

Kakilang Ltd
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For the year ended 31 March 2023

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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)

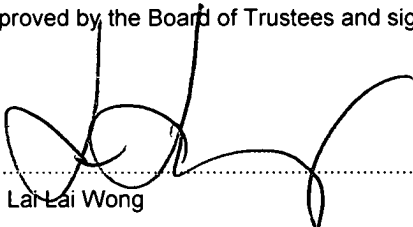
Secretary

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 |

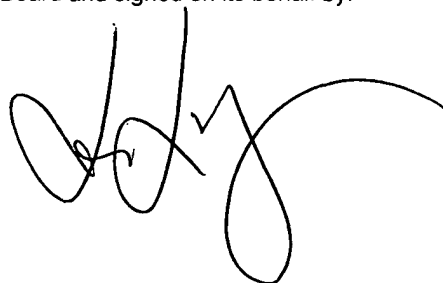
Kakilang Ltd
Statement of Financial Position
As at 31 March 2023

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

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 |
| | <u> </u> | <u> </u> |

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 |
| | <u>133,652</u> | <u>112,603</u> |

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 |
| | <u>7</u> | <u>7</u> |

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) | - |
| | 53,257 | (53,257) | - |

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 | | |
| General | | |
| General | 127,073 | 127,073 |
| Restricted funds | | |
| Restricted Funds | 21,797 | 21,797 |
| | 148,870 | 148,870 |

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 | | |
| | <u>142,649</u> | <u>142,649</u> |