

# Trustees Annual Report and Unaudited Financial Statements Year ended 31 March 2022

Charity registration - 1143406

Company number - 05079495

tangled  
feet



Front cover:

Devolution Evolution: 'Shop Front', The Mall, Luton, July '22

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## Reference and administrative details

### Charity number

1143406

### Company number

05079495

### Registered office

33 Raynham Street  
Hertford  
SG13 7DE

### Trustees

Adeyinka Akinrinade	(appointed 17.02.2022)
Rebecca Allen	(Chair)
Catherine Boyd	(resigned 23.11.2021)
Allesandro Forte	(appointed 15.05.2021)
Rae Leaver	
Catherine Stephen	
Sophie Scull	
Michael Webb	(resigned 17.02.2022)

### Company secretary

Alyson Jones

### Independent examiners

Andy Nash Accounting & Consultancy  
Units 24 & 25  
Goodsheds Container Village  
Hood Road  
Barry  
CF62 5QU

### Principal Bankers

Lloyds Bank Plc  
1 Silver Street  
Enfield  
EN1 3EE

## Trustees annual report

The Board of Trustees, who are also directors of the Charity for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of Tangled Feet Limited for the year ended 31 March 2022. The Board of Trustees confirms that the annual report and financial statements of the Charity comply with current statutory requirements, including the Charity Act 2011, as well as the requirements of the Charity's governing document and the provisions of the 'Charities SORP (FRS 102) - 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) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

### Objectives and activities

Tangled Feet aims to increase access to, and participation in high-quality, industry-leading theatre. We endeavour to make unique opportunities for young people to engage with our work and aim to share our work with people that rarely, if ever, visit the theatre. Tangled Feet is proud to be an artist-led ensemble, with the founders of the company still involved in all aspects of the artistic activity.

The principal activities of the charity in the year under review were delivering an artistic programme of theatre productions and a participation programme for disadvantaged young people to engage with the theatre. These activities included non-ticketed, free-to-access performances, educational workshops, training sessions, mentoring programmes for young and emerging artists, and paid work placements and internships.

The Trustees confirm that they have complied with the duty in section 4 of the Charities act 2006 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the Charity.

### Achievements and performance in the year

Work on our project Devolution Evolution began in Spring 2020 at the beginning of the covid pandemic. We commissioned 27 artists to develop their own creative ideas and new performances, video, film, balloon modelling, aerial, projection, sound, and scripts were created. We were delighted to bring many of these creations to audiences in Luton at the Hat Works, and in a pop-up performance shop in a mall in Luton in summer 2021. Many of the original collaborators have gone on to further develop their ideas into full productions, independent to Tangled Feet, and some remain under our stewardship with another pop-up performance shop of Devolution Evolution artists scheduled for summer 2022.

Between June-July 2021 and January-March 2022 we remounted Butterflies in a UK tour to schools and theatres, reaching thousands of young people aged 3-8 with our story exploring anxiety in children. Accompanying workshops and resource packs supported the production. Butterflies was originally created in 2018 in a co-production with Half Moon Theatre, and will retour once again in autumn 2022.

"Butterflies shines a light on the challenging circumstances many young people are living in. As someone who has had anxiety for as long as I can remember – certainly from the age of the young audience sat around me, captivated by the show – seeing Butterflies 20 years ago would have been a truly transformative experience, though watching it now is powerful enough." [childrenstheatrereviews.com](https://childrenstheatrereviews.com) - Sept 2018

We performed Murmurations, a new play by Steve Waters, at RSPB Strumshaw Fen Nature Reserve and National Trust Wicken Fen Nature reserve in September 2021. Through live scenes and songs, poetry and physical theatre, comedy and tragedy, Murmurations is a guided tour into nature that explores what we need from nature and what nature needs from us in a world recovering from sickness

Our production But When?, a co-production with Next Generation Youth Theatre and The Culture Trust is an outdoor performance experienced on headsets allowing audiences to follow four friends on their journey back to each other after a long separation period due to lockdown and the restrictions of 2020, performed to audiences on 19th and 20th November 2021 on the streets of Luton outside the Hat Factory.



"I was lucky enough to get one of these last tickets - and was absolutely blown away, what an incredible play & performance. Thank you @tangledfeet & @RSBPStrumpshaw. Stunning."  
Audience feedback

In collaboration with Rowan Tree Dramatherapy, we have continued to research and develop *Belongings*, a production exploring the stories of children who are part of the care system and do not live with their birth parents. This work has included the careful inclusion of care-experienced young people as creative advisors and test audiences, and feedback from initial test showings has demonstrated that the show is extremely resonant and authentically connected to their experiences.



Research & Development, 'Belongings', March '22

Demand for our Participation Programme activities has increased significantly over the last two years, as a mental health crisis for young people has taken its toll. Our Mindfulness Project is fully booked until the end of this academic year, and we have expressions of interest in the project that could see us fully booked for the entirety of the 2022-23 academic year (with current staff levels). We are sector-leaders with our provision of Dramatherapy services.

Our Participation Programme continues to work with some of the most disadvantaged young people in our local communities (Luton) and areas of interest (Croydon). Our Mindfulness Project has been delivered in eight schools local to us in Luton, and at a Pupil Referral Unit in Croydon in the last 12 months. With funding from BBC Children in Need, we doubled the service provision and reached new Luton schools, many in deprived areas with low cultural engagement, for example Leagrave Primary School where 94% of pupils have English as a second language, and Tennyson Road Primary School where an alarming 94% of students are from income deprived families. We have collected staggering data about the disadvantages faced by young people in Luton and are working to create new projects and expand delivery of our existing services to those worst affected.

TF have been commissioned by the Department of Education to introduce a comprehensive and varied therapy programme for students in PRU in Croydon. We employ nine therapists and are offering creative

therapeutic interventions to 70 students (who are at risk of peer violence and have experienced significant trauma) across five sites, and in addition to working with young people we have delivered training for staff supporting children experiencing developmental trauma, bereavement and suicide.

TF's work is only possible thanks to the goodwill and generosity of our supporters. 2021-22 was Tangled Feet's fourth year as an Arts Council National Portfolio Organisation – we remain incredibly grateful to ACE for their long-term support of our work, and our other key strategic funders: The Esmée Fairbairn Foundation, The Odin Charitable Trust and The Steel Charitable Trust. Earlier this year TF submitted an application to remain in the Arts Council National Portfolio for a period of three years from April 2023, and we are optimistic our plans and achievements will persuade our other key funders to continue their support in future years.

## Structure, governance and management

Tangled Feet Limited is a company limited by guarantee, number 05079495, and a registered charity in England and Wales, number 1143406.

The organisation's Governing Document is its Articles of Association, incorporated 22 March 2004, and additional articles adopted by special resolution on 2 February 2011.

Day-to-day management of Tangled Feet Limited is delegated by the Trustees to a Senior Management Team of part-time staff:

- Co-Artistic Directors, Nathan Curry and Kat Joyce
- Executive Producer, Sal Christopher
- General Manager, Alyson Jones
- Participation Director, Emily Eversden
- Director of Fundraising, Jonathan Ellicott
- Finance Director, Mario Christofides

This team report to the Board of Trustees at quarterly meetings.

A project-based group of staff including workshop leaders and associate artists deliver activities for Tangled Feet Limited throughout the year.

### Selection and appointment of Trustees

The Trustees may appoint new members by general agreement, where specialist skills are required. The Board wishes to thank Catherine Boyd and Michael Webb their expert input into Tangled Feet's affairs during their tenures as a Trustee.

New members are fully briefed on their obligations under charity and company law, and are given information on the decision-making processes, the financial performance of the charity and the business plan.



Participation, 'Mindfulness in Schools' (funded by Children in Need), Luton Schools, May '21

### Risk management

The coronavirus pandemic continues to have an impact across the world, with inflation and a cost-of-living crisis taking hold in the UK at the time of preparing this report. Arts and cultural organisations and their activities came to a virtual standstill in Spring 2020 as society was ordered into lockdown. Those in our profession have had to evolve and adapt to continue to deliver creative projects.

Tangled Feet's Trustees have carefully considered the company's situation in response to the pandemic. Following a successful application, our core-funding from Arts Council England (ACE) was extended until 31 March 2023. With core funding in place, no debts, and no staff on permanent contracts, Tangled Feet continues as a going concern.

Commissioning fees are being impacted because of coronavirus and inflation, and therefore TF must remain creative, flexible and responsive to ensure to we continue to achieve our aims and objectives. We'll continue to work in partnership with others to seek out new opportunities to engage with those who have been impacted by the pandemic.

The Trustees have considered the major risks to which the charity is exposed and established procedures to manage those risks. The Trustees consider the variability of income to be a significant risk in the short to medium term. Long term risks include the loss of the Senior Management Team and key creative members of the wider ensemble.

## Future Plans

Going forward, the trustees' intention is to continue running the charity along similar lines to those carried out in recent years, to meet the charity's objectives. Tangled Feet will resume delivering high quality artistic programmes (e.g. developing the Devolution Evolution project, retouring 'Murmurations' and staging the premier of 'Belongings'), alongside targeted participation work (incl. residency work at Luton College) and commencement of Dramatherapy provision at Saffron Valley Collegiate PRU and at a new site, Bensham Manor PRU. Other assigned activity (2022-2023) will include an autumn tour of the children's production 'Butterflies', R&D work, and an in-depth period of equalities training for trustees and senior management



Performance, 'Butterflies', Spring Tour, February '22

## Financial results

During the current financial year the Charity achieved a surplus of £35,883 (2021: surplus of £91,324), increasing total reserves at year end to £230,655 (2021: £194,772).

The Trustees are satisfied with the financial performance of the charity throughout the year. No Tangled Feet project is ever delivered without the budget being secured, and the charity has never taken on any debt. Fundraising activity aims to support the core costs of the charity – the salaries of the Senior Management Team and towards project costs. As per previous years, governance costs remain commendably low.

### Reserves policy

Tangled Feet's reserve policy aim is to target a sum of funds as 'designated reserves' that is separate to any allocated expenditure commitments. These funds would support the Charity in case of unexpected changes in funding and to meet any unplanned expenditure. The target level of designated reserve is calculated at £50,000. This target is equivalent to 3 months 'core costs', estimated to be at £40,000 plus £10,000 available for any discretionary expenditure. The Charity aims to achieve this reserve level by the end of March 2026 and has initiated a plan to allocate £5,000 per year, plus frequent additional funds made from fees and commissions in order to meet this target. The Trustees review the reserves policy every year to make relevant adjustments.

At year-end Tangled Feet had unrestricted reserves of £178,509 (2021: £149,280) assigned as follows:

- £44,437 (2021: £32,371) designated to general reserves (incl. Free Reserves)
- £134,072 (2021: £117,009) designated to core activity expenditure in 2023 and 2024

## Statement of board of trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and 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 its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect 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 UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In addition, the trustees confirm that they are happy that content of the annual review in pages 5 to 9 of this document meet the requirements of both the Trustees' Annual Report under charity law and the Directors' Report under company law.

They also confirm that the financial statements have been prepared in accordance with the accounting policies set out in the 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 FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

### Preparation of the report

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006, and the exemptions available for smaller charities under the Statement of Recommended Practice.

This report was approved and authorised for issue by the Board of Trustees on 24 November 2022 and signed on its behalf by:



**REBECCA ALLEN**

**CHAIR**

The financial year 2021/22 saw us building back stability and momentum after the the Covid pandemic (and associated lockdowns) and delivering a large amount of backlogged work. The year was still fraught with delays following the knock on effect of the Jan to March 2021 lockdown and the continuing cancellation of events and issues caused by self isolation and infection rates. There was an unprecedented pause in activity in 20/21 and Tangled Feet dynamically shifted its mode of operation focusing on freelancer support, online activity and research and development for new Covid secure productions. 2021/22 saw us delivering these projects in schools, outdoors, as pop up events and online. The model of working became more reactive, flexible and able to pop up quickly. Financially we needed to remain dynamic and flexible with large contingencies held on projects for Covid working and an ability to cancel, delay or re-shape projects. Outdoor working methodology, smaller pop up projects and following strict testing protocols allowed us to avoid major problems. There was a high activity rate as we attempted to re-stage work from 20/21 alongside existing plans for 21/22 which resulted in some 21/22 projects needing to be pushed to 22/23 (resulting in some financial carry over). Our core funding enables stability in these times and our model of using this funding for both part time wages and artistic projects allow us to make things happen - not rest on the comfort of salaries. As the cultural world re-emerges from Covid, change is occurring. Long held inequalities are clearer than ever, the freelance community (the backbone of the industry) exist in a precarious position, audiences may not return to auditoriums in the same way again, venues have become risk adverse and work needs to remain flexible more than ever.

Nathan Curry & Kat Joyce, Tangled Feet Co-Artistic Directors

## Independent examiner's report

I report to the Trustees on my examination of the accounts of Tangled Feet Limited (charity number 1143406, company number 05079495) for the year ended 31 March 2022 which are set out on pages 12 to 31.

### Respective responsibilities of trustees and examiner

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and,
- to state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

### Basis of independent examiner's statement

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the Trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

### Independent examiner's statement

Since the Company'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 the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

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

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
- the accounts do not accord with those records; or,
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or,

- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



**ANDREW PHILIP NASH ACA**

**MEMBER OF THE INSTITUTE OF CHARTERED ACCOUNTANTS IN ENGLAND AND WALES – 2461833**

**DATED: 13 DECEMBER 2022**

Andy Nash Accounting & Consultancy Ltd  
Units 24 & 25  
Goodsheds Container Village  
Hood Road  
Barry  
CF62 5QU

## Statement of financial activities

### Incorporating the Income and Expenditure Account & Statement of Realised Gains and Losses

For the year ended 31 March 2022

		Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2021 £
	Notes				
<b>Income from:</b>					
Donations and legacies	3	210,463	119,994	<b>330,457</b>	277,097
Charitable activities	4	168,934	1,550	<b>170,484</b>	78,627
Other income		28,548	-	<b>28,548</b>	-
<b>Total income</b>		<b>407,945</b>	<b>121,544</b>	<b>529,489</b>	355,724
<b>Expenditure on:</b>					
Raising funds	5 & 6	7,624	34	<b>7,658</b>	9,296
Charitable activities					
Participation					
Dramatherapy	5 & 7	114,856	13,127	<b>127,983</b>	89,215
Other participation activities	5 & 7	27,898	23,512	<b>51,410</b>	63,250
Participation		<b>142,754</b>	<b>36,639</b>	<b>179,393</b>	152,465
Productions					
Making & touring new work	5 & 8	137,417	65,400	<b>202,817</b>	20,694
Retouring existing work	5 & 8	63,900	8,905	<b>72,805</b>	20,624
Research & development	5 & 8	27,021	3,912	<b>30,933</b>	61,321
Productions		<b>228,338</b>	<b>78,217</b>	<b>306,555</b>	102,639
Total charitable activities		<b>371,092</b>	<b>114,856</b>	<b>485,948</b>	255,104
<b>Total expenditure</b>		<b>378,716</b>	<b>114,890</b>	<b>493,606</b>	264,400
<b>Net income/(expenditure)</b>		<b>29,229</b>	<b>6,654</b>	<b>35,883</b>	91,324
<b>Reconciliation of funds:</b>					
Total funds brought forward	13 & 14	149,280	45,492	<b>194,772</b>	103,448
Total funds carried forward	13 & 14	<b>178,509</b>	<b>52,146</b>	<b>230,655</b>	194,772

The notes on pages 15 to 31 form part of the financial statements.



**Balance sheet**

As at 31 March 2022

	Notes	£	Total funds 31 Mar 2022 £	Total funds 31 Mar 2021 £
<b>Fixed assets:</b>				
Tangible assets	10		-	854
<b>Current assets:</b>				
Debtors & prepayments	11	43,083		14,360
Cash at bank and in hand		192,477		184,633
		<b>235,560</b>		198,993
<b>Creditors</b>				
Amounts falling due within one year	12	(4,905)		(5,075)
<b>Net current assets/(liabilities)</b>			<b>230,655</b>	193,918
<b>Net assets/(liabilities)</b>			<b>230,655</b>	194,772
<b>The funds of the charity:</b>				
Restricted funds	13 & 14		<b>52,146</b>	45,492
Unrestricted funds				
General funds	13 & 14	44,437		32,271
Designated funds	13 & 14	134,072		117,009
Unrestricted funds			<b>178,509</b>	149,280
<b>Total charity funds</b>			<b>230,655</b>	194,772

The notes on pages 15 to 31 form part of the financial statements.

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 March 2022, and the members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2022 under section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

They were approved and authorised for issue by the Board of Trustees on 24 November 2022 and signed on their behalf by:



**REBECCA ALLEN**  
**CHAIR**

## Statement of Cash Flows

For year ended 31 March 2022

	Total Funds Year ended 31 Mar 2022 £	Total Funds Year ended 31 Mar 2021 £
<b>Cash flows from operating activities:</b>	<b>35,883</b>	<b>91,324</b>
Net income/(expenditure) for period (as per SOFA)		
Adjustments for:		
Depreciation charges	-	285
Loss on disposal of fixed assets	417	-
(Increase)/decrease in accounts receivables	(2,555)	-
(Increase)/decrease in accrued grant income	681	(10,547)
(Increase)/decrease in accrued theatre tax relief	(28,548)	-
(Increase)/decrease in prepayments and other debtors	1,001	10,964
Increase/(decrease) in accruals	-	(660)
Increase/(decrease) in HMRC & pension payable	(1,322)	2,091
Increase/(decrease) in pension payable	28	-
Increase/(decrease) in VAT payable	1,822	(1,241)
	<b>(28,476)</b>	<b>892</b>
<b>Net cash used in operating activities</b>	<b>7,407</b>	<b>92,216</b>
<b>Cash flows from investing activities:</b>		
Sale of fixed assets	437	-
<b>Net cash used in investing activities</b>	<b>437</b>	<b>-</b>
<b>Change in cash and cash equivalents in period</b>	<b>7,844</b>	<b>92,216</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>184,633</b>	<b>92,417</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>192,477</b>	<b>184,633</b>

The notes on pages 15 to 31 form part of the financial statements.

## Notes to the financial statements

### 1. Accounting policies

#### Basis of preparation of the financial statements

The financial statements have been prepared in accordance with 'Charities SORP (FRS 102) - 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) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), including Update Bulletin 1, and the Companies Act 2006.

The effect of any event relating to the year ended 31 March 2022, which occurred before the date of approval of the financial statements by the Board of Trustees has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2022 and the results for the year ended on that date.

The functional currency of the Charity is GBP and amounts in the financial statements are rounded to the nearest pound.

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.

#### Going concern

The financial statements have been prepared on the going concern basis as the Board of Trustees is confident that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment, and the ongoing global COVID-19 pandemic has had no material impact on this assessment.

#### Legal status

Tangled Feet Limited is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is 33 Raynham Street, Hertford, SG13 7DE.

#### Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in note 13 of the financial statements.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 13 of the financial statements.

#### Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

## 1. Accounting policies (continued from previous page)

### Income (continued from previous page)

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

Other income consists of amounts received from HMRC as part of the Theatre Tax Relief system.

### Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Direct costs include all costs directly attributable to that activity including freelancers and production or participation costs, as well as the staff time directly attributable to that activity, namely the cost of the two co-artistic directors.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area, as outlined in note 5 of the financial statements.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

### Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on the following basis:

Motor vehicles	25% reducing balance
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### Cash at bank and in hand

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but are not held for investment purposes.

### Debtors and prepayments

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

### Creditors and accruals

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.



## 1. Accounting policies (continued from previous page)

### Critical estimates and judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The treatment of tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

### Pensions

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

### Financial instruments

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.



Performance, 'Murmurations', RSPB Strumpshaw, September '21

## 2. Comparative statement of financial activities

		Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £
	Notes			
Income from:				
Donations and legacies	3	204,453	72,644	277,097
Charitable activities	4	74,817	3,810	78,627
Other income		-	-	-
<b>Total income</b>		<b>279,270</b>	<b>76,454</b>	<b>355,724</b>
Expenditure on:				
Raising funds	5 & 6	9,296	-	9,296
Charitable activities				
Participation				
Dramatherapy	5 & 7	84,990	4,225	89,215
Other participation activities	5 & 7	40,941	22,309	63,250
Participation		125,931	26,534	152,465
Productions				
Making & touring new work	5 & 8	19,027	1,667	20,694
Retouring existing work	5 & 8	18,687	1,937	20,624
Research & development	5 & 8	58,935	2,386	61,321
Productions		96,649	5,990	102,639
Total charitable activities		222,580	32,524	255,104
<b>Total expenditure</b>		<b>231,876</b>	<b>32,524</b>	<b>264,400</b>
Net income/(expenditure)		47,394	43,930	91,324
Reconciliation of funds:				
Total funds brought forward	13 & 14	101,886	1,562	103,448
Total funds carried forward	13 & 14	149,280	45,492	194,772

**3. Income from donations and legacies**

	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £
Grants			
Arts Council England - National Portfolio Organisation	196,495	-	196,495
Arts Council England - Other	-	49,707	49,707
BBC Children in Need	-	17,287	17,287
Esmee Fairbairn Foundation	-	20,000	20,000
The Hanley Trust	-	3,000	3,000
Million Dollar Round Table Foundation	3,610	-	3,610
Odin	5,000	-	5,000
Steel Charitable Trust	-	30,000	30,000
Grants	<b>205,105</b>	<b>119,994</b>	<b>325,099</b>
Donations	359	-	359
Donations in kind (see note 15)	-	-	-
Coronavirus Job Retention Scheme	4,999	-	4,999
	<b>210,463</b>	<b>119,994</b>	<b>330,457</b>

	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £
Grants			
Arts Council England - National Portfolio Organisation	196,495	-	196,495
Arts Council England - Other	-	-	-
BBC Children in Need	-	21,644	21,644
Esmee Fairbairn Foundation	-	20,000	20,000
The Hanley Trust	-	1,000	1,000
Steel Charitable Trust	-	30,000	30,000
Grants	196,495	72,644	269,139
Donations	910	-	910
Donations in kind (see note 15)	3,710	-	3,710
Coronavirus Job Retention Scheme	3,338	-	3,338
	<b>204,453</b>	<b>72,644</b>	<b>277,097</b>



#### 4. Income from charitable activities

	Unrestricted funds	Restricted funds	Total funds
Year ended 31 Mar 2022	Year ended 31 Mar 2022	Year ended 31 Mar 2022	Year ended 31 Mar 2022
£	£	£	£
Earned income and fees (incl. participation income)	168,934	1,550	170,484
	<b>168,934</b>	<b>1,550</b>	<b>170,484</b>

	Unrestricted funds	Restricted funds	Total funds
Year ended 31 Mar 2021	Year ended 31 Mar 2021	Year ended 31 Mar 2021	Year ended 31 Mar 2021
£	£	£	£
Earned income and fees (incl. participation income)	74,817	3,810	78,627
	<b>74,817</b>	<b>3,810</b>	<b>78,627</b>



Performance, 'But When' (funded by Steel Charitable Trust) at The Hat Factory, Luton, November '21



**5. Total expenditure**

	<b>Direct staff costs</b>	<b>Direct other costs</b>	<b>Indirect costs</b>	<b>Total costs</b>
	<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>
	<b>31 Mar 2022</b>	<b>31 Mar 2022</b>	<b>31 Mar 2022</b>	<b>31 Mar 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Raising funds	-	6,693	965	<b>7,658</b>
Charitable activities				
Dramatherapy	26,617	93,420	7,946	<b>127,983</b>
Other participation activities	26,617	16,847	7,946	<b>51,410</b>
Participation	<b>53,234</b>	<b>110,267</b>	<b>15,892</b>	<b>179,393</b>
Making and touring new work	9,648	181,512	11,657	<b>202,817</b>
Retouring existing work	9,648	51,500	11,657	<b>72,805</b>
Research and development	9,649	9,628	11,656	<b>30,933</b>
Productions	<b>28,945</b>	<b>242,640</b>	<b>34,970</b>	<b>306,555</b>
	<b>82,179</b>	<b>359,600</b>	<b>51,827</b>	<b>493,606</b>

  

	<b>Direct staff costs</b>	<b>Direct other costs</b>	<b>Indirect costs</b>	<b>Total costs</b>
	<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>
	<b>31 Mar 2021</b>	<b>31 Mar 2021</b>	<b>31 Mar 2021</b>	<b>31 Mar 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Raising funds	-	6,783	2,513	9,296
Charitable activities				
Dramatherapy	19,634	54,282	15,299	89,215
Other participation activities	19,634	28,317	15,299	63,250
Participation	39,268	82,599	30,598	152,465
Making and touring new work	9,144	4,774	6,776	20,694
Retouring existing work	9,144	4,704	6,776	20,624
Research and development	9,143	45,401	6,777	61,321
Productions	27,431	54,879	20,329	102,639
	66,699	144,261	53,440	264,400

Direct costs include all costs directly attributable to that activity including freelancers and production or participation costs, as well as the staff time directly attributable to that activity, namely the cost of the two co-artistic directors.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area.

An analysis of expenditure on raising funds can be found in note 6.

An analysis of expenditure on charitable expenditure by participation and production can be found in notes 7 & 8 respectively.

## 5. Total expenditure (continued from previous page)

An analysis of staff costs can be found in note 9.

Support costs consists of the following:

	<b>Total costs Year ended 31 Mar 2022 £</b>	<b>Total costs Year ended 31 Mar 2021 £</b>
Indirect staff costs	<b>10,163</b>	9,528
Indirect staff overtime	<b>543</b>	-
Finance and administrative support	<b>15,572</b>	16,344
Hire of office and spaces for activities	<b>7,277</b>	6,638
Administrative and general expenses	<b>5,981</b>	5,518
Marketing and development	<b>8,804</b>	11,728
Governance costs	<b>3,391</b>	3,596
Bank charges	<b>96</b>	88
	<b>51,827</b>	53,440

Governance costs includes:

	<b>Total costs Year ended 31 Mar 2022 £</b>	<b>Total costs Year ended 31 Mar 2021 £</b>
Insurance	<b>1,891</b>	2,096
Independent examination	<b>1,500</b>	1,500
	<b>3,391</b>	3,596

The independent examiners received remuneration for the following services in the year:

	<b>Total costs Year ended 31 Mar 2022 £</b>	<b>Total costs Year ended 31 Mar 2021 £</b>
Independent examination	<b>1,500</b>	1,500
Theatre tax relief support	<b>-</b>	311
	<b>1,500</b>	1,811

**6. Expenditure on raising funds**

	Unrestricted funds	Restricted funds	Total funds
Year ended	Year ended	Year ended	Year ended
31 Mar 2022	31 Mar 2022	31 Mar 2022	31 Mar 2022
£	£	£	£
Direct other costs	6,693	-	6,693
Indirect costs	931	34	965
	<b>7,624</b>	<b>34</b>	<b>7,658</b>

  

	Unrestricted funds	Restricted funds	Total funds
Year ended	Year ended	Year ended	Year ended
31 Mar 2021	31 Mar 2021	31 Mar 2021	31 Mar 2021
£	£	£	£
Direct other costs	6,783	-	6,783
Indirect costs	2,513	-	2,513
	<b>9,296</b>	<b>-</b>	<b>9,296</b>



Devolution Evolution, sharings at Hat Works, Luton, July '21

**7. Expenditure on charitable activities - participation**

	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £
Dramatherapy			
Direct staff costs	16,617	10,000	26,617
Direct other costs	90,763	2,657	93,420
Indirect costs	7,476	470	7,946
	<b>114,856</b>	<b>13,127</b>	<b>127,983</b>
Other participation activities			
Direct staff costs	16,617	10,000	26,617
Direct other costs	3,420	13,427	16,847
Indirect costs	7,861	85	7,946
	<b>27,898</b>	<b>23,512</b>	<b>51,410</b>
	<b>142,754</b>	<b>36,639</b>	<b>179,393</b>

  

	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £
Dramatherapy			
Direct staff costs	17,134	2,500	19,634
Direct other costs	52,557	1,725	54,282
Indirect costs	15,299	-	15,299
	<b>84,990</b>	<b>4,225</b>	<b>89,215</b>
Other participation activities			
Direct staff costs	17,134	2,500	19,634
Direct other costs	10,008	18,309	28,317
Indirect costs	13,799	1,500	15,299
	<b>40,941</b>	<b>22,309</b>	<b>63,250</b>
	<b>125,931</b>	<b>26,534</b>	<b>152,465</b>



**8. Expenditure on charitable activities - productions**

	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £
Making and touring new work			
Direct staff costs	9,648	-	9,648
Direct other costs	117,026	64,486	181,512
Indirect costs	10,743	914	11,657
	<b>137,417</b>	<b>65,400</b>	<b>202,817</b>
Retouring existing work			
Direct staff costs	9,648	-	9,648
Direct other costs	42,854	8,646	51,500
Indirect costs	11,398	259	11,657
	<b>63,900</b>	<b>8,905</b>	<b>72,805</b>
Research & development			
Direct staff costs	9,649	-	9,649
Direct other costs	5,764	3,864	9,628
Indirect costs	11,608	48	11,656
	<b>27,021</b>	<b>3,912</b>	<b>30,933</b>
	<b>228,338</b>	<b>78,217</b>	<b>306,555</b>
	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £
Making and touring new work			
Direct staff costs	7,477	1,667	9,144
Direct other costs	4,774	-	4,774
Indirect costs	6,776	-	6,776
	19,027	1,667	20,694
Retouring existing work			
Direct staff costs	7,477	1,667	9,144
Direct other costs	4,434	270	4,704
Indirect costs	6,776	-	6,776
	18,687	1,937	20,624
Research & development			
Direct staff costs	7,477	1,666	9,143
Direct other costs	44,681	720	45,401
Indirect costs	6,777	-	6,777
	58,935	2,386	61,321
	96,649	5,990	102,639

## 9. Staff costs

	<b>Total costs</b>	Total costs
	<b>Year ended</b>	Year ended
	<b>31 Mar 2022</b>	31 Mar 2021
	<b>£</b>	£
Gross salaries	<b>87,305</b>	72,881
Employer's NIC	<b>3,166</b>	1,815
Employer's Pension	<b>1,871</b>	1,531
	<b>92,342</b>	76,227

The average headcount during the period was 4 persons (2021: 4 persons).

No employee received employee benefits of more than £60,000 (2021: Nil).

The total employee benefits paid to key management personnel during the year was £56,991 (2021: £54,863).

## 10. Tangible fixed assets

	<b>Motor vehicles</b>	<b>Total</b>
	<b>£</b>	£
Cost		
At 1 April 2021	3,600	<b>3,600</b>
Disposal	(3,600)	<b>(3,600)</b>
At 31 March 2022	-	-
Accumulated depreciation		
At 1 April 2021	2,746	<b>2,746</b>
Disposal	(2,746)	<b>(2,746)</b>
At 31 March 2022	-	-
Net book value		
At 1 April 2021	<b>854</b>	<b>854</b>
At 31 March 2022	-	-

11. Debtors and prepayments

	<b>Total funds Year ended 31 Mar 2022 £</b>	<b>Total funds Year ended 31 Mar 2021 £</b>
Trade debtors	<b>2,555</b>	-
Accrued theatre tax relief	<b>28,548</b>	-
Accrued grant income	<b>10,069</b>	10,750
Accrued Coronavirus Job Retention Scheme	-	1,194
VAT control account	-	698
Prepayments	<b>1,911</b>	1,718
	<b>43,083</b>	14,360

12. Creditors: amounts falling due within one year

	<b>Total funds Year ended 31 Mar 2022 £</b>	<b>Total funds Year ended 31 Mar 2021 £</b>
Accruals	<b>1,500</b>	1,500
VAT control account	<b>1,124</b>	-
PAYE control account	<b>1,903</b>	3,225
Pension control account	<b>378</b>	350
	<b>4,905</b>	5,075

### 13. Analysis of charity funds

	Balance brought forward Year ended 31 Mar 2022 £	Income for the period Year ended 31 Mar 2022 £	Expenditure in the period Year ended 31 Mar 2022 £	Transfers between funds Year ended 31 Mar 2022 £	Balance carried forward Year ended 31 Mar 2022 £
Unrestricted funds					
General fund	32,271	407,945	(378,716)	(17,063)	44,437
Artistic development	117,009	-	-	17,063	134,072
	<b>149,280</b>	<b>407,945</b>	<b>(378,716)</b>	<b>-</b>	<b>178,509</b>
Restricted funds					
Grants for the Arts					
Without Walls Commission	475	800	(96)	-	1,179
Devolution Evolution Project	-	49,707	(48,406)	-	1,301
Grants for the Arts	<b>475</b>	<b>50,507</b>	<b>(48,502)</b>	<b>-</b>	<b>2,480</b>
BBC Children in Need - Young Carers	211	-	(100)	-	111
BBC Children in Need - Mindfulness & Wellbeing	5,030	17,287	(13,150)	-	9,167
Esmee Fairbairn Foundation	10,000	20,000	(20,000)	-	10,000
The Hanley Trust	-	3,000	(2,741)	-	259
National Lottery - Awards for All	587	-	(587)	-	-
Royal Opera House	579	750	(1,329)	-	-
Steel Charitable Trust	28,610	30,000	(28,481)	-	30,129
	<b>45,492</b>	<b>121,544</b>	<b>(114,890)</b>	<b>-</b>	<b>52,146</b>
	<b>194,772</b>	<b>529,489</b>	<b>(493,606)</b>	<b>-</b>	<b>230,655</b>

#### Artistic development

During the prior year the charity designated £134,072 to be carried forward and allocated against artistic activity on projects that have now spanned tax years and were delayed due to pandemic. These funds, which also contain commission fees, funds set aside for storage, capital purchases, participation projects and staff training, were dispersed over 22-23. The majority of funds will be applied to the development of a brand-new production called 'Belongings' inspired by children in care (initially scheduled for development in 20-21); further realizations of the Devolution Evolution programme including 'Shop Front' (July '22); the continuation of the delayed part of the 'But When' schools project (November '22). Plus additional funding for another 'Butterflies' schools/children's theatre tour (October '22) and a reworking of the outdoor location specific play 'Murmurations' in Hartlepool (June'22).

#### Grants for the Arts – Without Walls Commission

This was a research and development funding award restricted to the initial creation phase of a large-scale outdoor production (initially titled Eyes on Stalks but later titled Rave New World).

### 13. Analysis of charity funds (continued from previous page)

#### Grants for the Arts – Devolution Evolution Project

This was funding for the development and realisation of the Devolution Evolution project in Luton.

#### BBC Children in Need

Funding for continuation of various participation projects and residential trips for young carers or young people who may be looked after.

#### Esmée Fairbairn Foundation

This is a multi-year grant to support the salary of the Participation Director.

#### National Lottery – Awards for All

This was a one off grant towards Tangled Feet's SIBS2019 programme. The main work body of work took place in April 2019.

#### Royal Opera House Bridge

A Learning Offer Development Fund from ROHB used to gain a greater understanding of how to create authentic and relatable theatrical experiences with and for teenagers. To develop a better understanding of the mental health issues that face this age group in the Luton area. The funds support TF in building relationships and gain insight from a range of youth organisations in the region, to use their wealth of knowledge and understanding to contribute to our working processes with teenagers. The fund helps Tangled Feet develop a set of strategic aims for work with this age group over the next 4 years. The fund also allows the Tangled Feet team to gain insight from a range of educational leaders, teachers and support staff in a variety of educational settings and to develop an online safeguarding strategy for working with this age group.

#### Steel Charitable Trust

Funding supporting three strands of activity, all based in Luton, over a 3 year period. The first strand is to create a new piece of theatre bringing artistic excellence to Luton and its audiences. The second is to tour a piece of work to Luton schools, alongside accompanying post show workshops and supporting resources. The third strand is to create career pathways in the Arts for early stage career artists based in Luton through mentorship, work placements and internship on Tangled Feet projects over the 3 years.



13. Analysis of charity funds (continued from previous page)

	Balance brought forward Year ended 31 Mar 2021 £	Income for the period Year ended 31 Mar 2021 £	Expenditure in the period Year ended 31 Mar 2021 £	Transfers between funds Year ended 31 Mar 2021 £	Balance carried forward Year ended 31 Mar 2021 £
Unrestricted funds					
General fund	25,486	279,270	(231,876)	(40,609)	32,271
Artistic development	76,400	-	-	40,609	117,009
	101,886	279,270	(231,876)	-	149,280
Restricted funds					
Grants for the Arts					
Without Walls Commission	475	-	-	-	475
Grants for the Arts	475	-	-	-	475
BBC Children in Need - Young Carers	-	13,000	(12,789)	-	211
BBC Children in Need - Mindfulness & Wellbeing	-	8,644	(3,614)	-	5,030
Esmee Fairbairn Foundation	-	20,000	(10,000)	-	10,000
The Hanley Trust	-	1,000	(1,000)	-	-
National Lottery - Awards for All	1,087	-	(500)	-	587
Royal Opera House	-	3,810	(3,231)	-	579
Steel Charitable Trust	-	30,000	(1,390)	-	28,610
	1,562	76,454	(32,524)	-	45,492
	103,448	355,724	(264,400)	-	194,772

**14. Analysis of net assets**

	Unrestricted funds	Restricted funds	Total funds
	Year ended 31 Mar 2022	Year ended 31 Mar 2022	Year ended 31 Mar 2022
	£	£	£
Fixed assets	-	-	-
Current assets	183,414	52,146	235,560
Current liabilities	(4,905)	-	(4,905)
	<b>178,509</b>	<b>52,146</b>	<b>230,655</b>

	Unrestricted funds	Restricted funds	Total funds
	Year ended 31 Mar 2021	Year ended 31 Mar 2021	Year ended 31 Mar 2021
	£	£	£
Fixed assets	854	-	854
Current assets	153,501	45,492	198,993
Current liabilities	(5,075)	-	(5,075)
	<b>149,280</b>	<b>45,492</b>	<b>194,772</b>

**15. Donated goods and services**

During the previous year the charity was support by a number of organisations through donated goods and services. The income is reflected in note 3, with the matching expenditure allocated as follows:

	Total funds	Total funds
	Year ended 31 Mar 2022	Year ended 31 Mar 2021
	£	£
<b>Storage space</b>	-	3710
	<b>-</b>	<b>3710</b>

**16. Trustee remuneration**

During the year, no trustee received any remuneration in respect of trustee services (2021: £Nil). No members of the Board of Trustees received reimbursement of expenses (2021: £Nil).

During the year two of the trustees were paid for their creative involvement in projects of the charity. Adeyinka Akinrinade was paid £300 as an actor for reading days for the Murmurations in the research and development phase. Rae Leaver was paid £1,346 for their writing contribution to the Devolution Evolution sharing phase.

**17. Related party transactions**

During the year there were no related party transactions (2021: £Nil).

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