number : 2182104



**T H E A T R E  
C O M P A N Y**

**Feltons**

**Chartered Accountants**

**Birmingham**

**B1 3JR**

**Geese Theatre Company Limited**

**(A Company Limited by Guarantee)**

**Report and financial statements  
Year ended 31 March 2021**

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**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Reference and Administrative Details**

Chair	Kobina Hall	
Trustees	Clark Baim Selwyn Blyth Philippa Frith Kobina Hall Iain Lownes Claire Owen Kam Sarai	
Company secretary	Iain Lownes	
Key management personnel	Andrew Watson Louise Heywood Rosalind Adams	CEO and Artistic Director Director of Programmes Funding and Partnerships Manager
Other employees	Elizabeth Aspinall Elizabeth Brown Helen Clifton Emma Smallman Benjamin Teare	Keshena Bowie Andrea Cifuentes-Poseck Daniel Pearce David Snook Isobel Watson
Registered office		Woodbridge House 9 Woodbridge Road Birmingham B13 8EH
Charity number		327563
Company registration number		2182104
Independent auditor		Feltons 8 Sovereign Court 8 Graham Street Birmingham B1 3JR
Bankers		Lloyds Bank plc 32-34 Alcester Road South Kings Heath Birmingham B14 7PU

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees  
Year ended 31 March 2021**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published in October 2019.

**Chair's Report**

Without doubt 2020/21 has been a very challenging year, for Geese Theatre Company and for the people Geese works with.

The organisation had looked in a very healthy position in February 2020, with a highly experienced team of staff, a significant pipeline of activity confirmed, and several larger, funded projects scheduled for delivery. As the impact of COVID-19 forced strict lockdown rules it quickly became apparent that much of the scheduled work would be cancelled or postponed and we faced a precarious few weeks in which the future of the organisation was at risk.

At all times, the Board and Senior Management team worked effectively together with a desire to balance the long-term survival of the organisation with the welfare of the company members whilst at the same time hoping that we could maintain a connection to the people we support through our work, in prisons and in the community. I am grateful to my fellow Trustees for the time, care, and thoughtfulness with which they approached this challenge.

We are, of course, indebted to our funders. Arts Council England continued to support Geese as a National Portfolio Organisation, made emergency funding available and efficiently administered the Department for Culture, Media and Sport's *Culture Recovery Fund*, which we were fortunate to receive. In addition, many of the trusts and foundations who support our work quickly allowed us to re-purpose project funding to enable the organisation to survive; many created new emergency funding streams and encouraged us to apply; and several were keen to offer support which went beyond financial, including regular check-in phone conversations with our CEO/Artistic Director, which I know he found to be a great support.

We are also grateful to the Government for swiftly announcing their range of employment support, primarily the Coronavirus Job Retention Scheme, which enabled us to retain all our staff and, once we were able to use the CJRS flexibly, has allowed staff to return to work on a part-time basis as projects have demanded.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2021**

I am also incredibly proud of the staff team at Geese who have been able to continue to develop their work in all sorts of innovative ways. The *Reach In Out* digital project, the online interactive conference performances and the continued work with the *Staging Recovery Ensemble* are all described in more detail in this report but have allowed the company to stay connected to the people who find the most value in the work. One significant exception to this is the communities we work with in prison settings and it is notable that as much of the UK has moved to accessing arts, culture and other services online this has not been possible within the secure estate as there is such poor, or indeed non-existent, digital infrastructure. Indeed, our attempts to continue some form of work throughout this year have highlighted the levels of digital inequality that exist in our society. It is not easy to stay connected to others if you do not have a Zoom account, a laptop or smartphone, an internet connection or enough data. Whilst many people have migrated their lives onto digital platforms through necessity, it is always worth remembering that that privilege has not been available to all.

As we look ahead, we are hopeful that the world will begin to look and feel a little more normal as we move towards the Autumn of 2021/22 but we are also mindful that the secure estate may take slightly longer than other sectors to fully re-open. Inevitably we will retain and develop some of the digital ways of working we have developed during lockdown but ultimately, we are desperate to get back into rooms with people face-to-face because we know that it is during these encounters that the "magic" can happen.



Kobina Hall

Chair of the Board of Trustees

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2021**

**Our Purposes and Activities**

Our vision is:

To create safe, crime-free communities and for the arts to be recognised as a powerful vehicle for individual and social change.

Our mission is:

To use theatre and drama to enable choice, personal responsibility and change amongst individuals who have offended, other vulnerable or marginalised groups and those who work with them.

Our values are:

*Responsibility*

We support and encourage the notion of personal responsibility.

*Belief in Change*

We uphold and promote a belief in the potential and possibility of individual change.

*Rigour*

Every aspect of our work is grounded in robust evidence and theory to ensure the highest quality.

*Artistic Excellence*

We strive to develop and deliver theatre and drama practice of the highest quality to people and places with the least engagement in the arts.

*Innovation*

We are continually developing new performances, projects and services for new audiences, offering alternative approaches to reducing offending.

*Partnership*

We aim to create an ethos of collaboration and partnership which values contributions from all members, employees, partners and participants in order that our work has the greatest impact.

*Inclusion*

We aim to treat all individuals with respect and to approach each other and those we work with in an inclusive and non-judgemental manner.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2021**

To achieve our vision of creating safe, crime-free communities by the provision of theatrical activities, we formulated objectives for our four-year business plan within the following areas

1. *Secure Programme of Work*
2. *Community Programme*
3. *Partnerships Profile and Relationship Building*

In shaping our objectives and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees  
Year ended 31 March 2021**

**Organisations and Partners worked with in 2020/21**

Bath Spa University	London CRC
Birmingham City University	BSMHFT PROSPER Service
Birmingham Conservatoire, Birmingham City University	Respect
Central School of Speech and Drama (CSSD)	St. Helen's Council
City of Stoke-on-Trent Council	Staffordshire University
Goldsmiths, University of London	Stockport Council
Herefordshire Council	University of Birmingham
Judicial College	University of Derby
BSMHFT Health and Justice Network	University of Leeds
Kent County Council	University of Salford
Leeds City Council	University of Worcester
HMP Garth	HMP Oakwood
HMP Whatton	

**Work delivered 2020/21:**

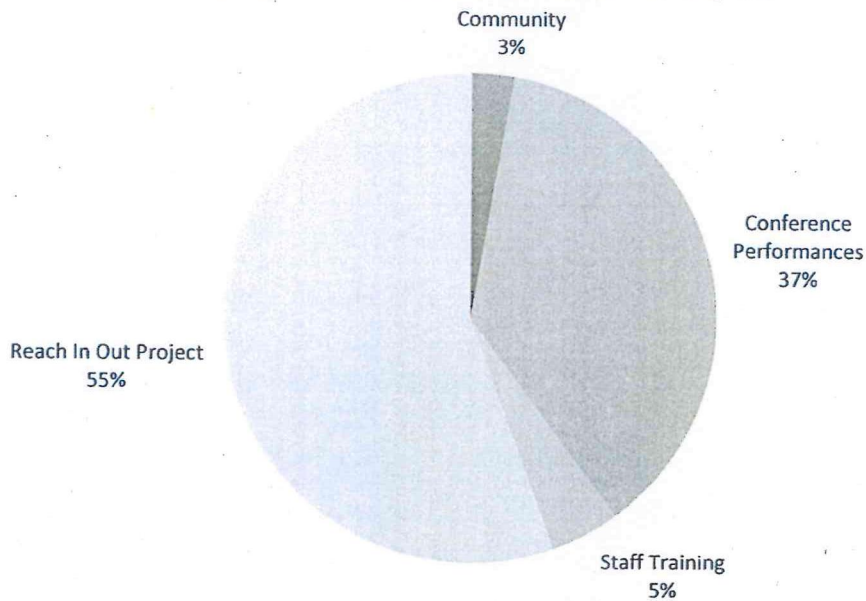
In a normal year, Geese Theatre Company works within the criminal justice system and social welfare settings and projects comprise work with core client groups (in secure settings, mental health settings, in the community or with young people) and training of staff, students and artists who work with such core client groups.

As mentioned in the Chair's report, 2020/21 has been anything but a normal year for the organisation but despite the challenges brought about by COVID-19 and the subsequent lockdowns we have still managed to adapt and complete a number of significant projects.

	Number of projects	People Days	Participants
Community	4	9	16
Conference Performances	16	121.5	981
Staff Training	20	15	274
Reach In Out Project	1	182	73
<b>Totals</b>	<b>41</b>	<b>327.5</b>	<b>1344</b>

All the work is delivered by a delivery team of permanent staff with an average of 12 years' experience working with Geese. The delivery team is supported by an experienced administrative team with a focus on finance, fundraising, business development and logistics.

### ANALYSIS OF PEOPLE DAYS 2020/21



We have worked with 89 adults who are in prison, serving community sentences or otherwise marginalised, vulnerable or socially excluded.

Community	Number of Projects	People Days	Participants
Groupwork	4	9	16
<b>Totals</b>	<b>4</b>	<b>9</b>	<b>16</b>

Reach In Out	Number of Projects	People Days	Participants
Creative Project	1	182	73
<b>Totals</b>	<b>1</b>	<b>182</b>	<b>73</b>

The most significant project in 2020/21 has been Reach In Out. This was conceived as a project which would allow us to continue to engage with a range of our core groups (see table below) whilst finding a meaningful and creative way for them to articulate their experience of lockdown.

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Report of the trustees (continued)  
Year ended 31 March 2021

We saw strong parallels between the national situation and the experiences of our participants who can be isolated or restricted through physical lockdown in the prison system or have experienced being "locked into" another negative situation, such as homelessness or addiction.

Many of the participants have previously developed strong coping strategies to manage restrictions throughout their lives and through Reach In Out we hoped their knowledge and expertise could be shared to benefit others, creating links and contact between those who are often left out of current discussions around coping with restrictions and returning to society.

The project aimed to create a digital presentation on these themes and our practitioners worked 'remotely' and sometimes face to face with over 70 participants. Sessions were conducted via Zoom with groups and individuals, participants were recorded individually in our rehearsal space, and scenes were created and performed by our practitioners from experiences shared in questionnaires. Poetry, visual art and other creative responses were also included in the final presentation.

The final digital presentation was shown as part of a wider event with speakers from Staging Recovery, PROSPER and from partner prisons speaking about the impact of the project to an audience of 50 people. We have also sent DVDs of the final presentation to a number of prisons.

Funding from the Coronavirus Community Support Fund, distributed by The National Lottery Community Fund, helped us to create the Reach In Out project.

*"I thought the film was moving, important and insightful. It really made me think about what the pandemic must have been like for people in a variety of different situations and the different challenges people have been facing over the past year. I thought it was really well balanced with the film moving between all the different styles, ways of telling people's stories and also the variety of characters and storylines. I hope that it gets seen by as many people as possible because I think it offers a really important perspective which is not always known or thought about. Massive congratulations to everyone involved."*

Community Participants (PROSPER)	4
Community Participants (Staging Recovery)	14
Prison Participants (HMP Oakwood)	27
Prison Participants (HMP Garth)	18
Prison Participants (HMP Whatton – Acorns Unit)	10
<b>Total Participants</b>	<b>73</b>

Number of Face-to-Face Participant Sessions	6
Number of Online Participant Sessions	15
<b>Total Participant Sessions</b>	<b>21</b>

We have delivered training in the form of performance, groupwork, presentations or audio recordings to 1,255 staff working within the criminal justice system and wider social welfare sectors, students, and members of the public.

**Geese Theatre Company Limited  
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**Report of the trustees  
Year ended 31 March 2021**

We have adapted our interactive training performances so that they can now be delivered to large audiences online. The performances are designed to be used as a training resource with audiences of professionals/students and include integrated keynote talks from an expert guest speaker.

The guest speaker delivers lecture-style sessions in between the drama which brings the theory around the training topic to life.

*"I thought the organisation of it was very good. The structure and the way the breakout rooms was done meant that the session flowed well. The performances were a great way of showing us examples of good practice."*

Conference Performances	Number of Projects	People Days	Participants
For Staff	8	72	471
For Students	8	49.5	510
<b>Totals</b>	<b>16</b>	<b>121.5</b>	<b>981</b>

Staff Training	Number of Projects	People Days	Participants
Groupwork (for students)	7	4	116
Groupwork (public)	10	5	117
Presentations (for staff)	1	2	41
Audio Recordings (for staff)	2	4	0
<b>Totals</b>	<b>20</b>	<b>15</b>	<b>274</b>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees  
Year ended 31 March 2021**

**Financial Review**

As outlined in the Chair's report, Geese Theatre Company has had a challenging year due to the pandemic but ends the year intact and with increased reserves to support the continued and very reduced opportunities to earn income. We have been very fortunate to benefit from multiple funds from the Government, Arts Council England and many trusts and foundations which will support Geese's survival into 2022.

Total income for 2020/21 of £565,225 was up £2,054 or 0.4% on the previous year (£563,171). The income was maintained despite the reduction in earned income from £343,491 to £70,657 due to approx. £427k in emergency funding and other support. Income from grants and donations £474k (detailed on the following page) was up £276k offsetting a fall in restricted grants for specific projects.

Expenditure was tightly controlled and reduced to £393,672, down £175k compared to the 20/21 pre-Covid budget. Most staff were furloughed in part throughout this period and paid at 80%. We benefited from a three-month rent holiday and with most staff working from home, other office costs were also reduced. Costs relating to earned income from performances were also negligible.

The company has a clean balance sheet and closes the year with a cash balance of £327k. Geese has a small pipeline of work for 2021/22 in June 2021 with more enquiries beginning to come through as the country starts to move out of the pandemic. The cashflow and budget show that Geese continues to be financially viable past March 2022.

**Principal funding sources**

The impact of the pandemic on our fundraising was predominantly felt in the types of funding that we were awarded. Previously, much of our contributed income was project funding, supporting delivery directly with participants. This year, we have been successful in a number of renegotiations and applications for core and unrestricted funding.

This has been a combination of funding which has continued from previous agreements, repurposed project funding from unspent grants when it became clear that projects could not go ahead, and new funds from Government, statutory, trusts and foundations.

We must thank Arts Council England for their support throughout this year. Their quick response to the pandemic allowed us to pull forward NPO payment dates to cover initial cashflow, apply for and receive NPO Emergency Support funds, and access information and support to help us navigate this time. Our project exploring Employability in the Creative Industries for men released on temporary license from prison has been postponed and ACE have supported us through this process. We must also thank them for their administration of the DCMS Culture Recovery Fund, which we have successfully received in both round one and two.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Report of the trustees**  
**Year ended 31 March 2021**

We thank the government for the Culture Recovery Fund, and also for the Coronavirus Community Support Fund, administered by The National Lottery, which we received to support the Reach In Out project and work with our core participants.

Existing funders including Paul Hamlyn Foundation, WA Cadbury Charitable Trust, The Grimmit Trust and many smaller or local funders, allowed us to repurpose remaining or unspent project funds to support the organisation. Their support, both financial and personal, enabled us to survive and begin to look forward. Our grant from Children in Need has been paused and delivery is expected in October 2021.

All our funders have been unwavering in their support, with flexible deadlines and great understanding where projects have had to be delayed or cancelled. We have received further unrestricted grants from Garfield Weston Foundation, The Bromley Trust, S&D Lloyd Charitable Trust and Edgar E Lawley Charitable Trust. Previous funders The Barrow Cadbury Trust offered ongoing support to our CEO/Artistic Director for which we are extremely grateful.

In March 2021, we had agreement for 3 years of funding from The Backstage Trust to support the development of our Staging Recovery community ensemble. Whilst these funds will appear in next year's accounts, it has been extremely positive to be able to apply for and receive funding for delivery work, helping us to look forward with positivity.

**Schedule of Grants and Donations – April 2020 to March 2021**

Arts Council England	Unrestricted	NPO funding towards business plan	40,972
Arts Council England	Unrestricted	NPO Emergency funding	39,970
The Bromley Trust	Unrestricted	One year grant extension	20,000
DCMS Culture Recovery Fund	Unrestricted	Round One	46,856
Paul Hamlyn Foundation	Unrestricted	Rescue grant and previous unused project funding agreed to be added to reserves	36,537
Coronavirus Community Support Fund	Restricted	Reach In Out project	52,619
Garfield Weston	Unrestricted	Main grants	30,000
Birmingham City Council	Unrestricted	Covid-19 Business grant	28,934
Baring Foundation	Unrestricted	Arts and Mental Health Fund	8,000
CJRS	Restricted	Government grant to support staff salaries	160,553
The Grimmit Trust	Unrestricted	Repurposed project funding	3,500
Standard Life	Unrestricted	Donation	250
ACE Employability	Restricted	Development phase of project	2,000
Edgar E Lawley Foundation	Unrestricted	Grant	1,500
S&D Lloyd Trust	Unrestricted	Grant	500
Other	Unrestricted	Inc. Sponsor a Mask & Team	1,866
		Geese	
		<b>TOTAL</b>	<b>474,057</b>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees  
Year ended 31 March 2021**

**Investment powers and policy**

The executive has the power to invest the moneys of the company not immediately required for its purpose in or upon such investments, securities or properties as may be thought fit. (Based on Object 4.15 of Memorandum and Articles of Association.) However, there are no immediate plans to invest funds in anything other than the company's business bank account.

**Reserves policy and going concern**

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned requirements. The trustees regularly review the level of reserves to ensure that the company could continue to function during a period of emergency. Currently, the Board aims to maintain reserves of a minimum of two months of expenditure and has a review mechanism in place should the reserves look to breach this.

Unrestricted reserves were £266,367 at 31st March 2021 and represent almost seven months of planned expenditure for the coming year or around 5.5 months of pre-pandemic spend. The budget for 2021/22 shows a planned deficit given the expected difficult trading condition; costs will increase with the end of the CJRS furlough scheme before we are fully able to deliver work and projects again.

The pandemic meant that most of the company's planned work for 2020/21 could not be completed being either face to face or large group work and conferences. It is now expected that there will be a gradual return to face to face work from Autumn 2021. Our work to develop projects and products which can be delivered online has been successful and given us some income over the past year which will continue in 2021. Our current cashflow projection shows we are in a satisfactory position in 12 months' time with approximately £262k in the bank at the end of March 2022.

**Structure, Governance and Management**

**Governing document**

Geese Theatre Company is a company limited by guarantee governed by its Memorandum and Articles of Association dated 7th September 1987 and is registered as a charity with the Charity Commission. There are currently 30 members, each of whom agrees to contribute £1 in the event of the charity winding up. Membership is open to any person who meets the criteria outlined in Article 6 of the company's Memorandum and Articles of Association.

**Appointment of trustees**

The directors of the company are also charity trustees for the purpose of charity law and, under the Company's Articles, are known as members of the Executive Committee.

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2021**

As set out in the Articles of Association, the Executive Committee is elected by members of the company.

One third of the trustees retires each year by rotation. At the AGM in September 2021 Philippa Frith and Kam Sarai will retire, and, being eligible, offer themselves for re-election.

The executive seeks to retain relevant skills, such as financial, legal and artistic, as well as to represent client group interests on the committee.

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity and company law, and the Charity Commission guidance on public benefit, and are informed of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and the recent financial performance of the charity.

Potential new trustees are interviewed by a committee member and invited to attend two Executive Committee meetings as an observer prior to election.

An induction pack is supplied to potential new members. This covers:

- Legal responsibilities
- The role of a trustee
- A personal history and declaration form
- The Memorandum and Articles of Association

**Organisation**

The board of trustees, which can have up to 15 members, administers the charity. The board normally meets four times a year and there are sub-committees which meet when deemed necessary. In 2020/21, the board has met on a more frequent basis due to the continually evolving status of the COVID-19 pandemic.

Decisions relating to the strategic direction and policy of the charity are made by the Executive Committee, in close consultation with the CEO/Artistic Director. At the date of this report, the committee has seven members from a variety of professional backgrounds relevant to the work of the charity.

The Chief Executive and Artistic Director is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, marketing and personnel.

**Related parties and co-operation with other organisations**

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a client or supplier must be

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2021**

disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions in the current year are described in note 17 to the accounts.

**Pay policy for senior staff**

The board of directors, who are the trust's trustees, and the senior management team together comprise the key management personnel of the charity in charge of directing and operating the trust on a day-to-day basis. No director received remuneration in the year and details of directors' expenses and related party transactions are disclosed in note 7 to the accounts. The pay of senior staff is reviewed annually and is normally increased to reflect inflation or a change in responsibilities. As the organisation is in receipt of a grant from the DCMS Culture Recovery Fund no member of the SMT will receive a pay increase in the 18 months from the date of the Grant Agreement.

**Risk management**

The trustees have a risk management policy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to mitigate or manage any potential impact on the charity should those risks materialise.

Any risks that are defined as high or unacceptable have an owner assigned and contingency plans formulated. This then becomes a standing agenda item at every Executive Committee meeting to ensure the action is monitored.

**Trustees' responsibilities in relation to the financial statements**

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Report of the trustees (continued)  
Year ended 31 March 2021**

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Statement as to disclosure to our auditors**

Insofar as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board of trustees:

  
..... Kobina Hall (Chair)

02.09.21  
..... Date

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Opinion**

We have audited the financial statements of Geese Theatre Company Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements :

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)  
(continued)**

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities statement (set out on pages 14 and 15), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We reviewed the company's control and risk management procedures and planned our work based on our assessment of those controls and procedures;
- This review included an assessment of the risk of material misstatement due to errors, fraud and management override of controls for all material areas in the financial statements;
- We made enquiries of management and the company's lawyers regarding any actual or potential litigation and/or claims;
- Financial statements disclosures were reviewed and checked for compliance with applicable laws;
- Detailed testing was conducted on balances and transactions including unusual items and those of individual significance to the financial statements;
- Data analytics were used in order to identify unusual or significant trends;
- Communications with management and those charged with governance regarding relevant matters was undertaken throughout the audit and on completion.

**Independent Auditor's Report to the Members of  
Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**David W Farnsworth FCA (Senior Statutory Auditor)**

For and on behalf of Feltons, Statutory Auditor

8 Sovereign Court

8 Graham Street

Birmingham B1 3JR

7 September 2021

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Statement of financial activities (including income and expenditure account)  
for the year ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
<b>Income</b>					
Grants and donations	2	212,029	262,028	474,057	198,351
<i>Income from charitable activities:</i>					
Fund raising		70,657	-	70,657	343,491
<i>Income from trading activities:</i>					
Rental income and room hire		20,450	-	20,450	21,250
Investment income	3	61	-	61	79
<b>Total income</b>		<b>303,197</b>	<b>262,028</b>	<b>565,225</b>	<b>563,171</b>
<b>Expenditure</b>					
<i>Costs of raising funds :</i>					
Publicity and marketing		455	-	455	4,842
<i>Charitable activities:</i>					
Operational and support costs	4	133,698	259,519	393,217	549,458
<b>Total expenditure</b>		<b>134,153</b>	<b>259,519</b>	<b>393,672</b>	<b>554,300</b>
<b>Net income / (expenditure) before transfers</b>		<b>169,044</b>	<b>2,509</b>	<b>171,553</b>	<b>8,871</b>
Gross transfers between funds	13	2,509	(2,509)	-	-
<b>Net movement in funds</b>		<b>171,553</b>	<b>-</b>	<b>171,553</b>	<b>8,871</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		102,535	-	102,535	93,664
<b>Total funds carried forward</b>	<b>13</b>	<b>274,088</b>	<b>-</b>	<b>274,088</b>	<b>102,535</b>

All of the charity's activities derive from continuing operations during the above two financial periods.

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Company Number : 2182104  
Balance sheet as at 31 March 2021

/ Charity number : 327563

	Notes	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		7,721		8,233
<b>Current assets</b>					
Debtors	10	40,106		81,246	
Cash at bank and in hand		<u>327,068</u>		<u>90,448</u>	
		367,174		171,694	
<b>Creditors: amounts falling due within one year</b>					
	11	<u>100,807</u>		<u>77,392</u>	
<b>Net current assets</b>			266,367		94,302
<b>Net assets</b>			<u>274,088</u>		<u>102,535</u>
<b>Funds of the charity :</b>					
<b>Restricted funds</b>					
General fund	13				
<b>Unrestricted funds</b>					
General fund	13	266,367		94,302	
Capital fund	13	<u>7,721</u>		<u>8,233</u>	
			274,088		102,535
<b>Total funds</b>			<u>274,088</u>		<u>102,535</u>

The directors acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- 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 income and expenditure for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

The notes on pages 23 to 31 form part of these accounts.

The financial statements were approved and authorised for issue by the Trustees on 2/9/21 and signed on their behalf by :

  
Iain Lownes  
Trustee

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Statement of cash flows**  
**for the year ended 31 March 2021**

	Notes	2021 £	2020 £
<b>Net cash flow from operating activities</b>	16	<u>240,152</u>	<u>(27,782)</u>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		(3,593)	(5,208)
Interest received		61	79
<b>Net cash flow from investing activities</b>		<u>(3,532)</u>	<u>(5,129)</u>
<b>Net (decrease) in cash and cash equivalents</b>		<u>236,620</u>	<u>(32,911)</u>
Cash and cash equivalents at 1 April 2020		90,448	123,359
<b>Cash and cash equivalents at 31 March 2021</b>		<u>327,068</u>	<u>90,448</u>

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2021**

**1. Accounting policies**

**a) Basis of preparation**

Geese Theatre Company Limited is a charitable company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are provision of relationship support.

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.

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

**b) Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for a period of 12 months from the date of authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

**c) Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

- **Grants receivable**

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

- **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2021 (continued)**

**1. Accounting policies (continued)**

**c) Income recognition (continued)**

- **Donated services and gifts in kind**  
Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.
- **Gifts in kind**  
Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.
- **Interest receivable**  
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.
- **Other income**  
Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

**d) Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- **Costs of generating funds**  
These are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- **Charitable activities**  
These are costs incurred in activities undertaken to further the purposes of the charity and their associated support costs.
- **Governance costs**  
These include the costs attributable to the trust's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**e) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the trust's work or for specific artistic projects being undertaken by the trust.

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2021 (continued)**

**1. Accounting policies (continued)**

**f) Allocation of support costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

**g) Tangible fixed assets**

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Equipment	- 25% per annum on a straight line basis
Fixtures and fittings	- 25% per annum on a straight line basis
Motor vehicles	- 25% per annum on a straight line basis

**h) Debtors**

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

**i) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j) Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**k) Operating leases**

Rentals payable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

**l) 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.

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

2. Grants and donations

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Grants	209,913	262,028	471,941	194,493
Donations	2,116	-	2,116	3,858
	<u>212,029</u>	<u>262,028</u>	<u>474,057</u>	<u>198,351</u>

3. Investment income

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Deposit account interest	61	-	61	79
	<u>61</u>	<u>-</u>	<u>61</u>	<u>79</u>

4. Expenditure on charitable activities

	Community £	Conference performances £	Staff training £	Reach In Out Project £	Total 2021 £	Total 2020 £
<b>Operational and support costs</b>						
Staff costs	6,958	93,932	11,597	140,704	253,191	300,171
Project costs	4	53	7	80	144	507
Motor and travel	48	647	80	968	1,743	48,790
Premises costs	838	11,307	1,396	16,938	30,479	40,056
Training	(2)	(26)	(3)	(39)	(70)	4,060
Venue hire	19	260	32	389	700	4,290
Sundry expenses	8	109	14	164	295	4,800
Depreciation	113	1,523	188	2,281	4,105	4,563
Profit on disposal	(28)	(384)	(47)	(577)	(1,036)	-
Support costs (note 5)	2,671	36,055	4,451	54,009	97,186	137,241
Governance costs (note 5)	178	2,404	297	3,601	6,480	4,980
	<u>10,807</u>	<u>145,880</u>	<u>18,012</u>	<u>218,518</u>	<u>393,217</u>	<u>549,458</u>

Total expenditure on charitable activities was £393,217 (2020 - £549,458) of which £133,698 (2020 - £421,937) was unrestricted and £259,519 (2020 - £127,521) was restricted.

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

5. Analysis of support and governance costs

	Basis of allocation	General support £	Governance function £	Total 2021 £	Total 2020 £
Administrative staff	Staff time	72,115	-	72,115	85,105
General office costs	Usage	2,648	-	2,648	4,112
Audit fees	Governance	-	2,280	2,280	1,980
Accountancy services	Governance	-	4,200	4,200	3,000
Other support costs	Usage	22,423	-	22,423	48,024
		<u>97,186</u>	<u>6,480</u>	<u>103,666</u>	<u>142,221</u>

6. Net income/(expenditure) for the year

Net income / (expenditure) is stated after charging :

	Total 2021 £	Total 2020 £
Depreciation of tangible fixed assets	4,105	4,563
Surplus on disposal of tangible fixed assets	(1,036)	-
Operating lease rentals		
Premises	14,850	19,800
Auditor's remuneration		
Audit fees	2,280	1,980
Accountancy services	4,200	3,000

7. Trustees and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2020 - £nil) neither were they reimbursed expenses during the year (2020 - £nil).

The Trust considers its key management personnel comprise the CEO/Artistic Director, Director of Programmes, Funding and Partnerships Manager. The total amount of employee benefits received by key management personnel was £99,639 (2020 - £128,915).

**Geese Theatre Company Limited**  
**(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2021 (continued)**

**8. Analysis of staff costs and numbers**

**Staff costs :**

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
Wages and salaries	295,900	347,172
Social security costs	20,590	28,250
Defined contribution pension schemes	8,816	9,854
	<u>325,306</u>	<u>385,276</u>

No employees received total employee benefits of more than £60,000.

**Staff numbers :**

The average monthly number of employees and full time equivalents during the year was as follows:

	<b>2021 Number</b>	<b>2021 FTE</b>	<b>2020 Number</b>	<b>2020 FTE</b>
Management	3	2.6	2	2.0
Direct charitable activities	6	5.5	8	6.6
Administrative	3	2.6	3	2.6
	<u>12</u>	<u>10.7</u>	<u>13</u>	<u>11.2</u>

**9. Tangible fixed assets**

	<b>Equipment £</b>	<b>Fixtures &amp; fittings £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost</b>				
At 1 April 2020	19,886	55,319	44,288	119,493
Additions	600	2,993	-	3,593
Disposals	(1,000)	-	(20,998)	(21,998)
At 31 March 2021	<u>19,486</u>	<u>58,312</u>	<u>23,290</u>	<u>101,088</u>
<b>Depreciation</b>				
At 1 April 2020	19,465	47,507	44,288	111,260
Charge for the year	633	3,472	-	4,105
Disposals	(1,000)	-	(20,998)	(21,998)
At 31 March 2021	<u>19,098</u>	<u>50,979</u>	<u>23,290</u>	<u>93,367</u>
<b>Net book values</b>				
At 31 March 2021	<u>388</u>	<u>7,333</u>	<u>-</u>	<u>7,721</u>
At 31 March 2020	<u>421</u>	<u>7,812</u>	<u>-</u>	<u>8,233</u>

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

10. Debtors

	Total 2021 £	Total 2020 £
Debtors from operations	40,106	80,824
Prepayments and accrued income	-	120
Other debtors	-	302
	<u>40,106</u>	<u>81,246</u>

11. Creditors - amounts falling due within one year

	Total 2021 £	Total 2020 £
Creditors from operations	7,645	4,856
Taxation and social security	6,621	15,447
Accruals and deferred income	86,541	57,089
	<u>100,807</u>	<u>77,392</u>
<b>Deferred income</b>		
Deferred income at 1 April 2020	51,895	123,895
Resources deferred in the year	46,059	51,895
Amounts released from previous years	(16,393)	(123,895)
Deferred income at 31 March 2021	<u>81,561</u>	<u>51,895</u>

At the balance sheet date the charity was holding funds received in advance for grants where the qualifying expenditure is expected to be incurred in a future year.

12. Commitments under operating leases

At 31 March 2021 the charity was committed to making the following payments under non-cancellable operating leases:

	Land and buildings	
	Total 2021 £	Total 2020 £
Within one year	19,800	19,800
Within two to five years inclusive	79,200	79,200
In over five years	94,050	113,850
	<u>193,050</u>	<u>212,850</u>

Geese Theatre Company Limited  
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

13. Analysis of funds

	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2021 £
<b>Restricted funds</b>					
General fund	-	262,028	(259,519)	(2,509)	-
<b>Unrestricted funds</b>					
General fund	94,302	303,197	(134,153)	3,021	266,367
Capital fund	8,233	-	-	(512)	7,721
	<u>102,535</u>	<u>303,197</u>	<u>(134,153)</u>	<u>2,509</u>	<u>274,088</u>
<b>Total funds</b>	<u>102,535</u>	<u>565,225</u>	<u>(393,672)</u>	<u>-</u>	<u>274,088</u>

Name of fund	Description, nature and purpose of fund
Restricted general fund	Money given to the charity where the donor requires that a grant or donation be spent for a specific project or asset.
Unrestricted general fund	The free reserves of the charity which are not designated for particular purposes.
Capital fund	Free reserves which have been spent on acquiring fixed assets. An annual transfer is made relating to the depreciation thereon and other movements on fixed assets.

14. Analysis of net assets between funds

Fund balances at 31 March 2021 are represented by:

	Restricted General £	Unrestricted General £	Capital £	Total funds £
Tangible fixed assets	-	-	7,721	7,721
Current assets	-	367,174	-	367,174
Current liabilities	-	(100,807)	-	(100,807)
<b>Total net assets</b>	<u>-</u>	<u>266,367</u>	<u>7,721</u>	<u>274,088</u>

**Geese Theatre Company Limited  
(A Company Limited by Guarantee)**

**Notes to the financial statements for the year ended 31 March 2021 (continued)**

**15. Capital commitments**

There were no capital commitments at 31 March 2021 (2020 - £nil).

**16. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	Total 2021 £	Total 2020 £
Net income for the year	171,553	8,871
Depreciation	4,105	4,563
Interest receivable	(61)	(79)
Decrease / (increase) in debtors	41,140	20,796
(Decrease) / increase in creditors	23,415	(61,933)
<b>Net cash flow from operating activities</b>	<u>240,152</u>	<u>(27,782)</u>

**17. Related party transactions**

The following related party transactions took place during the period :

	2021 £	2020 £
<b>Birmingham Psychodrama Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged to related party during the year	450	1,200
<b>Changepoint Limited</b>		
Charitable company in which Clark Baim is a director		
Services recharged by related party during the year	-	3,240

Geese Theatre Company Limited  
**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
for the year ended 31 March 2021

	2021 £	2020 £
<b>INCOMING RESOURCES</b>		
Fund raising	70,657	343,491
Grants	471,941	194,493
Donations	2,116	3,858
Rental income and room hire	20,450	21,250
Interest	61	79
	<u>565,225</u>	<u>563,171</u>
<b>GENERATING FUNDS</b>		
Publicity and marketing	455	4,842
<b>COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY OBJECTS</b>		
Wages and salaries	325,306	385,276
Rent and property costs	21,573	29,201
Venue hire	700	4,290
Telephone and postage	2,406	2,558
Office expenses	242	1,554
Training	(70)	4,060
Consultancy and professional fees	22,423	48,024
Travel expenses	224	8,096
Motor expenses	1,519	8,820
Accommodation	-	27,537
Subsistence	-	4,337
Insurance	8,906	10,855
Staging	144	507
Sundry expenses	295	4,800
Depreciation	4,105	4,563
Surplus on disposals	(1,036)	-
	<u>386,737</u>	<u>544,478</u>
<b>GOVERNANCE COSTS</b>		
Accountancy	4,200	3,000
Audit	2,280	1,980
	<u>6,480</u>	<u>4,980</u>
<b>NET SURPLUS FOR THE YEAR</b>	<u><u>171,553</u></u>	<u><u>8,871</u></u>

*This page does not form part of the statutory financial statements.*