

Charity Registration No. 1085653

Company Registration No. 02878790 (England and Wales)

COLLAR & TIE LIMITED

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

COLLAR & TIE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Kristofor Darby Harmeet Chagger-Khan Jennifer Soltau Dr A Woolner Ms A Reeves
Artistic Director (CEO)	Paul Sutton
Secretary	Sophia Parker
Charity number	1085653
Company number	02878790
Registered office	5 Deansway Worcester Worcestershire WR1 2JG
Independent examiner	Kendall Wadley LLP Granta Lodge 71 Graham Road Malvern Worcestershire WR14 2JS
Bankers	National Westminster Bank Plc 1 The Cross Worcester WR1 3PR HSBC Bank PLC 6 Broad Street Worcester WR1 2EJ

COLLAR & TIE LIMITED

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COLLAR & TIE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective for accounting periods commencing from 1 January 2019)

Objectives and activities

The Charity's objectives are to promote, maintain, improve and advance education by the encouragement of the arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefore provided that all the objects of the Charity shall be of a charitable nature.

The policies adopted in furtherance of these objectives are:

- To use a mixture of performance, digital media and sound pedagogy to create experiences for children, young people and disabled people and marginalised and excluded communities
 - To build a network of partners with whom we deploy this distinct methodology
- and there has been no change to these during the year.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

COLLAR & TIE LIMITED

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance

With the Covid-19 pandemic still prevalent, Collar and Tie has maintained continuity of its services to children, young people, and schools, thanks to its Prospero technology and its digital first strategy. We continued to deliver against our charitable objectives through our programme of work around three main areas of activity: (1) Networked Theatre Collaborations (themed projects that bring together our partners from around the world), (2) Bespoke projects, whilst our (3) Prospero, Software Service gained momentum.

Delivery of our service

Prospero is an online distance learning platform for theatre and the arts. During the pandemic, Prospero came into its own. Our approach was threefold; first, to create new content for schools and young people through Prospero, second, expand school and student access to Prospero and thirdly recruit other arts organisations as Prospero Producers, making content for themselves to distribute.

We saw the Prospero Library expand to grow with new digital learning resources – what we call smartscripts – to benefit schools and students. Many of these resources were used by schools to support classroom activities, but many were used independently by students forced through repeated lockdowns to learn from home. Almost all of this content was available free of charge.

Prospero usage continued to grow, with over 2400 registered as users.

Over twenty arts and community groups continued working as Prospero Producers – people who can create and share smartscripts in Prospero. These included Worcester Environmental group and IDAS – Yorkshire's Domestic Abuse service. Thanks to additional support from Arts Council England we were able to commission 10 diverse freelance artists as Producers, creating new work exploring different aspects of 'Identities.' We continued to support people in Korogocho, a slum district of Nairobi, Kenya.

Our three-year programme of work at Fort Royal Special School in Worcester reached its conclusion, with new innovations including Prospero software, which enabled motion tracking dramas for use in the school's hydrotherapy pool for children with severe disabilities.

Remote working remained a key feature of our approach, with limited access to schools and venues. Keeping staff safe and secure has been our highest priority.

Despite travel limitations our work with New York City Department of Education continued to grow.

Further enhancements to Prospero continued to be put in place during the year.

Promotion of Creativity & Teaching

We have continued to take every opportunity to promote the arts and our distinct methodology as a means to advance education. This included presentation to National Drama, locally through a new role in the Worcester NPO Consortium and as Chair of the Worcestershire Cultural Education Partnership.

Financial review

The Statement of Financial Activities shows incoming resources of £271,845 (2021: £233,044), all relating to unrestricted funding. As a recognised National Portfolio organisation income is received from Arts Council England, this is detailed in note 4 to the financial statements. The charitable company does not carry out significant fund raising activities.

Unrestricted reserves, being the total reserves of the charity, stand at £114,810 (2021: £100,458), which after allowing for tangible fixed assets gives free reserves of £95,795 (2021: £92,706).

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at an appropriate level of up to six month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

COLLAR & TIE LIMITED

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

Risk management

The Trustees maintain a risk management strategy, which comprises:

- an ongoing review of the risks that the Charity faces and the implementation of systems to assess risks continuously;
- the establishment of systems and procedures to mitigate the risks identified;
- the implementation of procedures to minimise any potential impact on the Charity should any of those risks materialise.

Plans for the Future

With Covid-19 currently in retreat, we aim to reconnect with schools and partners through new partnerships and projects. We aim to position Prospero as a tool to help schools and artists support children and young people after the pandemic. We aim to expand our interests into the fields of vocational training and healthcare, both in Worcestershire, The South West, North East and North West as well as in the developing world.

We are continuing our Digital First approach to our services and charitable activities, maximising Prospero's potential to support creativity, learning and community development remotely. We will continue to support other charities with whom we share values and objectives, deploying Prospero to our mutual advantage. We are targeting our financial and human resources to support this work, reducing expenditure in other areas in light of this focus. We will continue to refine and invest in this strategy as local, regional and international conditions allow. We are grateful to the support of our key funders Arts Council England, the National Lottery Community Fund, and Innovate UK, in helping us to operate from a position of financial stability.

Structure, governance and management

The Charity is a charitable Company limited by guarantee incorporated on 8 December 1993 and as amended by special resolutions dated 16 June 2000, 22 March 2005 and 27 September 2005. The Charity was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. The Charity registered with The Charity Commission for England & Wales on 19 March 2001.

The Trustees, who are also the Directors for the purpose of Company law, and who served during the year were:

Kristofor Darby
Harmeet Chagger-Khan
Jennifer Soltau
Dr A Woolner
Ms A Reeves
Ms F Joseph

(Resigned 14 March 2022)

The Board has the power to appoint additional Directors as it considers fit to do so. Directors are recruited from across a wide range of expertise relevant to the activities of the Charity including the arts, education and business. These positions are publicly advertised and appointments are made through a selection process managed by the existing Directors and the Artistic Director and formally approved by the Board. A retiring Director should be eligible for re-election provided such retiring Director has not served as a Director for a continuous period of 6 years immediately prior to such re-election.

None of the Trustees has any beneficial interest in the Charity. All of the Trustees are members of the Charity and guarantee to contribute £1 in the event of a winding up.

The Memorandum & Articles of Association permit the Charity to enter into contracts with Trustees where the goods or services subject to contract are properly required by the Charity.

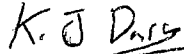
The Board meets quarterly to manage the affairs of the Charity. An Artistic Director is appointed by the Trustees. The Board is responsible for agreeing strategic and business plans, policy setting, approval of budgets, ensuring legal compliance and risk management. The day to day management of the Charity's affairs is delegated to the Artistic Director who is the Chief Executive Officer, and who is responsible for developing strategic and artistic plans for approval by the Board, and for ensuring the delivery of those plans.

COLLAR & TIE LIMITED

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

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

On behalf of the Board of Trustees



Kristofor Darby

Trustee

Dated: 21 September 2022

COLLAR & TIE LIMITED

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF COLLAR & TIE LIMITED

I report to the Trustees on my examination of the financial statements of Collar & Tie Limited (the Charity) for the year ended 31 March 2022.

Responsibilities and basis of report

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

Having satisfied myself that the financial statements of the Charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

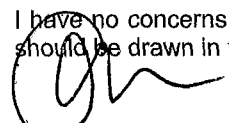
Independent examiner's statement

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

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

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

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



Elizabeth Needham ACA CTA (VAT)
Kendall Wadley LLP

Granta Lodge
71 Graham Road
Malvern
Worcestershire
WR14 2JS

Dated: 21 September 2022

COLLAR & TIE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Income from:			
Donations and legacies	3	3,032	-
Charitable activities	4	268,813	233,044
Total income		<u>271,845</u>	<u>233,044</u>
Expenditure on:			
Charitable activities	5	257,151	199,674
Other	7	-	156
Total expenditure		<u>257,151</u>	<u>199,830</u>
Net income for the year/ Net Incoming resources		14,694	33,214
Other recognised gains and losses			
Other gains or losses		(342)	(306)
Net movement in funds		14,352	32,908
Fund balances at 1 April 2021		100,458	67,550
Fund balances at 31 March 2022		<u>114,810</u>	<u>100,458</u>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

COLLAR & TIE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	10		19,015		7,752
Current assets					
Debtors	11	35,795		15,452	
Cash at bank and in hand		80,866		87,169	
		<u>116,661</u>		<u>102,621</u>	
Creditors: amounts falling due within one year	12	<u>(20,866)</u>		<u>(9,915)</u>	
Net current assets			95,795		92,706
Total assets less current liabilities			<u>114,810</u>		<u>100,458</u>
Income funds					
Unrestricted funds			114,810		100,458
			<u>114,810</u>		<u>100,458</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 21 September 2022

JSoltau

Jennifer Soltau
Trustee

Company registration number 02878790

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

Collar & Tie Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 5 Deansway, Worcester, Worcestershire, WR1 2JG.

1.1 Accounting convention

The accounts have been prepared in accordance with the Charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective for accounting periods commencing from 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The Charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

1.5 Expenditure

Resources expended are recognised in the period in which the goods or services are received. Resources expended include attributable VAT which is not recoverable. Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Governance costs include those costs incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	33.3% straight line
Motor vehicles	25% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors are initially recognised at transaction price. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.11 Retirement benefits

The Charity operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the statement of financial activities.

1.12 Deferred Income

Income is deferred where the Charity is not yet entitled to the use of the resources. When the pre-conditions for use are met then the income is released.

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.13 Liabilities

Liabilities are recognised as soon as there is a legal or constructive obligation committing the Charity to expenditure.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Total
	2022 £	2021 £
Government grants	3,032	-
	<u>3,032</u>	<u>-</u>
Grants receivable for core activities		
West Midlands DWP - Kickstart	3,032	-
	<u>3,032</u>	<u>-</u>

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	2022 £	2021 £
Income generated from, and grants within, charitable activities	268,813	233,044
Grants received		
Arts Council England - National Portfolio	72,696	72,696
Worcester City Council	5,000	-
Bransford Trust	15,000	-
Creative Alliance	250	-
Worcestershire County Council	8,179	-
National Lottery Award	-	34,650
Innovate UK	-	46,902
Cadent Foundation	-	16,800
Arts Council England - National Lottery Project Grants	44,829	-
	145,954	171,048

5 Charitable activities

	2022 £	2021 £
Staff costs	114,681	107,491
Depreciation and impairment	5,833	6,362
Production costs	56,521	23,900
Staff training	702	1,094
Marketing	10,201	2,134
Conferences	152	73
Travelling and motor expenses	12,073	4,044
Meeting costs	2,197	495
Office costs	14,255	11,541
Insurance	1,626	1,714
Subscriptions	1,444	2,146
Office rent	5,117	1,797
Bank charges	395	272
Freelance project workers	7,589	11,821
Bad debt expense	-	1,438
	232,786	176,322
Share of governance costs (see note 6)	24,365	23,352
	257,151	199,674

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

6 Support and governance costs

	Governance costs £	2022 £	2021 £	Basis of allocation
Staff costs	20,872	20,872	20,341	Charitable activity
Board meeting costs	-	-	18	Governance
Legal and professional fees	1,105	1,105	95	Governance
Independent examiners fees	2,388	2,388	2,898	Governance
	<u>24,365</u>	<u>24,365</u>	<u>23,352</u>	
Analysed between Charitable activities	<u>24,365</u>	<u>24,365</u>	<u>23,352</u>	

7 Other

	Total £ 2022	Unrestricted funds 2021
Net loss on disposal of tangible fixed assets	<u>-</u>	<u>156</u>

8 Trustees

None of the Trustees received any remuneration during the year (2021 - £nil) and no Trustee was re-imbursed expenses during the year (2021 - £nil).

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

9 Employees

Number of employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Management and charitable activities	2	2
Administration	1	1
	<u>3</u>	<u>3</u>

Employment costs

	2022 £	2021 £
Wages and salaries	120,219	113,321
Social security costs	8,378	7,769
Other pension costs	6,956	6,742
	<u>135,553</u>	<u>127,832</u>

There were no employees whose annual remuneration was £60,000 or more.

10 Tangible fixed assets

	Fixtures, Motor vehicles fittings & equipment £	£	Total £
Cost			
At 1 April 2021	70,137	23,980	94,117
Additions	17,096	-	17,096
At 31 March 2022	<u>87,233</u>	<u>23,980</u>	<u>111,213</u>
Depreciation and Impairment			
At 1 April 2021	62,385	23,980	86,365
Depreciation charged in the year	5,833	-	5,833
At 31 March 2022	<u>68,218</u>	<u>23,980</u>	<u>92,198</u>
Carrying amount			
At 31 March 2022	<u>19,015</u>	<u>-</u>	<u>19,015</u>
At 31 March 2021	<u>7,752</u>	<u>-</u>	<u>7,752</u>

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

11 Debtors

	2022	2021
	£	£
Amounts falling due within one year:		
Trade debtors	34,250	100
Prepayments and accrued income	1,545	15,352
	<u>35,795</u>	<u>15,452</u>

12 Creditors: amounts falling due within one year

	2022	2021
	£	£
Other taxation and social security	3,401	3,265
Trade creditors	12,123	2,323
Accruals and deferred income	5,342	4,327
	<u>20,866</u>	<u>9,915</u>

13 Analysis of net assets between funds

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Fund balances at 31 March 2022 are represented by:		
Tangible assets	19,015	7,752
Current assets/(liabilities)	95,795	92,706
	<u>114,810</u>	<u>100,458</u>

14 Related party transactions

There were no disclosable related party transactions during the year (2021 - none).

Remuneration of key management personnel

All permanent employees are considered to be key management personnel, their remuneration is £131,113 (2021 - £127,832).