

Kakilang

England & Wales · Charity number 1183582

Details

Other names	CHINESE ARTS NOW
Status	Registered
Legal form	Charitable company
Company number	06067760
Registered	2019-05-24
Register	View on the Charity Commission register

Contact

Address	Kakilang Linen Hall 162-168 Regent Street London W1B 5TB
Phone	0207 126 8317
Email	info@kakilang.org.uk
Website	www.kakilang.org.uk

Activities

Objects: TO ADVANCE THE ARTS FOR THE PUBLIC BENEFIT BY THE PROMOTION IN PARTICULAR, BUT NOT EXCLUSIVELY, OF THE VISUAL, PERFORMING AND DIGITAL ARTS.

Activities: CAN's mission is to present to the public innovative and contemporary performing arts exploring Chinese themes, stories, art forms and work that blends Chinese and other contemporary art forms. By developing and presenting this work, we aim to raise public understanding and appreciation of Chinese and other perspectives and art forms. CAN offers performances, exhibitions, public art and workshops.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£225,265	£235,418	-	-
2024-03-31	£323,469	£271,805	-	-
2023-03-31	£317,587	£311,366	-	-
2022-03-31	£279,141	£197,788	-	-
2021-03-31	£223,212	£189,684	-	-

Trustees

Name	Role	Appointed
Anna Sujin Leckie		2025-05-02
Borim Kim		2025-05-02
Dr Broderick D V Chow		2023-06-26
Emily Jane Beswick		2023-06-26
Maureen Mo-Ling Chui		2023-06-26
Natasha Betteridge		2023-06-26
Tom Robert Curteis		2025-05-02
Viola Jardon		2025-05-02

Kakilang

England & Wales - Charity number 1183582

Accounts

Company registration number: 06067760
Charity registration number: 1183582

**KAKILANG LTD
TRUSTEES' REPORT AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

Kakilang Ltd Contents

	Page
Trustees' Report	1—9
Independent Examiner's Report	10
Statement of Financial Activities (including Income and Expenditure Account)	11
Comparative Statement of Financial Activities (including Income and Expenditure Account)	12
Statement of Financial Position	13
Notes to the Financial Statements	14—18

Kakilang Ltd
Company No. 06067760
Trustees' Report For The Year Ended 31 March 2025

The trustees present their report and the financial statements for the year ended 31 March 2025.

Objectives and Activities

Aims and Objectives

Kakilang's vision is Coming Together Through Art. Our mission is to produce and present world-class art, and pioneer multi-disciplinary artforms from a wide spectrum of Southeast and East Asian voices.

Kakilang's values include those below:

- We bring people together through art.
- We build art that demands Equality.
- We create with artists at the core.
- We generate a space where art forms intersect, inspire, play with and talk to each other.
- We raise awareness, and seek ways to address larger global issues, by engaging people through the arts.

The Trustees review the charity's activities and annual business plan in line with these objectives, vision and mission each year. The annual business plan is also endorsed by Arts Council England.

Each year the Trustees, the permanent team and a representative of Arts Council England carry out an Annual Performance Review of the company. The Review of 2024/25 with Arts Council England took place on 19 June 2024.

Public Benefit

The charity's objectives are to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the visual, performing and digital arts.

The Trustees refer to the Charity Commission's guidance on public benefit when setting out the charity's objectives and reviewing the charity's activities and achievements for this report.

The trustees confirm that they have complied with the requirements of Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

Achievements and Performance

Main Achievements

In the financial year 2024/25, our team, comprised of a two interim Executive Directors (1 stepped down on 31 March 2025), and Artistic Director/Co-CEO (in post from 16 December 2024), two Associate Artistic Directors (Si Rawlinson stepped down on 26 December 2024 and Daniel York Loh on 21 February 2025). Diana Cheung was appointed as part time Producer on October 21, 2024, but stepped down on 31 March 2025 due to accepting a full time position elsewhere. The existing staff consisted of a General Manager, a Head of Marketing and Audience Development, and an Arts and Community Producer; they were responsible for delivering and maintaining an ambitious and high quality programme throughout 24/25, with Board oversight and reporting.

We continued to expand our reach and establish ourselves as a company set on producing high quality art since our rebrand from Chinese Arts Now to Kakilang in October 2022. We have received overwhelmingly positive feedback for our work. Through working with new and established partnerships with a diverse range of organisations like Soho Theatre, Omnibus Theatre, Hoxton Hall, the ESEA Community Centre, The Place, Voice ESEA, we presented a groundbreaking new Kakilang Production, *The Dao of Unrepresented British Chinese Experience*, continued to grow our Community Engagement strand, and developed new audiences.

Kakilang Productions

The Dao of Unrepresentative British Chinese Experience

Associate Artistic Director Daniel York Loh created and presented the UK premiere of his new semi-autobiographical, psychedelic, punk rock show, *The Dao of Unrepresentative British Chinese Experience*. Inspired by his personal story, the show is written by York Loh who also performs in the show. Semi-autobiographical and explosive, Daniel York Loh's psychedelic gig-theatrical punk pop rap rock riff on what path to choose, which identity politics to embrace or whether it's just easier to follow the 'Dao' of ancient Chinese philosopher Zhuangzi and dream you're a butterfly. Or, be a butterfly dreaming of being 'Chinese'... The 'British Chinese'. So often regarded as a 'model minority'. Quiet, high-achieving, polite, invisible... But when someone who is 'British Chinese' spends their life taking drugs, getting thrown out of school, claiming benefits, being chased in stolen cars, getting locked up, then rehabilitating onto the stage, where do they fit in? Oh, and they're not quite 'Chinese' enough anyway.

Key Figures & Outcomes:

...CONTINUED

Kakilang Ltd
Trustees' Report (continued)
For The Year Ended 31 March 2025

Main Achievements - continued

- **Ticket Sales:** 1,709 tickets sold (average 71 per performance)
- **Award Recognition:** Nominated for an Offie Award in the Performance Piece category
- **Media Coverage:** 35 pieces secured through PR campaign led by Chloe Nelkin
- **Public & Critical Reception:** Positive press reviews and audience vox pops)

Impact on Company:

- Elevated organisational profile through strong media presence and award nomination
- Showcase British Chinese/ESEA narratives in mainstream cultural venues in London
- First long run production for Kakilang
- Support of ESEA leadership and artistic growth in sector

7 community engagement pieces of work were delivered for Dao, as well as promoting the show via numerous emails to community participants.

We organised a group show discount for 7 Goldsmiths Festival MA students, offering them the opportunity to engage directly with the production as part of their academic and creative development.

In collaboration with the National Youth Theatre (NYT), we delivered a bespoke storytelling workshop led by Daniel at their premises, which was attended by 14 participants. We arranged a group discount for 5 NYT members, enabling these young creatives to experience the production.

A rapid-response writing and performance collaboration was developed with Synergy Theatre, an organisation that works with people who have lived experience of the criminal justice system—one of the central themes of the play. The collaboration included free tickets to the show, a bespoke workshop led by Daniel in their Brixton House space, access to rehearsal space, and a pre-show sharing event at Soho Theatre where participants presented their creative responses to an invited audience of family, friends, and the Kakilang team. In total, 9 Synergy participants took part, supported by 1 paid director and 2 paid ESEA actors, with 31 people attending the private sharing event.

We also worked in partnership with On Your Side, End Violence and Racism, and Protection Approaches to provide a care package within the digital freesheet. This resource offered support for audience members affected by the show's themes of racism and violence. In addition, we delivered an online hate crime awareness workshop to extend this work into a practical and educational context. All audience members had access to the care package via the digital freesheet, and 4 individuals attended the online workshop.

To further contextualise the show's themes, we hosted a panel discussion at Soho Theatre featuring 3 external speakers: Leda Yang, Business Operations, Communications and Programming at Hackney Chinese Community Centre; Esther Baker, founder of Synergy Theatre; and Jassa Ahluwalia, writer of *Both Not Half* and actor. The discussion explored key ideas around mixed identity, racism, and reclaiming agency through the arts. Approximately 22 audience members attended the event.

We also collaborated with the British Chinese Society to arrange a group visit to the show, followed by a meet-and-greet with the cast. This provided an opportunity for community members to connect with the artists and discuss shared experiences and cultural perspectives. Around 15 people attended as part of this initiative.

Finally, we worked with Outside Edge, the UK's only theatre organisation supporting people with lived experience of addiction—another key theme explored in the production. 10 free tickets were provided for Outside Edge members, allowing them to attend and engage with the performance in a supportive and relevant context.

All of this activity enabled us to reach new, and often underrepresented, audiences, increasing engagement with our work and increasing awareness of us and ESEA arts as a whole.

The Lonesome Death of Eng Bunker

In collaboration with Wattle & Daub, Kakilang co-produced *The Lonesome Death of Eng Bunker* at the Omnibus Theatre for 5 performances.

On January 17th 1874, Eng Bunker woke to discover his brother Chang was dead. The twin brothers, Siamese immigrants and entertainers who had carved out an uneasy space in the rotten heart of the American Dream, were conjoined by a band of cartilage and shared a liver. This is the story of Eng's final hours; alone for the first time in his life. Using puppetry, music and striptease, this is a gothic horror about the brutal cost of assimilation, being entirely alone in the universe, and about waking up tethered to a dead body.

In September 2024, we delivered 2 Augmented Reality & Puppetry workshops at Hoxton Hall, to allow people to engage with the core genre of the show in a hands-on and contemporary context. The workshops were led by acclaimed puppet maker, Mikayla Teodoro (*Totoro*, *101 Dalmations*, *Lion King*), and talented art and technology artist Donald Shek. 17 participants attended.

...CONTINUED

Kakilang Ltd
Trustees' Report (continued)
For The Year Ended 31 March 2025

Main Achievements - continued

Kakilang hosted a post-show panel discussion with Tobi Poster-Su (the creator and performer of the show) and Iskandar R. Sharazuddin (director) during the press night, to enable the audience to ask questions and learn more about the making and context of the show. Over 60 people attended in person and around 10 attended on Instagram live.

Artist Development

Creative Lab 2.0

Creative Lab (CL) 2.0 took place at Rich Mix, London, from February to May 2025. For £10, creatives took part in up to 8 interdisciplinary workshops each led by 2 leading and mostly ESEA practitioners, connecting with like-minded creatives and expanding their skills and network. Our CL programme is for primarily, but not exclusively, emerging and mid-career ESEA creatives to upskill and experiment with new artistic mediums and tools across performing and visual arts, e.g. augmented reality, clowning, puppetry, video technology, sound design, and oral histories. Participants then took advantage of 5 days worth of free rehearsal/make space to create new, scratch work inspired by the workshops (the Development Period), which was presented to family and friends, and any industry leaders they wish to invite, in a private sharing event.

We provided 3 x £200 bursaries for participants in need, to assist with travel, childcare and any other costs. This included a participant who is an asylum seeker. We also provided a professional development opportunity with a £600 stipend to bring on board a participant as the Artist Liaison to assist us with the Development Period and sharing event.

Over 76 participants accessed Creative Lab 2024 across the programme, with an average of 19 participants per workshop. 10 participants took advantage of the free make/rehearsal space. 9 works were presented at the scratch to an audience of around 100 people.

Community Engagement Programmes

FOCV Youth Taster Session (2025)

We delivered this FOCV taster session for young people below the age of 18 at ESEA Community Centre in Hackney, to test out interest and in preparation for our subsequent 4 youth programmes being delivered with Lightbulb Trust Funding in 2025. A total of 10 people signed up between ESEA Community Centre and Kakilang, with 4 people attending, aged between 11 to 20. We suspect that the free nature of the workshop may have resulted in a higher dropout rate, as some participants felt less obligated to attend.

Despite the low turnout, the session was successful and rewarding. The participants were engaged, supportive of one another, and eager to try new activities. They asked many thoughtful questions and interacted well with the workshop leaders.

Iris, 12 years old:
"It was very fun! I enjoyed creating my body map."

Aidan, 15 years old:
"It was a very worthwhile experience and I really enjoyed how interactive the workshop was. Thank you!"

Tik, 19 years old:
"I didn't know what to expect as I am from Leicester, in London for a weekend to explore the art scene and came across this workshop via Eventbrite. I have not heard of Kakilang or ESEA Community Centre before, but I will keep an eye out for their future events/workshops. I thoroughly enjoyed today and it was great to get to know the workshop leaders, as I am interested in starting a career in the arts."

The learnings from this workshop has been very helpful for planning and delivering our youth programmes in 25/26, which is enabling us to reach younger people and help them access art at an earlier age.

Ronin by Yukiko Masui - Support-in-Kind

As part of our Support-in-Kind work, we supported Yukiko (Saving Face performer; dancer and choreographer) with her 'Ronin' sharing in October 2024, a new immersive theatre, dance and sword production exploring Japanese female narratives being produced by The Place, London. Katrina organised for 3 community participants to attend the sharing as critical friends, offering feedback to help the development of the work.

We also delivered a sword and movement workshop at The Place in November 2024, led by Si Rawlinson and Yukiko. This was very popular with the 20 places filling up in a few days.

This kind of work enables us to support more ESEA artists and nurture long-term relationships with artists and partners.

Audience Development Event

Moongate Mix x Kakilang – ASIAN IS THE NEW COMEDY & ROCK 'N' ROLL II

Location: Omnibus Theatre
Date: 9 September (ESEA Heritage Month)

Activity Overview:

...CONTINUED

Kakilang Ltd
Trustees' Report (continued)
For The Year Ended 31 March 2025

Main Achievements - continued

Live comedy, music, and cultural evening featuring ESEA performers and stalls, with food pop-up and exhibition.

Key Figures & Outcomes:

- **Ticket Sales:** 52 tickets sold (5 comps)
- **Additional Sales:** 1 Dao playtext sold
- **Audience Demographic:** Approx. 80% ESEA audience
- **Performers:** Jason Kwan, Huge Davies, Ria Lina, Cathy Jain
- **Food & Stalls:** Malaysian pop-up kitchen GWEILO and arts stalls/exhibition by Donald Shek

Feedback Highlights:

- **Audience:** "Fun evening out, ESEA talents at their best."
- **Artists:** "I don't think I have performed in front of such a large ESEA audience before."

Impact on Company:

- Collaboration with another ESEA organisation, artist and food vendor to celebrate ESEA Heritage Month
- Introduced new audiences to Kakilang/Moongate Mix and increased community engagement
- Demonstrated demand for comedic and social events within the ESEA community, exploring this strand going forward.

Little TASTE

Location: Looking Glass Cocktail Bar

Date: Tuesday 5 November

Activity Overview:

A multidisciplinary performance night featuring emerging Queer artists, hosted by a drag king with live DJ.

Key Figures & Outcomes:

- **Tickets Sold:** 31 (+10 comps)
- **Audience Demographic:** 90% ESEA audience
- **Artists Selected via Open Call: (£100 contribution fee)** Mild Peril • Shannon Ong • Matt Tam • Jash Yuan
- **Additional:** DJ shane (daebak) and host Sigi Moonlight

Feedback Highlights:

- **Audience:** "It was such a beautiful night, celebrating queer artists."
- **Artists:** "Thank you... such a fantastic night! It was a joy to be part of this event."

Impact on Company:

- Expanded Kakilang's reach into LGBTQ+ and nightlife spaces, continue to support ESEA queer communities
- Demonstrated ability to platform emerging talent and community-driven curation
- Built new networks in non-traditional performance venues (New bar venue)

Future Plans

New Leadership

This year saw significant changes in Kakilang's leadership structure, with time being taken for reflection on the most appropriate structure moving forward. In June 2023, former Artistic Director/CEO, An-Ting Chang, stepped down from her role. Natalie Chan was then appointed as Director/CEO, beginning on 1 September 2023, stepping down on 21 March 2024. At the end of March 2024, two staff members, Joey Jepps, General Manager, and Katrina Man, Arts and Community Producer, were appointed interim Co-Executive Directors, taking on some responsibilities previously held by the (Artistic) Director/CEO. This structure continued into 2024/25 as proper reflection on the most appropriate structure was undertaken.

...CONTINUED

Kakilang Ltd
Trustees' Report (continued)
For The Year Ended 31 March 2025

Main Achievements - continued

Most of the rest of the team, including two Associate Artistic Directors remained, therefore we were confident that there is appropriate leadership and teamwork in place to continue to drive Kakilang's future plans. In December 2024, the organisation appointed a new Artistic Director/Co-CEO Howl Yuan, with an Executive Director/Co-CEO appointment planned for early summer 2025.

Kakilang Commissions

In 2024/2025, we were thrilled to receive over 100 applications for our open call commissions. The creativity and ambition on display were truly inspiring, and we're grateful to everyone who shared their work with us. We commissioned 4 new works by ESEA artists - two performing arts projects and two non-performing arts commissions. Kakilang will support their work with the intention to have them publicly presented in 25/26 and 26/27.

1. Elisabeth Gunawan & KISS WITNESS

Project: Prayers for a Hungry Ghost

About the artists: KISS WITNESS is an independent theatre collective creating immersive headphone-theatre experiences; their debut won the Charlie Hartill Award and they've had sold-out runs at VOILA! Festival and beyond.

2. Xin Wen and JJ Agcaoili

Project: 2025PCM

About the artists: Xin and JJ are a London-based duo blending emerging technologies with spatial design; their experimental film and immersive work has toured major international venues, and they co-founded Many Projects Studio in 2024 .

3. Eelyn Lee

Project: Ancestral Futures 源流之後

About the artist: Eelyn Lee is an award-winning Hong Kong-English artist and filmmaker whose immersive works explore identity and grief through ritual, costume, and sound.

4. ShayShay

Project: Untitled Japanese Internment Play

About the artist: ShayShay (they/them) is a non-binary playwright and screenwriter using transatlantic comedy to examine race and queerness; co-founder of Pan-Asian cabaret collective The Bitten Peach.

Financial Review

Financial Position

The Charity remains financially sound. During the year the Charity made a small deficit of (£10,153) (2024 : surplus £51,664).

Income in the year was £225,265 (2024 : £323,469). The Charity had an accumulated surplus of £190,381 at 31st March 2025 of which £171,881 (2024: £156,284) was unrestricted and £18,500 (2024 : £44,250) was restricted.

Primary funding sources

The company's main source of income is Arts Council England. Alongside this regular support, the organisation receives income from ticket sales, production income, fundraising and donations. We achieved great fundraising success from trusts and foundations in 2022/23, which include multi-year funding that carried into 2024/25, providing long term stability for the company.

Fundraising and Donations

Financially, we achieved success with an income exceeding £225,265. The successful funding bids with the John Ellerman Foundation (£90,000 over three years) and the Paul Hamlyn Foundation (£60,000 over two years) in 2022/23 strengthened our financial stability. In addition, £5,000 of funding was secured from the Cockayne Foundation to support the production of The Dao of Unrepresentative British Chinese Experience.

The company makes applications directly to sponsors, trusts and foundations and potential donors, and does not use professional fundraisers.

Kakilang Ltd

Trustees' Report (continued)

For The Year Ended 31 March 2025

Reserves Policy

Kakilang's Reserves Policy is to accumulate and maintain a Reserve Fund equal to approximately 6 months running costs, excluding expenditure related to Kakilang Productions and any other major projects (estimated at £100,000). The company's current Reserve Fund totalled £53,943 at 31st March 2025.

Going Concern

Having reviewed the company's performance, its current reserves status and the on-going support of Arts Council England, the Trustees have no concerns regarding the company's ability to continue as a going concern.

Structure, Governance and Management

Governing Document

Structure, Governance and Management

Kakilang Limited (formerly Chinese Arts Now Limited or CAN) was founded in 2007. The company became a National Portfolio Organisation, receiving annual funding support from Arts Council England, on 1st April 2018. We applied to continue as an NPO in May 2022, and received the decision in November 2022 that we have received continued regular funding for at least three years from 1st April 2023. Arts Council England has announced they will be extending the current NPO period to 31st March 2027, subject to applying for yearly extensions.

Day to day management of the company is delegated to a permanent team. From 1 April 2024 and 16 December 2024, the company was in a leadership interim phase, with no appointed CEO. The previous CEO left on 21 March 2023, in the previous financial year. Day-to-day operations were upkept by Joey Jepps and Katrina Man as interim Co-Executive Directors. From 16 December 2024, Kakilang appointed Howl Cheng Po Yuan as Artistic Director/Co-CEO, with plans for an Executive Director/Co-CEO to be recruited in the financial year 25/26. When the company mounts productions and other activities, it engages freelance artists, marketing and production staff on an as required basis.

The organisation is a company limited by guarantee without share capital. The guarantee of company members is £1. The company was incorporated on 25 January 2007 and is governed by Articles of Association dated 14 July 2021. The Company changed its name from Chinese Arts Now to Kakilang Limited on 13 October 2022.

The company achieved charity status in May 2019. Charitable status enables it to increase its future fundraising efforts and is essential to its plans to diversify income streams. The registered charity number is: 1183582.

During the year, we witnessed changes in our Board of Directors with three members resigning, making the total number of Directors five as of 31 March 2025. One further Trustee is the Treasurer and will stay into early 25/26 to ensure continued business operations, but has plans to step-down early Summer 2025. Kakilang will recruit a further 4 Trustees before Summer 2025, resulting in 8 Trustees by September 2025.

All Trustees are volunteers and receive no benefits from the organisation.

Trustee Selection Methods

Trustees' recruitment, induction and training

When appropriate, Kakilang recruits new Trustees by widely promoting the opportunities available – with a particular emphasis on diversity. Trustees are formally appointed by the existing Trustees, on the basis of the skills, knowledge and life experience they bring to the organisation.

New Trustees are offered a full induction to the Board, including discussions with the Chair and senior staff, and provision of relevant documentation (including Articles, Financial Statements, and company policies). Attention is drawn to the guidance available from the Charity Commission.

Remuneration of key management personnel

Due to staff turnover throughout the year, key management personnel comprise of all staff members and the Board of Trustees (all unpaid). Staff remuneration is set in the annual budget in line with industry standards and the annual budget is reviewed and approved by the Trustees.

Kakilang Ltd
Trustees' Report (continued)
For The Year Ended 31 March 2025

Risk management

The Trustees monitor potential risk to the company in all areas through a risk register that is reviewed by the Trustees every 3 months at Board Meetings. Additionally, the company's permanent team members regularly carry out risk assessments as part of their work and all staff are given Health and Safety Executive information about health and safety at work.

The company's productions and other presentations take place in venues managed by third parties. The producers of each show carry out Health and Safety risk assessments at each venue.

The major risks identified by the company are:

- Ensuring enough work is in development for future programming, fulfilling our audience development strategy
- National and global politics impacting mission and vision
- Reputational risk across sector, stakeholders, and funders, due to leadership instability in previous financial year
- Interim leadership structure and lack of artistic direction
- Not achieving fundraising targets for the year
- Failing to reach income target for the financial year

There is an interim leadership structure consisting of two interim Co-Executive Directors, appointed from existing staff. Appropriate training has been identified for the two Co-Executive Directors to improve any gaps in their knowledge and to properly support their development. Kakilang's Board of Trustees stayed in close contact and communication with interim directors and closely monitored operational and artistic delivery with a focus on financial resilience.

To ensure income targets are closely monitored throughout the year, Kakilang produces an engaging programme that exemplifies Kakilang's commitment to high quality art, closely monitoring income against the budget periodically and developing production and marketing plans in tandem.

The Board and staff are continuing to review and taking appropriate action to mitigate these risks as far as feasible.

|

Kakilang Ltd
Trustees' Report (continued)
For The Year Ended 31 March 2025

Reference and Administrative Details

Trustees

Ms Maureen Chui
Ms Natasha Betteridge
Dr Broderick Chow
Ms Emily Beswick
Ms Jui-Lan Lee (resigned 28/02/2025)
Mr Tom Curteis (appointed 02/05/2025)
Mr Peter Hodges (resigned 31/01/2025)
Mr Peter Hodges (resigned 31/01/2025)
Mr Pojuei Chou (resigned 28/02/2025)
Ms Viola Jardon (appointed 02/05/2025)
Ms Borim Kim (appointed 02/05/2025)
Ms Anna Leckie (appointed 02/05/2025)
Mrs Lai Wong (appointed 26/02/2025) (resigned 26/03/2025)

Company Secretary

Mr Joey Jepps (appointed 10/10/2024)

Charity Number

1183582

Company Number

06067760

Independent Examiner

Caroline Clarke ACA
Clarke + Wells
Ground Floor
66 High Street
Lewes
East Sussex BN7 1XG

Kakilang Ltd
Trustees' Report (continued)
For The Year Ended 31 March 2025

Small Company Rules

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

The trustees' report was approved by the board of trustees and signed on its behalf by:



Dr Broderick Chow

Trustee
16th December
2025

Kakilang Ltd
Independent Examiner's Report to the Trustees of Kakilang Ltd
For The Year Ended 31 March 2025

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and Basis of Report

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

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

Independent Examiner's Statement

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

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

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

Caroline Clarke

Caroline Clarke ACA
16th December 2025
Clarke + Wells
Ground Floor
66 High Street
Lewes
East Sussex
BN7 1XG

Kakilang Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For The Year Ended 31 March 2025

		Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	3	178,574	30,000	208,574	267,570
Charitable activities:	4				
Promotion of the Arts		14,548	-	14,548	55,899
Investments	5	2,143	-	2,143	-
		<u>195,265</u>	<u>30,000</u>	<u>225,265</u>	<u>323,469</u>
EXPENDITURE ON:					
Charitable activities:	6				
Promotion of the Arts		(179,668)	(55,750)	(235,418)	(271,805)
NET (EXPENDITURE)/INCOME		<u>15,597</u>	<u>(25,750)</u>	<u>(10,153)</u>	<u>51,664</u>
NET MOVEMENT IN FUNDS		<u>15,597</u>	<u>(25,750)</u>	<u>(10,153)</u>	<u>51,664</u>
RECONCILIATION OF FUNDS:					
Total funds brought forward		<u>156,284</u>	<u>44,250</u>	<u>200,534</u>	<u>148,870</u>
TOTAL FUNDS CARRIED FORWARD	14	<u><u>171,881</u></u>	<u><u>18,500</u></u>	<u><u>190,381</u></u>	<u><u>200,534</u></u>

The notes on pages 14 to 18 form part of these financial statements.

Kakilang Ltd
Comparative Statement of Financial Activities (including Income and Expenditure
Account)
For The Year Ended 31 March 2025

		2024	
	Notes	Unrestricted funds	Restricted funds
		£	£
		Total funds	
		£	
INCOME AND ENDOWMENTS FROM:			
Donations and legacies	3	207,570	60,000
Charitable activities:	4		
Promotion of the Arts		55,899	-
		<u>263,469</u>	<u>60,000</u>
			<u>323,469</u>
EXPENDITURE ON:			
Charitable activities:	6		
Promotion of the Arts		(234,258)	(37,547)
		<u>(234,258)</u>	<u>(37,547)</u>
			<u>(271,805)</u>
NET INCOME		29,211	22,453
		<u>29,211</u>	<u>22,453</u>
			<u>51,664</u>
NET MOVEMENT IN FUNDS		29,211	22,453
RECONCILIATION OF FUNDS:			
Total funds brought forward		127,073	21,797
		<u>127,073</u>	<u>21,797</u>
TOTAL FUNDS CARRIED FORWARD	14	<u>156,284</u>	<u>44,250</u>
		<u>156,284</u>	<u>200,534</u>

The notes on pages 14 to 18 form part of these financial statements.

Kakilang Ltd
Statement of Financial Position
As At 31 March 2025

		Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	Notes	£	£	£	£
CURRENT ASSETS					
Debtors	11	1,825	-	1,825	2,187
Cash at bank and in hand		171,957	18,500	190,457	200,593
		<u>173,782</u>	<u>18,500</u>	<u>192,282</u>	<u>202,780</u>
Creditors: Amounts Falling Due Within One Year	12	(1,901)	-	(1,901)	(2,246)
		<u>171,881</u>	<u>18,500</u>	<u>190,381</u>	<u>200,534</u>
NET CURRENT ASSETS (LIABILITIES)					
		<u>171,881</u>	<u>18,500</u>	<u>190,381</u>	<u>200,534</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>171,881</u>	<u>18,500</u>	<u>190,381</u>	<u>200,534</u>
NET ASSETS					
		<u>171,881</u>	<u>18,500</u>	<u>190,381</u>	<u>200,534</u>
FUNDS OF THE CHARITY					
Restricted Funds				18,500	44,250
Unrestricted Funds				171,881	156,284
TOTAL FUNDS	14			<u>190,381</u>	<u>200,534</u>

For the year ending 31 March 2025 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

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

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

On behalf of the board



Dr Broderick Chow

Trustee
16th December 2025

The notes on pages 14 to 18 form part of these financial statements.

Kakilang Ltd
Notes to the Financial Statements
For The Year Ended 31 March 2025

1. General Information

Kakilang Ltd is a company limited by guarantee, incorporated in England & Wales, registered number 06067760 and registered charity number 1183582. The registered office is .

2. Accounting Policies

2.1. Basis of Preparation of Financial Statements

The financial statements have been prepared in accordance with 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) (effective 1 January 2019)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

The charitable company is a Public Benefit Entity as defined by FRS 102.

2.2. Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for a specific purpose.

Restricted funds are to be used for specific purposes as laid down by the donor.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2.3. Incoming Resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

2.4. Resources Expended

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

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of performances, festivals and activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

2.5. Cash and Cash Equivalents

Cash and cash equivalents are basic financial assets and include cash in hand and deposits held at call with banks, other short-term highly liquid investments that mature in no more than three months from the date of acquisition and are readily convertible to a known amount of cash with insignificant risk of change in value, and bank overdrafts.

2.6. Taxation

The charity is exempt from tax as all its income is charitable and applied for charitable purposes.

3. Income from Donations and Legacies

	Unrestricted	Restricted	2025
	funds	funds	Total
	£	£	£
Donations and gifts	354	-	354
Grants	178,220	30,000	208,220
	178,574	30,000	208,574
	178,574	30,000	208,574

Kakilang Ltd
Notes to the Financial Statements (continued)
For The Year Ended 31 March 2025

	Unrestricted funds	Restricted funds	2024 Total funds
	£	£	£
Donations and gifts	3,636	-	3,636
Grants	203,934	60,000	263,934
	207,570	60,000	267,570
	207,570	60,000	267,570

The following grants are included within the total income from donations and legacies above:

	Unrestricted funds	Restricted funds	2025 Total funds
	£	£	£
John Ellerman Foundation	-	30,000	30,000
Arts Council England NPO regular funding	178,220	-	178,220
Arts Council England Project Grant	-	-	-
Bagri Foundation	-	-	-
Cockayne Foundation	-	-	-
Paul Hamlyn Foundation	-	-	-
	178,220	30,000	208,220
	178,220	30,000	208,220

	Unrestricted funds	Restricted funds	2024 Total funds
	£	£	£
John Ellerman Foundation	-	30,000	30,000
Arts Council England NPO regular funding	178,220	-	178,220
Arts Council England Project Grant	5,714	-	5,714
Bagri Foundation	15,000	-	15,000
Cockayne Foundation	5,000	-	5,000
Paul Hamlyn Foundation	30,000	-	30,000
	233,934	30,000	263,934
	233,934	30,000	263,934

4. Income from Charitable Activities

	2025 Unrestricted funds	2024 Unrestricted funds
	£	£
Promotion of the Arts	14,548	55,899
	14,548	55,899
	14,548	55,899

5. Investment Income

	2025 Unrestricted funds	2024 Unrestricted funds
	£	£
Bank interest receivable	2,143	-
	2,143	-
	2,143	-

Kakilang Ltd
Notes to the Financial Statements (continued)
For The Year Ended 31 March 2025

6. Analysis of Expenditure

	Activities undertaken directly	Support costs <small>(see note 7)</small>	2025
	£	£	Total
Promotion of the Arts	209,273	26,145	235,418
2024			
	£	£	Total
Promotion of the Arts	249,076	22,729	271,805

7. Support Costs

	2025
	Promotion of the Arts
	£
Premises expenses:	
Other premises costs	3,865
General administration:	
Website, marketing & promotion	8,288
Legal fees	1,917
Conferences, Events and Training	4,882
Bank charges	2,612
Other office costs	3,197
Governance costs:	
AGM / board meetings expenses	24
Independent examiner's fees	1,360
	26,145
2024	
	Promotion of the Arts
	£
Employee costs:	
Staff expenses	2,500
Premises expenses:	
Other premises costs	2,519
General administration:	
Website, marketing & promotion	5,560
Legal fees	1,543
Conferences, Events and Training	3,888
Bank charges	1,039
Other office costs	3,508
	...CONTINUED

Kakilang Ltd
Notes to the Financial Statements (continued)
For The Year Ended 31 March 2025

Governance costs:

AGM / board meetings expenses		222
Independent examiner's fees		1,950
		22,729

8. Independent Examiner's Remuneration

	2025	2024
	£	£
Independent examination of the financial statements	1,360	1,950
	1,360	1,950

9. Staff Costs

Staff costs were as follows:

	2025	2024
	£	£
Wages and salaries	128,801	111,082
Social security costs	5,942	6,912
Other pension costs	3,568	2,790
	138,311	120,784

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

10. Average Number of Employees

Average number of employees during the year was: 5 (2024: 7)

11. Debtors

	2025	2024
	£	£
Due within one year		
Trade debtors	-	163
Other debtors	1,825	2,024
	1,825	2,187

12. Creditors: Amounts Falling Due Within One Year

	2025	2024
	£	£
Trade creditors	401	746
Accruals and deferred income	1,500	1,500
	1,901	2,246

13. Pension Commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

During the year the charge to the statement of financial activities in respect of defined contribution schemes was £3,568 (2024: £2,790).

At the statement of financial position date contributions of £NIL were due to the fund and are included in creditors.

Kakilang Ltd
Notes to the Financial Statements (continued)
For The Year Ended 31 March 2025

14. Movement in Funds

	As at 1 April 2024	Income	Expenditure	As at 31 March 2025
	£	£	£	£
Unrestricted funds				
General:				
General unrestricted fund	156,284	195,265	(179,668)	171,881
Restricted funds				
Restricted General Fund	44,250	30,000	(55,750)	18,500
Total funds	<u>200,534</u>	<u>225,265</u>	<u>(235,418)</u>	<u>190,381</u>
	As at 1 April 2023	Income	Expenditure	As at 31 March 2024
	£	£	£	£
Unrestricted funds				
General:				
General unrestricted fund	127,073	263,469	(234,258)	156,284
Restricted funds				
Restricted General Fund	21,797	60,000	(37,547)	44,250
Total funds	<u>148,870</u>	<u>323,469</u>	<u>(271,805)</u>	<u>200,534</u>

15. Transactions with Trustees

None of the trustees received any remuneration or any other benefits from an employment with the charity or a related entity during the current or previous year.

No trustee expenses have been incurred.

16. Related Party Disclosures

Key management personnel (including directors) received compensation of £115,607 (2024: £120,784)

Kakilang

England & Wales - Charity number 1183582

Accounts

Charity number: 1183582
Company number: 06067760
(England and Wales)

Kakilang Ltd

Report of the Trustees and Unaudited Financial Statements

For the year ended 31 March 2024

Kakilang Ltd
Contents Page
For the year ended 31 March 2024

Report of the Trustees	1 to 6
Independent Examiner's Report to the Trustees	7
Statement of Financial Activities	8
Statement of Financial Position	9
Notes to the Financial Statements	10 to 16

Kakilang Ltd
Report of the Trustees
For the year ended 31 March 2024

The Trustees present their report and the financial statements for the year ended 31 March 2024. This is also a Directors' Report required by s417 of the Companies Act 2006 and all Trustees are directors.

This Trustees Report and the associated Financial Statements have been prepared in accordance with the guidance for preparing Charity Accounts and Reports presented in Accounting and Reporting by Charities: Statement of Recommended Practice and are therefore in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (effective 1 January 2015) - (Charities SORP FRS 102) together with The Companies Act 2006.

OBJECTIVES AND ACTIVITIES

Objectives and aims

Kakilang's vision is Coming Together Through Art. Our mission is to produce and present world-class art, and pioneer multi-disciplinary artforms from a wide spectrum of Southeast and East Asian voices.

Kakilang's values include those below:

- We bring people together through art.
- We build art that demands Equality.
- We create with artists at the core.
- We generate a space where art forms intersect, inspire, play with and talk to each other.
- We raise awareness, and seek ways to address larger global issues, by engaging people through the arts.

The Trustees review the charity's activities and annual business plan in line with these objectives, vision and mission each year. The annual business plan is also endorsed by Arts Council England.

Each year the Trustees, the permanent team and a representative of Arts Council England carry out an Annual Performance Review of the company. The Review of 2023/24 took place on 19 June 2024 and the results were very positive.

Statement on public benefit

The charity's objectives are to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the visual, performing and digital arts.

The Trustees refer to the Charity Commission's guidance on public benefit when setting out the charity's objectives and reviewing the charity's activities and achievements for this report.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

ACHIEVEMENTS AND PERFORMANCE

Significant activities

Achievements and performance

In the financial year 2023/24, our team, comprised of an Artistic Director/CEO (stepped down 30 June 2023), a Director/CEO (up to 21 March 2023), up to three Associate Artistic Directors, an Administration Manager (stepped down 23 August 2023), a General Manager, a Head of Marketing and Audience Development, and an Arts and Community Producer, delivered an ambitious and high quality programme

We continued to expand our reach and establish ourselves as a company set on producing world-class art since our rebrand from Chinese Arts Now to Kakilang in October 2022. We have received overwhelmingly positive feedback for our work. Through working with new and established partnerships with a diverse range of organisations like Hoxton Hall, the Hackney Chinese Community Centre, The Place, Voice ESEA, we presented a groundbreaking new Kakilang Production, Saving Face, continued to grow our Community Engagement strand and develop new audiences.

We also continued developing relationships with commissioned artist Tobi Poster-Su, securing a venue and Arts Council England National Lottery Project Grant funding for The Lonesome Death of Eng Bunker, due to take place in 24/25.

For the development and community programme, initiatives such as Finding (Our) Creative Voice played a pivotal role in facilitating community outreach, while our Creative Lab successfully established a vibrant artist network, benefiting over 70 emerging and mid-career artists.

Kakilang Productions

Saving Face (new for 2023/24)

Associate Artistic Director Si Rawlinson created and presented the UK premiere of his new comedy dance theatre show, Saving Face. Inspired by his personal story, Saving Face is written and directed by Rawlinson who also performs in the show. He has had a chronic illness since childhood - Rawlinson is essentially allergic to food. His condition costs the NHS £37,000 per year. Saving Face tells the stories of four office colleagues hiding from each other in plain sight, each with their own private struggles, each trying to save face. But what happens when buried things come up for air?

The production culminated in 2 public performances regionally at Leicester Curve and 2 performances at The Place in London. In total, 617 people watched the show across the 4 performances.

Ongoing - The Dao of Unrepresentative British Chinese Experience (new for 2024/25)

Associate Artistic Director Daniel York Loh has continued developing his show The Dao of Unrepresentative British Chinese Experience, a new psychedelic punk rock riff on what path you choose, which identity politics you embrace or whether it's easier to be a butterfly dreaming of being 'Chinese.' In April 2023, the second R&D of The Dao of Unrepresentative British Chinese Experience took place at the Omnibus Theatre.

For the financial year 23/24, Kakilang has successfully secured a 3 week run at the Soho Theatre Main House in Summer 2024

Community Workshops - Finding (Our) Creative Voice & Creative Lab

Finding (Our) Creative Voice, an entry-level workshop with 20 participants, has fostered meaningful collaborations, including Chessie Hsieh directing Eden Jun in the project "I'm Sorry I'm Not Lucy Liu."

Creative Lab, a series of interdisciplinary workshops with 70 participants for artists at any level, has empowered artists building relationships among themselves as well as with Kakilang

ESEAHM x MCR Festival

ESEAHM & MCR Festival marked Kakilang's first collaboration with Voice ESEA outside of London, in celebration of ESEA Heritage Month in Manchester. We contributed to the event by supporting two acts: Lu Wong's dance/performance tour around the venue and Lisa Chearles' dance calligraphy workshop. It was a wonderful day that engaged over 100 attendees throughout the day.

Tail end of Kakilang Festival (April 2023)

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

While the Kakilang Festival began in the 2022/23 financial year, 2 productions took place in the 2023/24 year. The festival showcased the critically acclaimed dance performance *The Rest of Our Lives* by Jo Fong and George Orange, which received accolades from *The Guardian*. Closing the festival was Emmy the Great's final concert, featuring her new compositions commissioned by Kakilang, for a total of 624 attendees.

Festival Aim and Impact

We define our aims for the festival very much in terms of curatorial content as Kakilang is very much about artistic diversity in terms of both form and discipline. It is very clear that our Festival line-up overwhelmingly delivered on our mission goal of 'something for everyone'. Even if we take just music as our benchmark, we ran the gamut from classical through to modern popular through to experimental with a range of instrumentation from the latest computer software generated sounds to classical Chinese erhu and pipa with forms ranging from electronica/opera (*HOME X*), classical violin (*State-less ??? Public Programme at Two Temple Place*), club, pop and indie (*TASTE*), spoken word, electronica and Chinese classical (*every dollar is a soldier*), diverse 'playlist' (*The Rest of Our Lives*), ambient (*Light Vessel*) and high-profile singer-songwriters (*Emmy The Great/Mui Zyu*).

As well as massive diversity of performance: hip-hop dance interacting from opposite sides of the planet, gaming/VR, rap, poetry, parkour, buffon clowning, children's participation with environmental themes, all manner of visual and aural exhibition art, physical performance, drag, circus etc. featuring upwards of forty artists as well as panel events and talks.

Future Plans

New Leadership

This year saw significant changes in Leadership structure, with time being taken for reflection on the most appropriate structure moving forward. In June 2023, former Artistic Director/CEO, An-Ting Chang, stepped down from her role. Natalie Chan was then appointed as Director/CEO, beginning on 1 September 2023, stepping down on 21 March 2023. At the end of March 2023, two staff members, Joey Jepps, General Manager, and Katrina Man, Arts and Community Producer, were appointed interim Co-Executive Directors, taking on some responsibilities previously held by the (Artistic) Director/CEO. This structure will continue into 2024/25 as proper reflection on the most appropriate structure is undertaken.

Most of the rest of the team, including two Associate Artistic Directors have remained, therefore we are confident that there is appropriate leadership and teamwork in place to continue to drive Kakilang's future plans.

In 2024/25, the organisation plans to appoint a new Artistic Director/Co-CEO and an Executive Director/Co-CEO.

Kakilang Productions

Kakilang identifies its primary remit of producing high quality and high profile production as a way to make an impact in the performing arts industry with East and South East Asian (ESEA) work. In order to achieve this, the Artistic Director and the Associate Artistic Directors will each lead one production across a two year cycle.

Kakilang Productions planned for 2024-25 include the London premiere *The Dao of the Unrepresented British Chinese Experience* at Soho Theatre by Associate Artistic Director Daniel York Loh. Moreover, two new Productions will be developed, *Mountains and Seas* (also led by Daniel York Loh) and *The House in the Lake* (led by Associate Artistic Director Si Rawlinson) with the intention of production in 25/26.

The Future of the Kakilang Festival

Previously, Kakilang conducted a biannual Festival model, with the next edition planned to be held from February to April 2025. Upon reflection, the company now plans to move on from the Festival model, opting for a Season model instead. The premise mirrors that of the Festival model, but with the programme spanning 12 months, instead of an intense 3 month period.

The first Kakilang Season is due to take place in 2025.

Kakilang Commissions

In 2024/25 we plan to commission at least 2 new works by ESEA artists - one performing arts project and one non-performing arts commission. The selected artists' works will be presented as a part of the Kakilang 2025 Season, set to take place in 2025/26.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

FINANCIAL REVIEW

The company remains financially sound having made a surplus for the year of £51,664 (2023: £6,221) on a turnover of £323,469 (2023: £317,587). The company had an accumulated surplus of £200,534 (2023: £148,870) at 31st March 2024.

Primary funding sources

The company's main source of income is Arts Council England. Alongside this regular support, the organisation receives income from ticket sales, production income, fundraising and donations. We achieved great fundraising success from trusts and foundations in 2022/23, which include multi-year funding that carried into 2023/24, providing long term stability for the company.

Risk management

The Trustees monitor potential risk to the company in all areas through a risk register that is reviewed by the Trustees every 3 months. Additionally, the company's permanent team members regularly carry out risk assessments as part of their work and all staff are given Health and Safety Executive information about health and safety at work.

The company's productions and other presentations take place in venues managed by third parties. The producers of each show carry out Health and Safety risk assessments at each venue.

The major risks identified by the company were:

- Departure of CEO/Director leaving a gap in leadership
- Not achieving fundraising targets for the year
- Failing to reach income target for the financial year

A team and Board of Directors away day was scheduled for 11 March 2024, where together, the group identified new ways to move forward as a company in light of staff turnover.

There is an interim leadership structure consisting of two interim Co-Executive Directors, appointed from existing staff. Appropriate training has been identified for the two Co-Executive Directors to improve any gaps in their knowledge and to properly support their development.

To ensure income targets are closely monitored throughout the year, Kakilang produces an engaging programme that exemplifies Kakilang's commitment to high quality art, closely monitoring income against the budget periodically and developing production and marketing plans in tandem.

The Board and staff are continuing to review and taking appropriate action to mitigate these risks as far as feasible.

Reserves

Kakilang's Reserves Policy is to accumulate and maintain a Reserve Fund of £100,000 within its Unrestricted Funds. This represents approximately 6 months' running costs (excluding expenditure related to Kakilang Productions and any other major projects). The Reserve Fund has been increased to £100,000 at the end of March 2024, and at that date the Company's Unrestricted Funds comprised this Reserve Fund of £100,000 and a further £56,284 making a total of £156,284. The Company also had Restricted Funds of £44,250, and thus its total funds amounted to £200,534 at 31st March 2024

Going concern

Having reviewed the company's performance, its current reserves status and the on-going support of Arts Council England, the Trustees have no concerns regarding the company's ability to continue as a going concern.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Structure, Governance and Management

Kakilang Limited (formerly Chinese Arts Now Limited or CAN) was founded in 2007. The company became a National Portfolio Organisation, receiving annual funding support from Arts Council England, on 1st April 2018. We applied to continue as an NPO in May 2022, and received the decision in November 2022 that we have received continued regular funding for three years from 1st April 2023.

Day to day management of the company is delegated to a permanent team which was led by An-Ting Chang as Artistic Director/CEO until 30 June 2023. Natalie Chan was then appointed as Director/CEO, beginning on 1 September 2023, stepping down on 21 March 2023. When the company mounts productions and other activities it engages freelance artists, marketing and production staff on an as required basis.

The organisation is a company limited by guarantee without share capital. The guarantee of company members is £1. The company was incorporated on 25 January 2007 and is governed by Articles of Association dated 14 July 2021. The Company changed its name to Kakilang Limited on 13 October 2022.

The company achieved charity status in May 2019. Charitable status will enable it to increase its future fundraising efforts and is essential to its plans to diversify income streams. The registered charity number is: 1183582.

During the year, we witnessed changes in our Board of Directors. We welcomed four new members to the board, further strengthening our team, making the total number of Directors eight.

All Trustees are volunteers and receive no benefits from the organisation.

Recruitment and appointment of trustees

Trustees' recruitment, induction and training

When appropriate, Kakilang recruits new Trustees by widely promoting the opportunities available - with a particular emphasis on diversity. Trustees are formally appointed by the existing Trustees, on the basis of the skills, knowledge and life experience they bring to the organisation.

New Trustees are offered a full induction to the Board, including discussions with the Chair and senior staff, and provision of relevant documentation (including Articles, Financial Statements, and company policies). Attention is drawn to the guidance available from the Charity Commission.

Remuneration of key management personnel

Due to staff turnover throughout the year, key management personnel comprise of all staff members and the Board of Trustees (all unpaid). Staff remuneration is set in the annual budget in line with industry standards and the budget is reviewed and approved by the Trustees.

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Kakilang Ltd
Charity registration number	1183582
Company registration number	06067760
Principal address	Suite 342, Linen Hall 162-168 Regent Street London W1B 5TE

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2024

Trustees

The trustees and officers serving during the year and since the year end were as follows:

Mr Peter Lewis Hodges
Mr Pojuei Chou
Ms Jui-Lan Lee
Ms Lai Lai Wong
Emily Jane Beswick
(Appointed: 26 June 2023)
Dr Broderick D V Chow
(Appointed: 26 June 2023)
Natasha Betteridge
(Appointed: 26 June 2023)
Maureen Mo-Ling Chui
(Appointed: 26 June 2023)

Secretary

Ms Apollonia Modesta Bauer
(Resigned: 31 August 2023)

Independent examiner

Caroline Clarke ACA
66 High Street
Lewes
East Sussex
BN7 1XG

Approved by the Board of Trustees and signed on its behalf by



[Lai Lai Wong \(Dec 16, 2024 17:03 GMT\)](#)

Ms Lai Lai Wong

Kakilang Ltd
Independent Examiners Report to the Trustees
For the year ended 31 March 2024

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity Trustees, who are also directors 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').

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

Independent examiners statement

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

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

Caroline Clarke

.....
Caroline Clarke ACA
66 High Street
Lewes
East Sussex
BN7 1XG

16 December 2024

Kakilang Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 £	2023 £
Income and endowments from:					
Donations and legacies	2	207,570	60,000	267,570	267,735
Charitable activities	3	55,899	-	55,899	49,852
Total		263,469	60,000	323,469	317,587
Expenditure on:					
Raising funds	4	-	-	-	(17,095)
Charitable activities	5/6	(234,258)	(37,547)	(271,805)	(294,271)
Total		(234,258)	(37,547)	(271,805)	(311,366)
Net income		29,211	22,453	51,664	6,221
Reconciliation of funds					
Total funds brought forward		127,073	21,797	148,870	142,649
Total funds carried forward		156,284	44,250	200,534	148,870

Kakilang Ltd
Statement of Financial Position
As at 31 March 2024

	Notes	2024 £	2023 £
Current assets			
Debtors: amounts falling due within one year	12	685	-
Debtors: amounts falling due after more than one year	12	1,502	11,302
Cash at bank and in hand		200,593	165,494
		202,780	176,796
Creditors: amounts falling due within one year	13	(2,246)	(27,926)
Net current assets		200,534	148,870
Total assets less current liabilities		200,534	148,870
Net assets		200,534	148,870
The funds of the charity			
Restricted income funds	14	44,250	21,797
Unrestricted income funds	14	156,284	127,073
Total funds		200,534	148,870

For the year ended 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:


[Lai Lai Wong \(Dec 16, 2024 17:03 GMT\)](#)

Ms Lai Lai Wong
Trustee

Kakilang Ltd
Notes to the Financial Statements
For the year ended 31 March 2024

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with 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) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Kakilang Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Resources expended

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

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of performances, festivals and activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Debtors

Trade 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.

Operating leases

Costs of operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2024	2023
	£	£	£	£
Donations received	3,636	-	3,636	4,515
Grants received	203,934	60,000	263,934	263,220
	207,570	60,000	267,570	267,735

Analysis of grants received

	2024	2023
	£	£
Arts Council England NPO regular funding	178,220	178,220
Arts Council England Project Grant	5,714	-
Bagri Foundation	15,000	25,000
Cockayne Foundation	5,000	-
John Ellerman Foundation	30,000	30,000
Paul Hamlyn Foundation	30,000	30,000
	263,934	263,220

3. Income from charitable activities

	2024	2023
	£	£
Unrestricted funds		
<i>Promotion of the Arts</i>		
Income from charitable activities	55,899	49,852

4. Expenditure on generating donations and legacies

	2024	2023
	£	£
Support costs	-	17,095
	-	17,095

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

5. Costs of charitable activities by fund type

	Unrestricted funds £	Restricted funds £	2024 £	2023 £
Promotion of the Arts	211,529	37,547	249,076	252,561
Support costs	22,729	-	22,729	41,710
	234,258	37,547	271,805	294,271

6. Costs of charitable activities by activity type

	Activities undertaken directly £	Support costs £	2024 £	2023 £
Support costs				
Promotion of the Arts	249,076	22,729	271,805	294,271

7. Analysis of support costs

	2024 £	2023 £
Promotion of the Arts		
Staff Costs	2,500	17,095
Bank charges and sundry and irrecoverable VAT	1,039	6,308
Premises Costs	2,519	2,272
Website, marketing & promotion	5,560	22,359
Conferences, Events and Training	3,888	2,729
Office Costs	3,508	5,447
Legal & Professional Fees	1,543	1,213
Governance costs	2,172	1,382
	22,729	58,805

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

8. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2024	2023
	£	£
Accountancy fees	1,950	1,206
Staff pension contributions	2,790	2,457
	4,740	3,663

9. Staff costs and emoluments

Total staff costs for the year ended 31 March 2024 were:

	2024	2023
	£	£
Salaries and wages	111,082	125,630
Social security costs	6,912	5,565
Pension costs	2,790	2,457
	120,784	133,652

	2024	2023
Staff and Management	7	7
	7	7

10. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £nil).

No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2023:£nil).

There are no donations from related parties which are outside the normal course of the Charity's business and no restricted donations from related parties.

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

11. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2023 £
Income and endowments from:			
Donations and legacies	182,735	85,000	267,735
Charitable activities	49,852	-	49,852
Total	232,587	85,000	317,587
Expenditure on:			
Raising funds	(17,095)	-	(17,095)
Charitable activities	(231,068)	(63,203)	(294,271)
Total	(248,163)	(63,203)	(311,366)
Net income/expenditure	(15,576)	21,797	6,221
Reconciliation of funds			
Total funds brought forward	142,649	-	142,649
Total funds carried forward	127,073	21,797	148,870

12. Debtors

	2024 £	2023 £
Amounts due within one year:		
Other debtors	685	-
	685	-
Amounts due after more than one year:		
Trade debtors	163	10,702
Prepayments and accrued income	1,339	600
	1,502	11,302

13. Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	746	20,647
Other creditors	-	1,579
Accruals and deferred income	1,500	5,700
	2,246	27,926

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

14. Movement in funds

Unrestricted Funds

	Balance at 01/04/2023	Incoming resources	Outgoing resources	Balance at 31/03/2024
	£	£	£	£
<i>General</i>				
General	127,073	263,469	(234,258)	156,284
	<u>127,073</u>	<u>263,469</u>	<u>(234,258)</u>	<u>156,284</u>

Unrestricted Funds - Previous year

	Balance at 01/04/2022	Incoming resources	Outgoing resources	Balance at 31/03/2023
	£	£	£	£
<i>General</i>				
General	142,649	232,587	(248,163)	127,073
	<u>142,649</u>	<u>232,587</u>	<u>(248,163)</u>	<u>127,073</u>

Purpose of unrestricted Funds

General

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted Funds

	Balance at 01/04/2023	Incoming resources	Outgoing resources	Balance at 31/03/2024
	£	£	£	£
Restricted Funds	21,797	60,000	(37,547)	44,250
	<u>21,797</u>	<u>60,000</u>	<u>(37,547)</u>	<u>44,250</u>

Restricted Funds - Previous year

	Balance at 01/04/2022	Incoming resources	Outgoing resources	Balance at 31/03/2023
	£	£	£	£
Restricted Funds	-	85,000	(63,203)	21,797
	<u>-</u>	<u>85,000</u>	<u>(63,203)</u>	<u>21,797</u>

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2024

Purpose of restricted funds

Restricted Funds

Restricted funds are small grants and donations received from various Trusts and Foundations toward the costs of CAN Festival and other performances and towards the salary costs of key management personnel.

Arts Council England Project Grant

Fund for the costs of CAN Festival 2021 Residency and National Development Plan.

Arts Council England Culture Recovery Fund

Fund for for audience development (marketing costs) & reserves building.

Westminster City Council Ward

Fumd for the development of the Augmented Chinatown app as well as associated workshops.

15. Analysis of net assets between funds

	Net current assets / (liabilities) £	Net Assets £
Unrestricted funds		
<i>General</i>		
General	156,284	156,284
Restricted funds		
Restricted Funds	44,250	44,250
	200,534	200,534
Previous year		
	Net current assets / (liabilities) £	Net Assets £
Unrestricted funds		
<i>General</i>		
General	127,073	127,073
Restricted funds		
Restricted Funds	21,797	21,797
	148,870	148,870

Kakilang

England & Wales - Charity number 1183582

Accounts

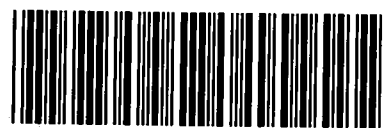
Charity number: 1183582
Company number: 06067760
(England and Wales)

Kakilang Ltd

Report of the Trustees and Unaudited Financial Statements

For the year ended 31 March 2023

S THURSDAY



ACUGRJV4
A7 11/01/2024 #75
COMPANIES HOUSE
A07 16/12/2023 #172
COMPANIES HOUSE

Kakilang Ltd
Contents Page
For the year ended 31 March 2023

Report of the Trustees	1 to 6
Independent Examiner's Report to the Trustees	7
Statement of Financial Activities	8
Statement of Financial Position	9
Notes to the Financial Statements	10 to 17

Kakilang Ltd
Report of the Trustees
For the year ended 31 March 2023

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 31 March 2023. The Trustees have adopted the provisions of 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 the Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Kakilang's vision is Coming Together Through Art. Our mission is to produce and present world-class art, and pioneer multi-disciplinary artforms from a wide spectrum of Southeast and East Asian voices.

Kakilang's values include those below:

We bring people together through art.

We build art that demands Equality.

We create with artists at the core.

We generate a space where art forms intersect, inspire, play with and talk to each other.

We raise awareness, and seek ways to address larger global issues, by engaging people through the arts.

The Trustees review the charity's activities and annual business plan in line with these objectives, vision and mission each year. The annual business plan is also endorsed by Arts Council England.

Each year the Trustees, the permanent team and a representative of Arts Council England carry out an Annual Performance Review of the company. The Review of 2022/23 took place on 26 June 2023 and the results were very positive.

Risk management

The Trustees monitor potential risk to the company in all areas through a risk register that is reviewed by the Trustees every 3 months. Additionally, the company's permanent team members regularly carry out risk assessments as part of their work and all staff are given Health and Safety Executive information about health and safety at work.

The company's productions and other presentations take place in venues managed by third parties. The producers of each show carry out Health and Safety risk assessments at each venue.

The major risks identified by the company were:

- Induction of the new Chair, transition of board trustees including the induction of new board members
- Induction and transition of the new Director/CEO and General Manager

There is appropriate probation and training plan for the CEO and General Manager, and also training for new trustees, this included free training offered by Cause4, sourcing a mentor for the CEO, measurable objectives for each month, and regular 1 to 1 check ins.

A team away day and board and team away day have been planned for 2023/24.

The Board and staff are continuing to review and taking appropriate action to mitigate these risks as far as feasible.

Statement on public benefit

The charity's objectives are to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the visual, performing and digital arts.

The Trustees refer to the Charity Commission's guidance on public benefit when setting out the charity's objectives and reviewing the charity's activities and achievements for this report.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2023

ACHIEVEMENTS AND PERFORMANCE

Significant activities

Achievements and performance

In the financial year 2022/23, our new team, comprising an Artistic Director/CEO, three Associate Artistic Directors, an Administration Manager, a Marketing Manager, and an Arts and Community Producer, delivered an ambitious and high quality programme.

A significant milestone was reached as we rebranded from Chinese Arts Now to Kakilang in October 2022, aiming to enhance inclusivity and expand our reach. The rebranding received an exceptional reception, garnering coverage in publications such as The Stage and Arts Professional, underscoring our commitment to inclusivity and our vision of 'Coming Together Through Art'.

We have received overwhelmingly positive feedback for our work. Through working with new partnerships with a diverse range of organisations like the Hackney Chinese Community Centre, Newham Chinese Association, London Chinatown Corporate Association, Barbican, Cambridge Junction, Oxford Contemporary Music, The Space, and StoryFutures, we presented two groundbreaking Kakilang Productions: Low Carbon Chinatown and HOME X. Kakilang Festival 2023 showcased seven original productions through working with 62 artists. We sold 2442 tickets and captivated over 8,000 live audience members across various art forms.

For the development and community programme, initiatives such as Finding (Our) Creative Voice played a pivotal role in facilitating community outreach, while our Creative Lab successfully established a vibrant artist network, benefiting 70 emerging and mid-career artists.

As an associate company for the Horizon Showcase, we actively participated in the selection process of the showcase works, further solidifying our commitment to promoting exceptional talent. We are proud that both our main Kakilang website and the Low Carbon Chinatown website have been selected for preservation by the British Library in the UK Web Archive, a testament to their cultural and historical significance.

Kakilang Productions

Low Carbon Chinatown & HOME X (new for 2022/23)

Low Carbon Chinatown combines food culture, data science and participation to explore different ways that we can all help respond to the Climate Crisis. The production built our first time relationship with over 10 community organisations and Southeast and East Asian businesses and involved 50 community participants in the co-creating process. The project culminated in a public pop-up installation with a food feast at the heart of Chinatown, captivating over 70,000 passersby.

"I love having the whole setup here in Chinatown and the food is amazing and super tasty. [...] having the pop-up structure in Gerrard Street where historically it has always been a gathering space for people is especially meaningful."

- Gianfranco Chicco, Head of Content & Digital at London Design Festival

HOME X is a live/digital hybrid performance, combining a rich and interactive 3D virtual world with live theatre and music. The production culminates in a powerful piece of verbatim theatre as the world is visited by a 3D-filmed sequence of 25 community participants telling their stories of home and migration. HOME X premiered at London's world-class Barbican Theatre and toured to York Theatre Royal and Cambridge Junction, reaching over 1500 live and online audiences.

"An utterly unique experience that astounds with technical marvel as it also reflects on the notions of home and feeling at home" **** (Reviews Hub)

Ongoing & remount - every dollar is a soldier/with money you're a dragon & Augmented Chinatown 2.0

After receiving Digital Culture Award - Storytelling in 2022, we brought back every dollar is a soldier/with money you're a dragon in a digital form as well as staged it live at the Grand Hall at Two Temple Place as a part of Kakilang Festival. We are actively exploring opportunities to further tour the production in both digital and live formats.

Augmented Chinatown 2.0 was selected as a part of the London Unseen programme and engaged over 100 audience and workshop participants over the year. After reviewing the best way of presenting the work, we decided to make it a free app to broaden the engagement to the public (originally £4.99 per download).

Kakilang Festival 2023

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2023

Kakilang Festival spanned from 21 February to 22 April, encompassing a remarkable 83 days of captivating events and exhibitions. With a diverse range of 7 outstanding productions, the festival left an impact on over 8000 audience members for our live events. The festival commenced with the highly acclaimed production HOME X at the Barbican Pit Theatre. Additionally, we proudly curated our inaugural live exhibition, State-less, in collaboration with Two Temple Place, featuring compelling works by 10 talented Southeast and East Asian artists. The public program was equally enriching, offering engaging experiences such as two Lates performances, three curator tours, one panel discussion, one poetry workshop, two children workshops, and the remarkable Kakilang award-winning production, every dollar is a soldier/with money you're a dragon.

"State-less is a thought-provoking display that sheds light on the visible and invisible boundaries that continue to shape our experience of the world, while giving voice to the diversity of a region that is too often seen as homogeneous." Art Review

Furthermore, the vibrant and captivating cabaret and club night, TASTE, curated by Princess Xixi, showcased the talents of nine exceptional queer artists, providing a unique glimpse into our cultural and artistic heritage and captivating a younger audience. The festival also showcased the critically acclaimed dance performance The Rest of Our Lives by Jo Fong and George Orange, which received accolades from The Guardian in 2022. Closing the festival was Emmy the Great's final concert, featuring her new compositions commissioned by Kakilang, for a total of 624 attendees.

Festival Aim and Impact

We define our aims for the festival very much in terms of curatorial content as Kakilang is very much about artistic diversity in terms of both form and discipline. It is very clear that our Festival line-up overwhelmingly delivered on our mission goal of 'something for everyone'. Even if we take just music as our benchmark, we ran the gamut from classical through to modern popular through to experimental with a range of instrumentation from the latest computer software generated sounds to classical Chinese erhu and pipa with forms ranging from electronica/opera (HOME X), classical violin (State-less Public Programme at Two Temple Place), club, pop and indie (TASTE), spoken word, electronica and Chinese classical (every dollar is a soldier), diverse 'playlist' (The Rest of Our Lives), ambient (Light Vessel) and high-profile singer-songwriters (Emmy The Great/Mui Zyu).

As well as massive diversity of performance: hip-hop dance interacting from opposite sides of the planet, gaming/VR, rap, poetry, parkour, buffon clowning, children's participation with environmental themes, all manner of visual and aural exhibition art, physical performance, drag, circus etc. featuring upwards of forty artists as well as panel events and talks.

Outreach is also a comprehensive aspect of our work and something we're extremely proud of. Our figures speak for themselves and even the one performance where our sales were weaker than perhaps expected (Light Vessel) we value as part of a process of embracing new forms requiring us to be bold and experimental while also learning from the experience of locating the story even (and very much) in the marketing.

Kakilang Commissions

We selected three artists via an open call for Kakilang commissions, including Hazel Lam (movement artist, London base), Emmy the Great (singer-songwriter, London based) and Tobi Poster-Su (Puppet artist, Bristol based). Hazel Lam and Emmy the Great presented their new works at the Kakilang Festival 2023. Both artists expressed their appreciation for the commission as a step-changing opportunity.

Community Workshops - Finding (Our) Creative Voice & Creative Lab

Finding (Our) Creative Voice, an entry-level workshop with 18 participants, has fostered meaningful collaborations, including Chessie Hsieh directing Eden Jun in the project "I'm Sorry I'm Not Lucy Liu." The impact is evident through Mei Leng Lew's acknowledgment of Kakilang on her Instagram after being accepted into the prestigious Soho Theatre Writers Group.

Creative Lab, a series of interdisciplinary workshops with 70 participants for artists at any level, has empowered artists building relationships among themselves as well as with Kakilang, including Louiseanne Wong, Kerrica, Xiaoyi Wang, Ensemble Not Found, and Atom Boi.

Horizon Showcase

Kakilang's Associate Artistic Director Daniel York Loh represented Kakilang in the Horizon process, contributing to the assessments, discussions, and final selection of artists for the showcase.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2023

Future Plans

New Leadership

An-Ting Chang, announced that she was stepping down from the role of Artistic Director/CEO in January 2023. The board, after much consideration, opted for a leadership structure where a creative producer/director will work with the three remaining associate artistic directors to develop and enhance the company's unique remit and breadth of work, and therefore recruited a new Director/CEO. The new Director/CEO, Natalie Chan, has taken up her appointment in September 2023, and majority of the team, including the Associate Artistic Directors have remained, therefore we are confident that there is strong leadership and teamwork in place to continue to drive Kakilang's future plans

Kakilang Productions

Kakilang identifies its primary remit of producing high quality and high profile production as a way to make an impact in the performing arts industry with East and South East Asian (ESEA) work. In order to achieve this, the Director and the three Associate Artistic Directors will each lead one production across a two year cycle and thus produce four Kakilang Productions every two years.

Kakilang Productions planned for 2023-24 include the London premiere *The Dao of the Unrepresented British Chinese Experience (Butterfly Dream)* at Soho Theatre, touring of *Low Carbon Chinatown* nationally, and *The Lonesome Death of Eng Bunker* at the Omnibus Theatre.

Kakilang Festival

The next edition will be Kakilang Festival 2025, held from February to April 2025.

FINANCIAL REVIEW

Results

The company remains financially sound having made a surplus for the year of £6,221 (2022: £81,353) on a turnover of £317,587 (2022: £279,141). The company had an accumulated surplus of £148,870 (2022: £142,649) at 31st March 2023.

Primary funding sources

The company's main source of income is Arts Council England. Alongside this regular support, the organisation receives income from ticket sales, production income, fundraising and donations. We achieved great fundraising success from trusts and foundations in 2022/23, providing long term stability for the company.

Fundraising and Donations

Financially, we achieved success with an income exceeding £322,000. Our successful funding bids with the John Ellerman Foundation (£90,000 over three years) and the Paul Hamlyn Foundation (£60,000 over two years) further strengthened our financial stability. Additionally, our production income surpassed £50,000, comprising commissions, performance fees, and box office revenue.

The company makes applications directly to sponsors, trusts and foundations and potential donors, and does not use professional fundraisers.

Going concern

Having reviewed the company's performance, its current reserves status and the on-going support of Arts Council England, the Trustees have no concerns regarding the company's ability to continue as a going concern.

Reserves

Kakilang's Reserves Policy is to accumulate and maintain a Reserve Fund equal to approximately 6 months running costs, excluding expenditure related to the Kakilang Festival and any other major projects (estimated at £50,000), which was achieved by November 2021 and maintained throughout the year 2022/23. The company's Reserve Fund totalled £51,800 at 31st March 2023.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2023

Going concern

Having reviewed the company's performance, its current reserves status and the on-going support of Arts Council England, the Trustees have no concerns regarding the company's ability to continue as a going concern.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Kakilang Limited (formerly Chinese Arts Now Limited or CAN) was founded in 2007. The company became a National Portfolio Organisation, receiving annual funding support from Arts Council England; on 1st April 2018. We applied to continue as an NPO in May 2022, and received the decision in November 2022 that we have received continued regular funding for three years from 1st April 2023.

Day to day management of the company is delegated to a permanent team of 5 which was led by An-Ting Chang, Artistic Director and Chief Executive until 30 June 2023. An-Ting stepped down in June 2023, and a new Director/CEO, Natalie Chan, was appointed and began in September 2023. When the company mounts productions and other activities it engages freelance artists, marketing and production staff on an as required basis.

The organisation is a company limited by guarantee without share capital. The guarantee of company members is £1. The company was incorporated on 25 January 2007 and is governed by Articles of Association dated 14 July 2021. The Company changed its name to Kakilang Limited on 13 October 2022.

The company achieved charity status in May 2019. Charitable status will enable it to increase its future fundraising efforts and is essential to its plans to diversify income streams. The registered charity number is: 1183582.

During the year, we witnessed changes in our Board of Directors. Five esteemed members concluded their tenure, and we extend our sincere appreciation to them for their valuable contributions. Additionally, we are delighted to announce that Lai Lai Wong, one of our longstanding board members, has stepped up to assume the role of Chair. After the end of the year, we also welcomed four new members to the board, further strengthening our team.

All Trustees are volunteers and receive no benefits from the organisation.

Recruitment and appointment of trustees

When appropriate, Kakilang recruits new Trustees by widely promoting the opportunities available - with a particular emphasis on diversity. Trustees are formally appointed by the existing Trustees, on the basis of the skills, knowledge and life experience they bring to the organisation.

New Trustees are offered a full induction to the Board, including discussions with the Chair and senior staff, and provision of relevant documentation (including Articles, Financial Statements, and company policies). Attention is drawn to the guidance available from the Charity Commission.

Pay policy for senior staff

Key management personnel comprise the Board of Trustees (all unpaid), the Artistic Director/CEO and the 3 Associate Artistic Directors. Staff remuneration is set in the annual budget in line with industry standards and the budget is reviewed and approved by the Trustees.

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Kakilang Ltd
Charity registration number	1183582
Company registration number	06067760
Principal address	Suite 342, Linen Hall 162-168 Regent Street London W1B 5TE

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2023

Trustees

The trustees and officers serving during the year and since the year end were as follows:

Mr Hin Yiu Chan
Mr Peter Lewis Hodges
Mr Pojuei Chou
Ms Jui-Lan Lee
Ms Lai Lai Wong
Mr Nicholas James Williams
(Resigned: 08 June 2022)
Ms Emily Wong
(Resigned: 28 September 2022)
Mr Andrew Laurence Smaje
(Resigned: 21 November 2022)
Ms Ferren Mariah Gipson
(Resigned: 28 September 2022)

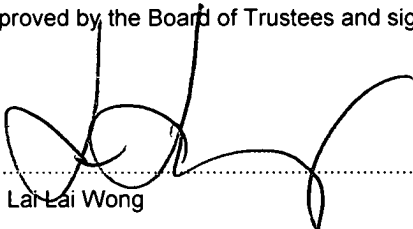
Secretary

Ms Apollonia Modesta Bauer

Independent examiner

Caroline Clarke ACA
66 High Street
Lewes
East Sussex
BN7 1XG

Approved by the Board of Trustees and signed on its behalf by


..... 15/12/2023
Ms Lai Lai Wong

Kakilang Ltd
Independent Examiners Report to the Trustees
For the year ended 31 March 2023

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2023.

Responsibilities and basis of report

As the charity Trustees, who are also directors 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').

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

Independent examiners statement

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

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



Caroline Clarke ACA

66 High Street

Lewes

East Sussex

BN7 1XG

14/12/23

Kakilang Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 £	2022 £
Income and endowments from:					
Donations and legacies	2	182,735	85,000	267,735	243,408
Charitable activities	3	49,852	-	49,852	35,730
Investments	4	-	-	-	3
Total		232,587	85,000	317,587	279,141
Expenditure on:					
Raising funds	5	(17,095)	-	(17,095)	(37,480)
Charitable activities	6/7	(231,068)	(63,203)	(294,271)	(160,308)
Total		(248,163)	(63,203)	(311,366)	(197,788)
Net income/expenditure		(15,576)	21,797	6,221	81,353
Reconciliation of funds					
Total funds brought forward		142,649	-	142,649	61,296
Total funds carried forward		127,073	21,797	148,870	142,649


Kakilang Ltd
Statement of Financial Position
As at 31 March 2023

	Notes	2023 £	2022 £
Current assets			
Debtors	13	11,302	1,363
Cash at bank and in hand		165,494	145,286
		<u>176,796</u>	<u>146,649</u>
Creditors: amounts falling due within one year	14	(27,926)	(4,000)
Net current assets		<u>148,870</u>	<u>142,649</u>
Total assets less current liabilities		<u>148,870</u>	<u>142,649</u>
Net assets		<u>148,870</u>	<u>142,649</u>
The funds of the charity			
Restricted income funds	15	21,797	-
Unrestricted income funds	15	127,073	142,649
Total funds		<u>148,870</u>	<u>142,649</u>

For the year ended 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:



Ms Lai Lai Wong 15/12/2023

Kakilang Ltd
Notes to the Financial Statements
For the year ended 31 March 2023

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with 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) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Kakilang Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Resources expended

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

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of performances, festivals and activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Debtors

Trade 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.

Operating leases

Costs of operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
Donations received	4,515	-	4,515	6,931
Grants received	178,220	85,000	263,220	231,477
Sponsorships received	-	-	-	5,000
	<u>182,735</u>	<u>85,000</u>	<u>267,735</u>	<u>243,408</u>

Analysis of grants received

	2023	2022
	£	£
Arts Council England Culture Recovery Fund	-	27,400
Arts Council England NPO regular funding	178,220	178,220
Arts Council England Project Grant	-	22,857
Bagri Foundation	25,000	-
John Ellerman Foundation	30,000	-
Paul Hamlyn Foundation	30,000	-
Westminster City Council	-	3,000
	<u>263,220</u>	<u>231,477</u>

3. Income from charitable activities

	2023	2022
	£	£
Unrestricted funds		
<i>Promotion of the Arts</i>		
Income from charitable activities	49,852	35,730

4. Investment income

	2023	2022
	£	£
Bank interest receivable	-	3
	<u>-</u>	<u>3</u>

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

5. Expenditure on generating donations and legacies

	2023	2022
	£	£
Unrestricted funds		
Support costs	17,095	37,480
	<u>17,095</u>	<u>37,480</u>

6. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
Promotion of the Arts	189,358	63,203	252,561	124,241
Support costs	41,710	-	41,710	36,067
	<u>231,068</u>	<u>63,203</u>	<u>294,271</u>	<u>160,308</u>

7. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2023	2022
	£	£	£	£
Support costs				
Promotion of the Arts	252,561	41,710	294,271	160,308

8. Analysis of support costs

	Raising funds	Promotion of the Arts	2023	2022
	£	£	£	£
Staff Costs	17,095	-	17,095	41,275
Bank charges and sundry and irrecoverable VAT	-	6,308	6,308	2,115
Premises Costs	-	2,272	2,272	2,399
Website, marketing & promotion	-	22,359	22,359	16,730
Conferences, Events and Training	-	2,729	2,729	1,218
Office Costs	-	5,447	5,447	3,946
Legal & Professional Fees	-	1,213	1,213	4,041
Governance costs	-	1,382	1,382	1,823
	<u>17,095</u>	<u>41,710</u>	<u>58,805</u>	<u>73,547</u>

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

9. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2023	2022
	£	£
Accountancy fees	1,206	1,800
Staff pension contributions	2,457	1,596
	133,652	112,603

10. Staff costs and emoluments

Total staff costs for the year ended 31 March 2023 were:

	2023	2022
	£	£
Salaries and wages	125,630	109,145
Social security costs	5,565	1,862
Pension costs	2,457	1,596
	133,652	112,603

No employee earned more than £60,000 during the year (2022: nil).

The total employee benefits including pension contributions of the key management personnel were £96,959.

	2023	2022
Staff and Management	7	7
	7	7

11. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil).

No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2022:£nil).

There are no donations from related parties which are outside the normal course of the Charity's business and no restricted donations from related parties.

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

12. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2022 £
Income and endowments from:			
Donations and legacies	190,151	53,257	243,408
Charitable activities	35,730	-	35,730
Investments	3	-	3
Total	225,884	53,257	279,141
Expenditure on:			
Raising funds	(24,080)	(13,400)	(37,480)
Charitable activities	(120,451)	(39,857)	(160,308)
Total	(144,531)	(53,257)	(197,788)
Net income/expenditure	81,353	-	81,353
Reconciliation of funds			
Total funds brought forward	61,296	-	61,296
Total funds carried forward	142,649	-	142,649

13. Debtors

	2023 £	2022 £
Amounts due after more than one year:		
Trade debtors	10,702	763
Prepayments and accrued income	600	600
	11,302	1,363

14. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	20,647	553
Other creditors	1,579	1,653
Accruals and deferred income	5,700	1,794
	27,926	4,000

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

15. Movement in funds

Unrestricted Funds

	Balance at 01/04/2022 £	Incoming resources £	Outgoing resources £	Balance at 31/03/2023 £
<i>General</i>				
General	142,649	232,587	(248,163)	127,073
	<u>142,649</u>	<u>232,587</u>	<u>(248,163)</u>	<u>127,073</u>

Unrestricted Funds - Previous year

	Balance at 01/04/2021 £	Incoming resources £	Outgoing resources £	Balance at 31/03/2022 £
<i>General</i>				
General	61,296	225,884	(144,531)	142,649
	<u>61,296</u>	<u>225,884</u>	<u>(144,531)</u>	<u>142,649</u>

Purpose of unrestricted Funds

General

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted Funds

	Incoming resources £	Outgoing resources £	Balance at 31/03/2023 £
Restricted Funds	85,000	(63,203)	21,797
	<u>85,000</u>	<u>(63,203)</u>	<u>21,797</u>

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

Restricted Funds - Previous year

	Incoming resources	Outgoing resources	Balance at 31/03/2022
	£	£	£
Arts Council England Culture Recovery Fund	27,400	(27,400)	-
Arts Council England Project Grant	22,857	(22,857)	-
Westminster City Council Ward	3,000	(3,000)	-
	<u>53,257</u>	<u>(53,257)</u>	<u>-</u>

Purpose of restricted funds

Restricted Funds

Restricted funds are small grants and donations received from various Trusts and Foundations toward the costs of CAN Festival and other performances and towards the salary costs of key management personnel.

Arts Council England Project Grant

Fund for the costs of CAN Festival 2021 Residency and National Development Plan.

Arts Council England Culture Recovery Fund

Fund for for audience development (marketing costs) & reserves building.

Westminster City Council Ward

Fund for the development of the Augmented Chinatown app as well as associated workshops.

16. Analysis of net assets between funds

	Net current assets / (liabilities)	Net Assets
	£	£
Unrestricted funds		
<i>General</i>		
General	127,073	127,073
Restricted funds		
Restricted Funds	21,797	21,797
	<u>148,870</u>	<u>148,870</u>

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2023

Previous year

	Net current assets / (liabilities) £	Net Assets £
Unrestricted funds		
<i>General</i>		
General	142,649	142,649
Restricted funds		
	142,649	142,649

Kakilang

England & Wales - Charity number 1183582

Accounts

Charity number: 1183582
Company number: 06067760
(England and Wales)

Kakilang Ltd

Report of the Trustees and Unaudited Financial Statements

For the year ended 31 March 2022

Kakilang Ltd
Contents Page
For the year ended 31 March 2022

Report of the Trustees	1 to 5
Independent Examiner's Report to the Trustees	6
Statement of Financial Activities	7
Statement of Financial Position	8
Notes to the Financial Statements	9 to 16

Kakilang Ltd
Report of the Trustees
For the year ended 31 March 2022

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 31 March 2022. The Trustees have adopted the provisions of 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 the Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Objectives and activities

Kakilang's vision is Coming Together Through Art. Our mission is to produce and present world-class art, and pioneer multi-disciplinary artforms from a wide spectrum of Southeast and East Asian voices.

Kakilang's values include the below:

We bring people together through art.

We build art that demands Equality.

We create with artists at the core.

We generate a space where art forms intersect, inspire, play with and talk to each other.

We raise awareness, and seek ways to address larger global issues, by engaging people through the arts.

The Trustees review the charity's activities and annual business plan in line with these objectives, vision and mission each year. The annual business plan is also endorsed by Arts Council England.

Each year the Trustees, the permanent team and a representative of Arts Council England carry out an Annual Performance Review of the company. The Review of 2021/22 took place on 8 June 2022 and the results were very positive.

Risk management

The Trustees monitor potential risk to the company in all areas through a risk register that is reviewed by the Trustees every 6 months. Additionally, the company's permanent team members regularly carry out risk assessments as part of their work and all staff are given Health and Safety Executive information about health and safety at work.

The company's productions and other presentations take place in venues managed by third parties. The producers of each show carry out Health and Safety risk assessments at each venue.

The major risks identified by the company were:

- failure to raise earned and donated income as identified in financial plans
- loss of ACE grant in the next NPO round (2023-26)
- succession planning in relation to a new Chair

The Board and staff are taking appropriate action to mitigate these risks as far as feasible.

Statement on public benefit

The charity's objectives are to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the visual, performing and digital arts.

The Trustees refer to the Charity Commission's guidance on public benefit when setting out the charity's objectives and reviewing the charity's activities and achievements for this report.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2022

ACHIEVEMENTS AND PERFORMANCE

Significant activities

Achievements and performance

The year 2021-22 continued to be challenging for the arts industry and any live events. Kakilang continued to expand our work in digital arts and rearranged the staffing structure in response to the difficulties artists were facing and to diversify the creative voices leading the organisation.

CAN Festival 2021, which took place entirely in digital formats, continued into April 2021. The further artistic programme included Queering Now, Augmented Chinatown 2.0 Westminster Council Exhibition (delayed from CAN Festival 2021), Climate Exploration Cookbook pilot, every dollar is a soldier/with money you're a dragon (selected for Horizon Showcase) and HOME X at SPARK Festival (commissioned by British Council Hong Kong).

Many of the works were significant milestones for Kakilang. Climate Exploration Cookbook pilot marked our first community work. 'Every Dollar' was our first production to be selected for inclusion in a high profile industry showcase and HOME X was commissioned by British Council Hong Kong for their SPARK Festival.

The Crown Estate has confirmed a new free of charge 3 year lease of Kakilang's current office space in Central London, thus giving certainty of tenure until 24 December 2024. Kakilang was also invited to become an Associate Company with NDT Broadgate and use this unique space for the development of Kakilang productions from August 2021 until July 2022. We also shared out the space to other productions that involve East and South East Asian artists. During the year, 17 companies/artists have benefited from short residencies involving 85+ creatives.

Kakilang rebranded from Chinese Arts Now to Kakilang in September 2022 to widen the inclusivity of the charity, inviting artists from an even wider range of East and Southeast Asian backgrounds to connect with the work, and mark a new era for the organisation.

CAN Festival 2021 (18 February 2021 - 30 April 2021)

CAN Festival 2021 generated 1,618 ticket registrations (free and paid) and 7,415 people viewed the works overall. The festival is now a biennial event, with the next iteration planned for spring 2023.

Queering Now 2021: Dreamality

Commissioned for CAN Festival 2021, Queering Now presented works by 16 Sino queer artists in a digital space, including 8 short films, 2 Artistic Talk, visual arts instagram presentation from 3 artists and new digital artworks by 6 artists. We overall had 244 ticketed digital audiences and 3,484 website visits for viewing the digital work.

Climate Exploration Cookbook pilot

Artist Ling Tan (now a Kakilang Associate Artistic Director), designed a participatory project combining data science, digital technology, cooking, and food to enable Chinese communities living in and around Chinatown, London to make sense of issues surrounding climate change through their food culture, cooking, and eating habits. Co-commissioned with Season for Change, this pilot community project included 3 workshops with 15 participants and was developed further into a full Kakilang Production in September 2022.

Westminster Council Exhibition (Augmented Chinatown 2.0 App)

Information about the Augmented Chinatown 2.0 app featured in a Westminster Council Exhibition, reaching an audience of 8,715.

CAN X Two Temple Place Digital Exhibition and performance, every dollar is a soldier/with money you're a dragon

This digital production, led by Kakilang Artistic Director An-Ting Chang, was a collaboration with Two Temple Place (co-producer) and 12 established artists/collaborators: Playwright/actor Daniel York Loh, Designer Christine Urquhart, Creative Technologist Ian Gallagher, Musicians Cheng Yu and Wang Xiao, Choreographer/Dancer Si Rawlinson, Director of Photography Zhou Ning and Adam Ryzman, Exhibition Artists Jasmin Kent Rodgman, Jack Tan, Donald Shek and Chloe Wing.

The digital exhibition and performance were very well received in the industry. As a result, the work was selected by ACE for inclusion in the Horizon Showcase at the Edinburgh Fringe Festival in August 2021. The production went on to win Arts Council England's Digital Culture Award (Storytelling).

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2022

HOME X

Kakilang's digital productions also attracted the attention of the British Council Hong Kong who commissioned Kakilang to create a new digital work, HOME X, that includes a collaboration between British and Hong Kong artists. HOME X is a hybrid live/digital performance - mixing theatre, music and gaming created by artists of Hong Kong heritage in the UK and Hong Kong working simultaneously via VR technology.

The pilot version was presented at SPARK Festival hosted by British Council Hong Kong in October 2021 to a digital audience of 100 (panel talk) and 300 (performances), as well as an invite-only live audience of 60 in London. The production is being developed further with the Hong Kong-based production partner Don't Believe In Style, working towards a full launch in Spring 2023.

Future Plans

New Staffing Structure

The new staffing structure was introduced with the recruitment of 3 Associate Artistic Directors in autumn 2021. The creative impact of the new structure will be seen most strongly from 2022-23. The initial employment period will be until the end of the two year operational cycle on 21 November 2023. The intention is to create a diverse team that will be the creative and directing engine required by Kakilang to select, produce and sustain quality productions on an on-going basis.

Kakilang Productions

Kakilang identifies its primary remit of producing high quality and high profile production as a way to make an impact in the performing arts industry with East and South East Asian (ESEA) work. In order to achieve this, the Artistic Director and the three Associate Artistic Directors will each lead one production across a two year cycle and thus produce four Kakilang Productions every two years.

Kakilang Productions planned for 2022-23 include the London premiere of HOME X and Low Carbon Chinatown and the development of Saving Face and The Dao of the Unrepresented British Chinese Experience (Butterfly Dream).

Kakilang Festival

Kakilang has also changed its annual festival to a biennial festival to allow more time and resources for a festival with higher impact. The next edition will be Kakilang Festival 2023, held from February to April 2023.

This change in the frequency of holding the festival has also moved the financial planning of the charity to a two-year model, working towards a considerable surplus in year 1 (21-22) to be used for increased festival-related expenditure in year 2 (22-23).

FINANCIAL REVIEW

Results

The company remains financially sound having made a surplus for the year of £81,353 (2021: £33,528) on a turnover of £279,141 (2021: £223,212). The company had an accumulated surplus of £142,649 (2021: £61,296) at 31st March 2022.

Primary funding sources

The company's main source of income is Arts Council England. Alongside this regular support, the organisation receives income from ticket sales, production income, fundraising and donations. Another major income source for 2021/22 is from production income, which includes contributions of £13,680 from Horizon Showcase for 'every dollar' and £8,500 from British Council Hong Kong and £5,000 from Hong Kong Economic and Trade Office for HOME X.

Fundraising and Donations

The company received donations totalling £6,931 (2021: £2,710). The company is eligible for Gift Aid due to its charitable status.

The company received a grant from Westminster City Council for £3,000.

The company makes applications directly to sponsors, trusts and foundations and potential donors, and does not use professional fundraisers.

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2022

Reserves

Kakilang's Reserves Policy is to have accumulated a Reserve Fund equal to approximately 6 months running costs, excluding expenditure related to the Kakilang Festival and any other major projects (estimated at £50,000), which was achieved by November 2021. The company's Reserve Fund totalled £51,800 at 31st March 2022.

Going concern

Having reviewed the company's performance, its current reserves status and the on-going support of Arts Council England, the Trustees have no concerns regarding the company's ability to continue as a going concern.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Kakilang Limited (formerly Chinese Arts Now Limited or CAN) was founded in 2007. The company became a National Portfolio Organisation, receiving annual funding support from Arts Council England, on 1st April 2018. In May 2019 it became a registered charity.

Day to day management of the company is delegated to a permanent team of 5 led by An-Ting Chang, Artistic Director and Chief Executive. When the company mounts productions and other activities it engages freelance artists, marketing and production staff on an as required basis.

The organisation is a company limited by guarantee without share capital. The guarantee of company members is £1. The company was incorporated on 25 January 2007 and is governed by Articles of Association dated 13 October 2022.

The company achieved charity status in May 2019. Charitable status will enable it to increase its future fundraising efforts and is essential to its plans to diversify income streams. The registered charity number is: 1183582.

During 2021-22, 1 Trustee resigned and 1 new Trustee was appointed to the Board. At 31st March 2022 the company had 9 Trustees on its Board.

All Trustees are volunteers and receive no benefits from the organisation.

Recruitment and appointment of trustees

When appropriate, Kakilang recruits new Trustees by widely promoting the opportunities available - with a particular emphasis on diversity. Trustees are formally appointed by the existing Trustees, on the basis of the skills, knowledge and life experience they bring to the organisation.

New Trustees are offered a full induction to the Board, including discussions with the Chair and senior staff, and provision of relevant documentation (including Articles, Financial Statements, and company policies). Attention is drawn to the guidance available from the Charity Commission.

Pay policy for senior staff

Key management personnel comprise the Board of Trustees (all unpaid), the Artistic Director/CEO and the 3 Associate Artistic Directors. Staff remuneration is set in the annual budget in line with industry standards and the budget is reviewed and approved by the Trustees.

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Kakilang Ltd
Charity registration number	1183582
Company registration number	06067760
Principal address	Suite 342, Linen Hall 162-168 Regent Street London W1B 5TE

Kakilang Ltd
Report of the Trustees Continued
For the year ended 31 March 2022

Trustees


The trustees and officers serving during the year and since the year end were as follows:

Mr Hin Yiu Chan
Mr Peter Lewis Hodges
Mr Pojuei Chou
Ms Jui-Lan Lee
Ms Lai Lai Wong
Mr Nicholas James Williams
Ms Emily Wong
(Appointed: 21 February 2022)
Ms Sarah Rose Ho
(Resigned: 30 April 2021)
Mr Andrew Laurence Smaje
Ms Ferren Mariah Gipson

Independent examiners

Caroline Clarke ACA
99 Western Road
Lewes
East Sussex
BN7 1RS

Approved by the Board of Trustees and signed on its behalf by


[Lai Lai Wong \(Dec 19, 2022 10:54 GMT\)](#)
.....
Ms Lai Lai Wong

Kakilang Ltd
Independent Examiners Report to the Trustees
For the year ended 31 March 2022

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2022.

Responsibilities and basis of report

As the charity Trustees, who are also directors 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').

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

Independent examiners statement

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

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

Caroline Clarke

[Caroline Clarke \(Dec 19, 2022 15:33 GMT\)](#)

Caroline Clarke ACA
99 Western Road
Lewes
East Sussex
BN7 1RS

Kakilang Ltd
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Income and endowments from:					
Donations and legacies	2	190,151	53,257	243,408	212,008
Charitable activities	3	35,730	-	35,730	11,196
Investments	4	3	-	3	8
Total		225,884	53,257	279,141	223,212
Expenditure on:					
Raising funds	5	(24,080)	(13,400)	(37,480)	(53,808)
Charitable activities	6/7	(120,451)	(39,857)	(160,308)	(135,876)
Total		(144,531)	(53,257)	(197,788)	(189,684)
Net income/expenditure		81,353	-	81,353	33,528
Reconciliation of funds					
Total funds brought forward		61,296	-	61,296	27,768
Total funds carried forward		142,649	-	142,649	61,296


Kakilang Ltd
Statement of Financial Position
As at 31 March 2022

	Notes	2022 £	2021 £
Current assets			
Debtors	13	1,363	14,284
Cash at bank and in hand		145,286	62,385
		146,649	76,669
Creditors: amounts falling due within one year	14	(4,000)	(15,373)
Net current assets		142,649	61,296
Total assets less current liabilities		142,649	61,296
Net assets		142,649	61,296
The funds of the charity			
Unrestricted income funds	15	142,649	61,296
Total funds		142,649	61,296

For the year ended 31 March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:


[Lai Lai Wong \(Dec 19, 2022 10:54 GMT\)](#)

Ms Lai Lai Wong
Trustee

Kakilang Ltd
Notes to the Financial Statements
For the year ended 31 March 2022

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with 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) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Kakilang Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention.

Funds

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Resources expended

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

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of performances, festivals and activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Debtors

Trade 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.

Operating leases

Costs of operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
Donations received	6,931	-	6,931	5,217
Grants received	178,220	53,257	231,477	206,791
Sponsorships received	5,000	-	5,000	-
	<u>190,151</u>	<u>53,257</u>	<u>243,408</u>	<u>212,008</u>

Analysis of grants received

	2022	2021
	£	£
Arts Council England Culture Recovery Fund	27,400	-
Arts Council England NPO regular funding	178,220	178,220
Arts Council England Project Grant	22,857	28,571
Westminster City Council	3,000	-
	<u>231,477</u>	<u>206,791</u>

3. Income from charitable activities

	2022	2021
	£	£
Unrestricted funds		
<i>Promotion of the Arts</i>		
Income from charitable activities	35,730	11,196

4. Investment income

	2022	2021
	£	£
Unrestricted funds		
Bank interest receivable	3	8
	<u>3</u>	<u>8</u>

5. Expenditure on generating donations and legacies

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
Support costs	24,080	13,400	37,480	53,808
	<u>24,080</u>	<u>13,400</u>	<u>37,480</u>	<u>53,808</u>

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

6. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
Promotion of the Arts	101,384	22,857	124,241	101,351
Support costs	19,067	17,000	36,067	34,525
	120,451	39,857	160,308	135,876

7. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2022	2021
	£	£	£	£
Support costs				
Promotion of the Arts	124,241	36,067	160,308	135,876

8. Analysis of support costs

	Raising funds	Promotion of the Arts	2022	2021
	£	£	£	£
Staff Costs	20,750	20,525	41,275	44,544
Bank charges and sundry	-	2,115	2,115	4,176
Premises Costs	-	2,399	2,399	2,218
Website, marketing & promotion	16,730	-	16,730	31,236
Conferences, Events and Training	-	1,218	1,218	257
Office Costs	-	3,946	3,946	1,235
Legal & Professional Fees	-	4,041	4,041	3,947
Support costs allocations	-	-	-	-
Governance costs	-	1,823	1,823	720
	37,480	36,067	73,547	88,333

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

9. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2022	2021
	£	£
Accountancy fees	1,800	720
Staff pension contributions	1,596	1,835
	112,603	86,497

10. Staff costs and emoluments

Total staff costs for the year ended 31 March 2022 were:

	2022	2021
	£	£
Salaries and wages	109,145	81,422
Social security costs	1,862	3,240
Pension costs	1,596	1,835
	112,603	86,497

No employee earned more than £60,000 during the year (2021: nil).

The total employee benefits including pension contributions of the key management personnel were £87,399 (2021: £70,785) of which £10,476 was redundancy pay. Key management personnel include the Artistic Director, General Manager, Producer, and 3 Associate Artistic Directors.

	2022	2021
Staff and Management	7	5
	7	5

11. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil). No trustees were reimbursed any expenses incurred in relation to their duties as trustees.

Aggregate donations from trustees during the year were £nil (2021:£1,550).

There are no donations from related parties which are outside the normal course of the Charity's business and no restricted donations from related parties.

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

12. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2021 £
Income and endowments from:			
Donations and legacies	179,997	32,011	212,008
Charitable activities	11,196	-	11,196
Investments	8	-	8
Total	191,201	32,011	223,212
Expenditure on:			
Raising funds	(53,808)	-	(53,808)
Charitable activities	(103,865)	(32,011)	(135,876)
Total	(157,673)	(32,011)	(189,684)
Net income/expenditure	33,528	-	33,528
Reconciliation of funds			
Total funds brought forward	27,768	-	27,768
Total funds carried forward	61,296	-	61,296

13. Debtors

	2022 £	2021 £
Amounts due after more than one year:		
Trade debtors	763	10,444
Prepayments and accrued income	600	3,840
	1,363	14,284

14. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	553	7,317
Other creditors	1,653	1,862
Accruals and deferred income	1,794	6,194
	4,000	15,373

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

15. Movement in funds

Unrestricted Funds

	Balance at 01/04/2021	Incoming resources	Outgoing resources	Balance at 31/03/2022
	£	£	£	£
<i>General</i>				
General	61,296	225,884	(144,531)	142,649
	61,296	225,884	(144,531)	142,649

Unrestricted Funds - Previous year

	Balance at 01/04/2020	Incoming resources	Outgoing resources	Balance at 31/03/2021
	£	£	£	£
<i>General</i>				
General	27,768	191,201	(157,673)	61,296
	27,768	191,201	(157,673)	61,296

Purpose of unrestricted Funds

General

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted Funds

	Incoming resources	Outgoing resources	Balance at 31/03/2022
	£	£	£
Arts Council England Culture Recovery Fund	27,400	(27,400)	-
Arts Council England Project Grant	22,857	(22,857)	-
Westminster City Council Ward	3,000	(3,000)	-
	53,257	(53,257)	-

Kakilang Ltd
Notes to the Financial Statements Continued
For the year ended 31 March 2022

Restricted Funds - Previous year

	Incoming resources	Outgoing resources	Balance at 31/03/2021
	£	£	£
Restricted Funds	32,011	(32,011)	-
	32,011	(32,011)	-
	32,011	(32,011)	-

Purpose of restricted funds

Restricted Funds

Restricted funds are small grants and donations received from various Trusts and Foundations toward the costs of CAN Festival and other performances.

Arts Council England Project Grant

Fund for the costs of CAN Festival 2021 Residency and National Development Plan.

Arts Council England Culture Recovery Fund

Fund for for audience development (marketing costs) & reserves building.

Westminster City Council Ward

Fund for the development of the Augmented Chinatown app as well as associated workshops.

16. Analysis of net assets between funds

	Net current assets / (liabilities)	Net Assets
	£	£
Unrestricted funds		
<i>General</i>		
General	142,649	142,649
	142,649	142,649
	142,649	142,649

Previous year

	Net current assets / (liabilities)	Net Assets
	£	£
Unrestricted funds		
<i>General</i>		
General	61,296	61,296
	61,296	61,296
	61,296	61,296

Kakilang

England & Wales - Charity number 1183582

Accounts

CHINESE ARTS NOW LTD
A Company Limited by Guarantee

Company registration no. 06067760
Charity registration no. 1183582

Report and Unaudited Financial Statements
Year ended 31 March 2021

CHINESE ARTS NOW LTD

Status: Company Limited by Guarantee No.06067760
Charity registration no. 1183582
The Company's governing document is its Memorandum and Articles of Association dated 24 July 2018

Secretary and Jodie Gilliam (resigned 4 September 2021)

Registered Office: Suite 342, Linen Hall, 162–168 Regent Street, London W1B 5TE
The Company does not have a separate principal office.

Trustees: Hin Yiu (Hanue) Chan
Nicholas James Williams (Chair)
Andrew Smaje
Ferren Gipson
Jui-Lan Lee
Lai Lai Wong
Pojeui Chou
Sarah Ho (resigned 30 April 2021)
Peter Lewis Hodges (appointed 29 April 2020)

Independent examiner: Charles Ssempijja ACA
NfP Accountants Ltd
No. 38, 52 Peckham Grove
London
SE15 6FR

CHINESE ARTS NOW LTD

Trustees' Report
for the year ended
31 March 2021

The trustees present their report and the financial statements for the year ended 31 March 2021. This is also a Directors' Report required by s417 of the Companies Act 2006 and all trustees are directors.

This Trustees Report and the associated Financial Statements have been prepared in accordance with guidance for preparing Charity Accounts and Reports presented in "Accounting and Reporting by Charities: Statement of Recommended Practice" and are therefore in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (effective 1 January 2015) - (Charities SORP FRS 102) together with The Companies Act 2006.

Structure, Governance and Management

Chinese Arts Now Limited (CAN) was founded in 2007. The company became a National Portfolio Organisation, receiving annual funding support from Arts Council England, on 1st April 2018. In May 2019 it became a registered charity.

Day to day management of the company is delegated to a permanent team of 3 led by An-Ting Chang, Artistic Director and Chief Executive. When the company mounts productions and other activities it engages freelance artists, marketing and production staff on an as required basis.

The organisation is a company limited by guarantee without share capital. The guarantee of company members is £1. The company was incorporated on 25 January 2007 and is governed by Articles of Association dated 24 July 2018.

The company achieved charity status in May 2019. Charitable status will enable it to increase its future fundraising efforts and is essential to its plans to diversify income streams. The registered charity number is: 1183582.

During 2020-21, the Company appointed one new Trustee, and one resigned. At 31st March 2021 the company had 8 Trustees on its Board.

All Trustees are volunteers and receive no benefits from the organisation.

Trustees' recruitment, induction and training

When appropriate, CAN recruits new Trustees by widely promoting the opportunities available - particularly emphasising diversity. Trustees are formally appointed by the existing Trustees, on the basis of the skills, knowledge and life experience they bring to the organisation. New Trustees are offered a full induction to the Board, including discussions with the Chair and senior staff, and provision of relevant documentation (including Articles, Financial Statements, and company policies). Attention is drawn to the guidance available from the Charity Commission.

CHINESE ARTS NOW LTD

Trustees' Report
for the year ended
31 March 2021

Key Management Personnel and their remuneration

Key Management Personnel comprise the Board of Trustees (all unpaid), the Artistic Director/CEO and the General Manager. Staff remuneration is set in the annual budget in line with industry standards and the budget is reviewed and approved by the Trustees.

Objectives and activities

Our vision is for CAN to produce and present to the public, work that explores Chinese themes, stories and art forms, and work that blends Chinese and other contemporary art forms. We aim to be the UK's leading organisation showcasing this work, to educate, and to foster cultural understanding and appreciation of the UK's diversity to audiences across the country.

Our mission is to present to the public, in greater London and on tour, innovative and contemporary performing arts exploring Chinese themes, stories and art forms and work that blends Chinese and other contemporary art forms. By developing and presenting this work, we aim to raise public understanding and appreciation of Chinese and other perspectives and art forms. The work we programme and produce focuses on performing arts including music, theatre, live art and dance.

The Trustees review the charity's activities and annual business plan in line with these objectives, vision and mission each year. The annual business plan is also endorsed by Arts Council England.

Each year the Trustees, the permanent team and a representative of Arts Council England carry out an Annual Performance Review of the company. The Review of 2020/21 took place in the summer of 2021 and the results were again very positive.

Public benefit

The charity's objectives are to advance the arts for the public benefit by the promotion in particular, but not exclusively, of the visual, performing and digital arts.

The Trustees refer to the Charity Commission's guidance on public benefit when setting out the charity's objectives and reviewing the charity's activities and achievements for this report.

Risk management

The Trustees monitor potential risk to the company in all areas through a risk register that is reviewed by the Trustees every 6 months. Additionally, the company's permanent team members regularly carry out risk assessments as part of their work and all staff are given Health and Safety Executive information about health and safety at work.

The company's productions and other presentations take place in venues managed by third parties. The producers of each show carry out Health and Safety risk assessments at each venue.

The major risks identified by the company were:

- loss of ACE grant in the next NPO round (now scheduled for 2022)
- succession planning in relation to a new Chair
- failure to raise earned and donated income as identified in financial plans

The Board and staff are taking appropriate action to mitigate these risks as far as feasible.

CHINESE ARTS NOW LTD

Trustees' Report
for the year ended
31 March 2021

Achievements and performance

Introduction

The 2020/21 year was an unprecedented one for the arts industry due to Covid-19 and the resulting lockdowns. Due to the ongoing support of Arts Council England, CAN was able to be resilient and adapt well to the new digital way of working and presenting art. CAN's focus was on supporting artists in order to empower them to continue creating art for the public despite the difficult conditions.

CAN did this through six new digital commissions in 2020 and the introduction of a new strand to the CAN Festival which invited back artists from previous festivals (*Stay Connected*). CAN was able to go ahead with CAN Festival 2021 which was presented as an entirely digital festival, running from 18 February 2021 – 30 April 2021. See the full artistic programme 2020/21 below.

Digital Commissions

In December 2020, CAN organised, in partnership with New Earth Theatre, Centre for Contemporary Chinese Arts and Home Manchester, a public call for digital work proposals. From the submissions, six works were selected: Naomi Sumner Chan's *Wait I'm from Wuhan*, Seph Li's *Phase*, Pamela Carter's *Duck Rabbit*, Jasmin Kent Rodgman's *Nineteen Ways of Looking*, Eelyn Lee's *Casting Fu Manchu* and Tobi Su-Poster's *Chang and Eng and Me (and Me)*. These digital works were presented between March 2020 and February 2022 and were acknowledged as being of high quality.

Jasmin Kent Rodgman's *Nineteens Ways of Looking* was subsequently revived and transformed into a new digital production *CAN X Two Temple Place Digital Exhibition* presented in May 2021. Eelyn Lee's *Casting Fu Manchu* has since been screened in different film festivals (including *Art Bomb* festival and *Thurrock Film Festival*). The designer of *Duck Rabbit*, Christine Urquhart has played a key design role in *CAN X Two Temple Place Digital Exhibition* and performance. We are currently in conversation with *Illuminate Production* to transfer the web-based artwork into a public artwork.

The original six digital works attracted audiences of more than 7000 through accessing the blog (*Wait I'm from Wuhan*), Instagram followers (*Nineteen Ways of Looking*), web views (*Phase*) and film views (*Casting Fu Manchu* and *Chang and Eng and Me (and Me)*).

Augmented Chinatown 2.0 app

The app was relaunched with a new interface in September 2020 and received a good response from the industry:

'Surprising and engaging immersive journey' from *The Stage*, 'infinitely touching' from Lyn Gardner, *Exeunt Magazine* cover feature, 'Rediscovering London, with headphones'.

However, due to the various Covid lockdowns commencing almost immediately after launch, there were no people in the Chinatown area to promote the app to after the first 57 downloads. CAN continues to believe in the attractiveness of this app and intends to re-commence marketing it, with some new enhancements, once there are again people passing through the Chinatown area in sufficient numbers. To help facilitate this re-launch we have built a new partnership with *Soho Theatre* and will release the new version with them.

CAN Festival 2021

CAN Festival included two main projects, *Stay Connected* and *CAN X Two Temple Place Digital Exhibition and performance*, plus an online comedy night and *Little Bean's* digital sharing for younger audiences.

CHINESE ARTS NOW LTD

Trustees' Report
for the year ended
31 March 2021

Stay Connected

Stay Connected involved 24 events and presented 55 artists. To develop *Stay Connected* CAN commissioned an external team (producer, assistant producer and marketing manager) to run the scheme and the artists were allocated funds from the commissioning budget and given the freedom to use these funds as they thought best. This arrangement worked well and CAN intends to incorporate it into its future commissioning process.

CAN X Two Temple Place Digital Exhibition and performance, *every dollar is a soldier/with money you're a dragon*

This digital production, led by CAN's Artistic Director, was a collaboration with Two Temple Place (co-producer) and 12 established artists/collaborators: Playwright/actor Daniel York Loh, Designer Christine Urquhart, Creative Technologist Ian Gallagher, Musicians Cheng Yu and Wang Xiao, Choreographer/Dancer Si Rawlingson, Director of Photography Zhou Ning and Adam Ryzman, Exhibition Artists Jasmin Kent Rodgman, Jack Tan, Donald Shek and Chloe Wing. The digital exhibition and performance were very well received in the industry. As a result, the work was selected by ACE for inclusion in Horizon Showcase at the Edinburgh Fringe Festival in August 2021.

The CAN Festival 2021 generated 1618 ticket registrations (free and paid) and 7415 people viewed the works overall.

CAN's digital productions have attracted the attention of the British Council Hong Kong who have commissioned CAN to create a new digital work, HOME X, that includes a collaboration between British and Hong Kong artists. This will be presented at the SPARK Festival in Hong Kong from 20-23 October 2021.

Given the continuing uncertainty over Covid 19 related restrictions and the general negative effect on people's leisure planning, CAN will only present HOME X and Soho Scratch (postponed from CAN Festival 2021) during the remainder of 2021. In the period from September to December 2021 CAN will focus on establishing the new structure outlined in the next section. The creative impact of the new structure is expected to take effect from January 2022 with the biggest impact being in 2022/23.

Financial review

Results

The company remains financially sound having made a surplus for the year of £33,528 (2020: £10,278) on a turnover of £223,212 (2020: £279,421). The company had an accumulated surplus of £61,296 (£27,768) at 31st March 2021.

Primary funding sources

The company's main source of income is Arts Council England. Alongside this regular support, the organisation receives income from ticket sales, fundraising and donations.

Fundraising and Donations

The company received donations totalling £2,710 in 2020/21. The company is eligible for Gift Aid due to its charitable status.

The company makes applications directly to sponsors, trusts and foundations and potential donors, and does not use professional fundraisers.

CHINESE ARTS NOW LTD

Trustees' Report
for the year ended
31 March 2021

Reserves policy

CAN's Reserves Policy is to have accumulated a Reserve Fund equal to approximately 6 months running costs, excluding expenditure related to the CAN Festival and any other major projects – this target is to be met by 31 March 2022. It is estimated that six months running costs will equal £50,000.

The company succeeded in building its reserves during 2020–21, and will be able to set aside the targeted £50,000 by the end of 2021–22, in part due to a grant from the Culture Recovery Fund grant from DCMS in that year.

Going concern

Having reviewed the company's performance, its current reserves status and the on-going support of Arts Council England, the Trustees have no significant concerns regarding the company's ability to continue as a going concern.

Post balance sheet events

During 2021–22 the Trustees initiated a comprehensive review of the organisation's artistic policy and structure. The Trustees are confident that the new arrangements will enable the Company to develop successfully in future years.

Future Plans

As above, in 2021–22 the Trustees undertook a review which will initiate a new phase of development for CAN, both artistically and structurally. Arts Council England, as CAN's main funder, was closely engaged in the review, which took full account of ACE's new "Investment Principles" set out in "Let's Create".

CAN will continue to be reliant on ACE funding for its future development, and will also set itself challenging targets for earned and contributed income.

Communities

As part of the review, CAN has determined that it intends to serve the following three communities:

- British Chinese Artists – artists of Chinese ethnic origin living in the UK whether permanent or temporary residents
- The population in the UK that is of Chinese ethnic origin and whether permanent or temporary residents
- The wider UK population in which the first two communities reside

It is recognised that CAN is presently too small to serve the whole of the UK, and so the next period will focus on London, with a planned expansion into Manchester in due course.

CAN Festival

It has also been decided to change the CAN Festival from an annual event to a bi-annual event. This will allow more time and resources to plan and execute a festival with a higher impact. The next festival will be CAN Festival 2023, be held in the last quarter of the 2022/23 financial year.

CHINESE ARTS NOW LTD

Trustees' Report
for the year ended
31 March 2021

CAN Productions and Commissions

CAN will continue to produce artistically ambitious work focussed around British Chinese subjects/stories, live and on line, both as part of the CAN Festival and in the intervening years.

CAN will also respond to opportunities to promote its activity more widely, for example through the Horizon Showcase, and through work with HKTEO

New Staffing Structure

Crucial to the new artistic policy will be an enhanced leadership framework. Up to three new Associate Artistic Directors will join the current CEO/Artistic Director An-Ting Chang, operating collectively as the organisation's artistic powerhouse – diversifying and strengthening CAN's capacity for excellent work. A new Executive Director will be also be appointed, to oversee the organisation's management and development in the step-change transition to a new phase of CAN's life.

Statement of Trustees' Responsibilities

The trustees (who are also directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual 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 the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and accounting estimates that are reasonable and prudent;
- d) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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 are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approval

This report, which has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006, was approved by the Board on by circulation and emailed confirmation..... and signed on its behalf by:


[Nicholas James Williams \(Dec 18, 2021 09:37 GMT+8\)](#)

Nicholas James Williams
Trustee

CHINESE ARTS NOW LTD

Independent Examiner's Report to the Trustees

I report on the financial statements of the company for the year ended 31 March 2021 as set out on pages 9 to 16.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

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

Independent examiner's statement

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

1. accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
2. the accounts do not accord with such records; or
3. the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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.



Charles Ssempijja (ACA)
NfP Accountants Ltd
No. 38, 52 Peckham Grove
London
SE15 6FR

Date: Dec 17, 2021

CHINESE ARTS NOW LTD

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	2	179,997	32,011	212,008	192,001	19,083	211,084
Charitable activities							
Promotion of the Arts	3	11,196	–	11,196	66,937	–	66,937
Investments		8	–	8	23	–	23
Other		–	–	–	1,377	–	1,377
Total income		191,201	32,011	223,212	260,338	19,083	279,421
Expenditure on:							
Raising funds	4	53,808	–	53,808	51,011	–	51,011
Charitable activities							
Promotion of the Arts	4	103,865	32,011	135,876	199,049	19,083	218,132
Total expenditure		157,673	32,011	189,684	250,060	19,083	269,143
Net income / (expenditure) for the year		33,528	–	33,528	10,278	–	10,278
Net movement in funds		33,528	–	33,528	10,278	–	10,278
Reconciliation of funds:							
Total funds brought forward		27,768	–	27,768	17,490	–	17,490
Total funds carried forward	12	61,296	–	61,296	27,768	–	27,768

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12 to the financial statements.

CHINESE ARTS NOW LTD

Company no. 06067760

Balance sheet

As at 31 March 2021

	Note	£	2021 £	£	2020 £
Current assets:					
Debtors	9	14,284		13,721	
Cash at bank and in hand		62,385		25,701	
		<u>76,669</u>		<u>39,422</u>	
Liabilities:					
Creditors: amounts falling due within one year	10	15,373		11,654	
			<u>61,296</u>		<u>27,768</u>
Net current assets / (liabilities)					
			<u>61,296</u>		<u>27,768</u>
Total net assets / (liabilities)			<u>61,296</u>		<u>27,768</u>
The funds of the charity:	15				
Restricted income funds			-		-
Unrestricted income funds:					
General funds		61,296		27,768	
		<u>61,296</u>		<u>27,768</u>	
Total unrestricted funds			<u>61,296</u>		<u>27,768</u>
Total charity funds			<u>61,296</u>		<u>27,768</u>

For the year ending 31 March 2021, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' Responsibilities:

- 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
- The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements, which have been prepared in accordance with the special provisions relating to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard applicable in the Republic of Ireland (FRS 102) (effective 1 January 2015), were approved



Nicholas James Williams (Dec 18, 2021 09:37 GMT+8)

Nicholas James Williams
Trustee

CHINESE ARTS NOW LTD

Notes to the financial statements For the year ended 31 March 2021

1 Accounting policies

a) Basis of preparation

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 (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The charity has not prepared a statement of cash flows, taking advantage of Section 1A of FRS 102 in relation to small entities.

b) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

c) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

e) 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.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

g) Expenditure

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of performances, festivals and activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

CHINESE ARTS NOW LTD

Notes to the financial statements For the year ended 31 March 2021

1 Accounting policies (continued)

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

- Cost of raising funds 23%
- Promotion of the Arts 77%

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Debtors

Trade 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.

m) Cash at bank and in hand

Cash at bank and cash 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. Cash balances exclude any funds held on behalf of service users.

n) Creditors and provisions

Creditors and provisions 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Income from donations and legacies

	Unrestricted	Restricted	2021 Total	2020 Total
	£	£	£	£
Arts Council England NPO regular funding	178,220	-	178,220	175,000
Arts Council England Project Grant	-	28,571	28,571	-
Individual donations	108	2,710	2,818	17,001
Trusts and Foundations	-	730	730	19,083
Other	1,669	-	1,669	-
	<u>179,997</u>	<u>32,011</u>	<u>212,008</u>	<u>211,084</u>

3 Income from charitable activities

	Unrestricted	Restricted	2021 Total	2020 Total
	£	£	£	£
Promotion of the Arts				
Productions and Tours	11,196	-	11,196	36,937
Sponsorships	-	-	-	30,000
Total income from charitable activities	<u>11,196</u>	<u>-</u>	<u>11,196</u>	<u>66,937</u>

CHINESE ARTS NOW LTD

Notes to the financial statements

For the year ended 31 March 2021

4 Analysis of expenditure

	Cost of raising funds £	Charitable activities – Promotion of the Arts £	Support costs £	2021 Total £
Staff costs (Note 5)	12,382	41,953	32,162	86,497
Production and Touring Costs	–	24,119	–	24,119
Artists, contractors and direct costs	–	35,279	–	35,279
Travel, subsistence & entertainment	–	–	–	–
Website, marketing & promotion	31,236	–	–	31,236
Conferences, Events and Training	–	–	257	257
Bank charges and sundry	–	–	4,176	4,176
Rent, rates and utilities	–	–	2,218	2,218
Telephone and Internet	–	–	510	510
Insurance	–	–	725	725
Legal & Professional Fees	–	–	3,947	3,947
Independent examination	–	–	720	720
Trustee meetings	–	–	–	–
	43,618	101,351	44,715	189,684
Support costs allocations	10,190	34,525	(44,715)	–
Total expenditure 2021	53,808	135,876	–	189,684
Total expenditure 2020	51,011	218,132	–	269,143

	Cost of raising funds £	Charitable activities – Promotion of the Arts £	Support costs £	2020 Total £
Staff costs (Note 5)	22,430	45,523	34,253	102,206
Production and Touring Costs	–	112,435	–	112,435
Artists, contractors and direct costs	–	28,542	–	28,542
Travel, subsistence & entertainment	–	–	2,515	2,515
Website, marketing & promotion	12,995	–	–	12,995
Conferences, Events and Training	–	–	1,334	1,334
Bank charges and sundry	–	–	1,391	1,391
Rent, rates and utilities	–	–	2,295	2,295
Telephone and Internet	–	–	395	395
Insurance	–	–	310	310
Legal & Professional Fees	–	–	3,596	3,596
Trustee meetings	–	–	529	529
Independent examination	–	–	600	600
	35,425	186,500	47,218	269,143
Support costs allocations	15,586	31,632	(47,218)	–
Total expenditure 2020	51,011	218,132	–	269,143

Of the total expenditure, £157,573 was unrestricted (2020: £250,089) and £32,011 was restricted (2020: £19,083).

CHINESE ARTS NOW LTD

Notes to the financial statements

For the year ended 31 March 2021

5 Staff costs

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	81,423	94,298
Social security costs	3,240	5,245
Employer's contribution to defined contribution pension schemes	1,835	2,663
	<u>86,498</u>	<u>102,206</u>

No employee earned more than £60,000 during the year (2019: nil).

The total employee benefits including pension contributions of the key management personnel were £70,785 (2020: £70,924). Key management personnel include CEO and Artistic Director and General Manager and Producer.

6 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 No.	2020 No.
Charitable activities	3.0	4.0
	<u>3.0</u>	<u>4.0</u>

7 Trustee remuneration and expenses and Related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil). No trustees were reimbursed any expenses incurred in relation to their duties as trustees.

Aggregate donations from trustees during the year were £1,550 (2020: £11,100). Additionally, £601 was donated by the trustees during year ended 31 March 2020 to the charity in the form of waived

There are no donations from related parties which are outside the normal course of the Charity's business and no restricted donations from related parties.

CHINESE ARTS NOW LTD

Notes to the financial statements

For the year ended 31 March 2021

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Debtors

	2021 £	2020 £
Trade debtors	10,444	12,062
Prepayments	3,840	600
Accrued income	–	1,059
	<u>14,284</u>	<u>13,721</u>

10 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	7,317	4,499
Taxation and social security	–	2,037
Other creditors	1,862	1,066
Accruals	6,194	4,052
	<u>15,373</u>	<u>11,654</u>

11 Analysis of net assets between funds

	General unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	61,296	–	–	61,296
Net assets at 31 March 2021	<u>61,296</u>	<u>–</u>	<u>–</u>	<u>61,296</u>

Analysis of net assets between funds

	General £	Designated £	Restricted £	Total funds £
Net current assets	27,768	–	–	27,768
Net assets at 31 March 2020	<u>27,768</u>	<u>–</u>	<u>–</u>	<u>27,768</u>

CHINESE ARTS NOW LTD

Notes to the financial statements

For the year ended 31 March 2021

12 Movements in funds

	At 1 April 2020 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 March 2021
Restricted funds:					
Performances and festivals	-	32,011	(32,011)	-	-
Total restricted funds	-	32,011	(32,011)	-	-
Unrestricted funds:					
General funds	27,768	191,201	(157,673)	-	61,296
Total unrestricted funds	27,768	191,201	(157,673)	-	61,296
Total funds	27,768	223,212	(189,684)	-	61,296

12 Movements in funds (continued)

	At 1 April 2019 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 March 2020 £
Restricted funds:					
Performances and festivals	-	19,083	(19,083)	-	-
Total restricted funds	-	19,083	(19,083)	-	-
Unrestricted funds:					
General funds	17,490	260,338	(250,060)	-	27,768
Total unrestricted funds	17,490	260,338	(250,060)	-	27,768
Total funds	17,490	279,421	(269,143)	-	27,768

Purposes of restricted funds

Small grants and donations were received from various Trusts and Foundations towards cost of CAN Festival and other performances.

13 Legal status of the charity

Chinese Arts Now Ltd is a charitable company limited by guarantee registered in England with registration number 06067760. The charity has no share capital. The liability of each member in the event of winding up is limited to £1. Its registered office address is Linen Hall, 162-168 Regent Street, London W1B 5TB. The accounts are presented in GBP rounded to £1.