

Charity Registration No. 1085653

Company Registration No. 02878790 (England and Wales)

COLLAR & TIE LIMITED

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

COLLAR & TIE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

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

COLLAR & TIE LIMITED

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COLLAR & TIE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report and financial statements for the year ended 31 March 2021.

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

Objectives and activities

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

The policies adopted in furtherance of these objectives are:

- To use a mixture of performance, digital media and sound pedagogy to create experiences for children, young people and disabled people and marginalised and excluded communities
- To build a network of partners with whom we deploy this distinct methodology

and there has been no change to these during the year.

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

COLLAR & TIE LIMITED

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

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

Delivery of our service

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

We saw the Prospero Library expand to include over 80 new sets of digital learning resources – what we call smartscripts – to benefit schools and students. Many of these resources were used by schools to support classroom activities, but many were used independently by students forced through repeated lockdowns to learn from home. Almost all of this content was available free of charge.

At the beginning of the pandemic about 250 schools were using Prospero. By March 2021, this figure had risen to 2200. This tremendous growth reflects the strength of the Prospero service and its value to schools and learners.

Over twenty arts and community groups signed up as Prospero Producer – people who can create a share smartscripts in Prospero. Many of these Producers were created free of charge to support others in their use of digital technology during the pandemic. These partnerships included groups of refugees in Birmingham and Herefordshire, emerging theatre companies in Worcestershire, universities, and groups of disadvantaged young people in Merseyside. We continued to support people in Korogocho, a slum district of Nairobi, Kenya.

Our three-year programme of work at Fort Royal Special School in Worcester continued, with an expanded emphasis on supporting home learning for severely physical and learning-disabled children.

All this work was undertaken remotely, with staff working from home for most of the year. Keeping staff safe and secure has been our highest priority.

We also secured emergency pandemic funding from Innovate UK which allowed us to develop new tools and functions for Prospero, expanding its capacities to support learners during the pandemic and beyond. We will continue to see benefits from this funding in future years.

Promotion of Creativity & Teaching

We have continued to take every opportunity to promote the arts and our distinct methodology as a means to advance education. Presentations were made online at events at Goldsmiths, University of London, in Tokyo, for National Drama, the drama teachers' association, and the Subject Support Association. We also hosted over 15 of our own online support events for teachers, with over 750 teachers in attendance.

COLLAR & TIE LIMITED

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Financial review

The Statement of Financial Activities shows incoming resources of £233,044 (2020: £244,357), all relating to unrestricted funding. As a recognised National Portfolio organisation income is received from Arts Council England, this is detailed in note 3 to the financial statements. The charitable company does not carry out significant fund raising activities.

Unrestricted reserves, being the total reserves of the charity, stand at £100,458 (2020: £67,550), which after allowing for tangible fixed assets gives free reserves of £92,706 (2020: £57,573).

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

Risk management

The Trustees maintain a risk management strategy, which comprises:

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

Plans for the Future

Covid-19 has radically impacted every aspect of life in Britain, as well as communities around the world. Whilst C&T is having to adjust its operations and services in light of health, safety and social distancing requirements, our increased emphasis on our Prospero technology and distance learning means we are well placed to face these challenges. We are also planning to reconnect face-to-face with people with a number of in-person activities in Worcester and beyond, as and when it is safe to do so.

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

Structure, governance and management

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

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

Kristofor Darby
Harmeet Chagger-Khan
Jennifer Soltau
Dr A Woolner
Ms A Reeves
Ms F Joseph
Mr S P De Garis

(Resigned 3 June 2020)

COLLAR & TIE LIMITED

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

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

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

On behalf of the Board of Trustees


Kristofor Darby

Trustee

Dated: 15 September 2021

COLLAR & TIE LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF COLLAR & TIE LIMITED

I report on the financial statements of the Charity for the year ended 31 March 2021, which are set out on pages 6 to 14.

Respective responsibilities of Trustees and examiner

The Trustees, who are also the Directors of Collar & Tie Limited for the purpose of company law, are responsible for the preparation of the accounts. The Trustees consider that an audit is not required for this year under the Charities Act 2011, s144(2) (the 2011 Act), and that an independent examination is needed.

Having satisfied myself that the Charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- (i) examine the financial statements under section 145 of the 2011 Act;
- (ii) to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- (iii) to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

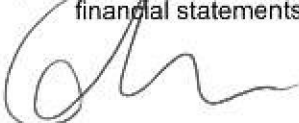
Independent examiner's statement

In the course of my examination, no matter has come to my attention

- (a) which gives me reasonable cause to believe that in any material respect the requirements:
 - (i) proper accounting records are kept in accordance with section 386 of the Companies Act 2006; and
 - (ii) accounts are prepared which accord with the accounting records, comply with the accounting requirements of 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities;

have not been met; or;

- (b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.



Elizabeth Needham ACA CTA (VAT)
Kendall Wadley LLP

Granta Lodge
71 Graham Road
Malvern
Worcestershire
WR14 2JS

Dated: 15 September 2021

COLLAR & TIE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds 2021 £	Unrestricted funds 2020 £
<u>Income from:</u>			
Charitable activities	3	233,044	244,357
<u>Expenditure on:</u>			
Charitable activities	4	199,674	244,722
Other	6	156	-
Total resources expended		199,830	244,722
Net income/(expenditure) for the year/ Net incoming/(outgoing) resources		33,214	(365)
Other recognised gains and losses			
Other gains or losses		(306)	470
Net movement in funds		32,908	105
Fund balances at 1 April 2020		67,550	67,445
Fund balances at 31 March 2021		100,458	67,550

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

All income and expenditure derive from continuing activities.

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

COLLAR & TIE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	9		7,752		9,977
Current assets					
Debtors	10	15,452		29,194	
Cash at bank and in hand		87,169		33,628	
		102,621		62,822	
Creditors: amounts falling due within one year	11	(9,915)		(5,249)	
Net current assets			92,706		57,573
Total assets less current liabilities			100,458		67,550
Income funds					
Unrestricted funds			100,458		67,550
			100,458		67,550

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

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

The financial statements were approved by the Trustees on 15 September 2021



Jennifer Soltau
Trustee

Company Registration No. 02878790

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

1.4 Income

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

1.5 Expenditure

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

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

1.6 Tangible fixed assets

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

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

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

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

1.11 Retirement benefits

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

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.12 Deferred Income

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

1.13 Liabilities

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

2 Critical accounting estimates and judgements

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

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

3 Charitable activities

	2021 £	2020 £
Income generated from, and grants within, charitable activities	233,044	244,357
Grants received		
Arts Council England	72,696	73,883
The Bailey Thomas Charitable Fund	-	2,000
The Ironmongers' Company	-	6,600
WCC - Worcester Community Grant	-	2,000
Peter Harrison Foundation	-	5,000
National Lottery Award	34,650	-
Innovate UK	46,902	-
Cadent Foundation	16,800	-
	171,048	89,483

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities

	2021 £	2020 £
Staff costs	107,491	112,769
Depreciation and impairment	6,362	9,331
Production costs	23,900	15,478
Staff training	1,094	1,274
Marketing	2,134	25,463
Conferences	73	1,497
Travelling and motor expenses	4,044	28,003
Meeting costs	495	2,808
Office costs	11,541	10,647
Insurance	1,714	2,030
Subscriptions	2,146	3,047
Office rent	1,797	4,376
Bank charges	272	349
Freelance project workers	11,821	5,541
Bad debt expense	1,438	-
	<u>176,322</u>	<u>222,613</u>
Share of governance costs (see note 5)	23,352	22,109
	<u>199,674</u>	<u>244,722</u>

5 Support and governance costs

	Governance costs £	2021 £	2020 £	Basis of allocation
Staff costs	20,341	20,341	19,629	Charitable activity
Board meeting costs	18	18	285	Governance
Legal and professional fees	95	95	35	Governance
Independent examiners fees	2,898	2,898	2,160	Governance
	<u>23,352</u>	<u>23,352</u>	<u>22,109</u>	
Analysed between				
Charitable activities	<u>23,352</u>	<u>23,352</u>	<u>22,109</u>	

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

6 Other

	Unrestricted funds	Total
	2021	£ 2020
Net loss on disposal of tangible fixed assets	156	-

7 Trustees

None of the Trustees received any remuneration during the year (2020 - £nil) and no Trustee was reimbursed travel expenses totalling £nil during the year (2020: £165).

8 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Management and charitable activities	2	3
Administration	1	1
	3	4

Employment costs

	2021 £	2020 £
Wages and salaries	113,321	116,996
Social security costs	7,769	8,383
Other pension costs	6,742	7,019
	127,832	132,398

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

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

9 Tangible fixed assets

	Fixtures, fittings & equipment	Motor vehicles	Total
	£	£	£
Cost			
At 1 April 2020	66,543	23,980	90,523
Additions	4,743	-	4,743
Disposals	(1,149)	-	(1,149)
At 31 March 2021	70,137	23,980	94,117
Depreciation and impairment			
At 1 April 2020	56,566	23,980	80,546
Depreciation charged in the year	6,362	-	6,362
Eliminated in respect of disposals	(543)	-	(543)
At 31 March 2021	62,385	23,980	86,365
Carrying amount			
At 31 March 2021	7,752	-	7,752
At 31 March 2020	9,977	-	9,977

10 Debtors

	2021	2020
	£	£
Amounts falling due within one year:		
Trade debtors	100	26,400
Prepayments and accrued income	15,352	2,794
	15,452	29,194

11 Creditors: amounts falling due within one year

	2021	2020
	£	£
Other taxation and social security	3,265	3,140
Trade creditors	2,323	309
Accruals and deferred income	4,327	1,800
	9,915	5,249

COLLAR & TIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

12 Analysis of net assets between funds

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Fund balances at 31 March 2021 are represented by:		
Tangible assets	7,752	9,977
Current assets/(liabilities)	92,706	57,573
	<u>100,458</u>	<u>67,550</u>

13 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).

Remuneration of key management personnel

All employees of the charity are considered to be key management personnel, their remuneration is as disclosed in note 8 to the financial statements.

