JACKSON'S LANE

England & Wales · Charity number 1119318

Details

Status	Registered
Legal form	Charitable company
Company number	05987997
Registered	2007-05-21
Register	View on the Charity Commission register

Contact

Address	Jacksons Lane 269a Archway Road London N6 5AA
Phone	0208 340 5226
Email	admin@jacksonslane.org.uk
Website	www.jacksonslane.org.uk

Activities

Objects: (A) PRIMARILY, BUT NOT EXCLUSIVELY, TO PROMOTE THE BENEFIT OF THE PEOPLE WHO LIVE OR WORK IN THE LONDON BOROUGH OF HARINGEY AND THE SURROUNDING AREAS WITHOUT DISTINCTION OF SEX OR POLITICAL, RELIGIOUS OR OTHER OPINIONS BY ASSOCIATING THE LOCAL AUTHORITIES, VOLUNTARY ORGANISATIONS AND INHABITANTS IN A COMMON EFFORT TO ADVANCE EDUCATION AND TO PROVIDE FACILITIES IN THE INTEREST OF SOCIAL WELFARE FOR RECREATION AND LEISURE TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE SAID INHABITANTS; AND(B) TO ESTABLISH OR SECURE THE ESTABLISHMENT OF A COMMUNITY CENTRE AND TO MAINTAIN AND MANAGE, OR TO CO-OPERATE WITH ANY LOCAL STATUTORY AUTHORITY IN THE MAINTENANCE AND MANAGEMENT OF SUCH A CENTRE FOR ACTIVITIES PROMOTED BY THE ASSOCIATION AND ITS CONSTITUENT BODIES IN FURTHERANCE OF THE ABOVE OBJECTS.

Activities: Provision of a centre for arts & community & an arts education resource. In addition to the theatre activities, other services provided include classes and courses, daily activities for senior citizens, workshops for adults and a strong, year-round provision for children and young people

Downloaded from opencharities.uk/ew/1119318

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** THE LONDON BOROUGH OF HARINGEY
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,366,226	£1,543,066	£4,514,141	52
2024-03-31	£1,052,932	£1,277,443	£4,690,981	43
2023-03-31	£1,465,767	£1,329,938	£4,915,492	43
2022-03-31	£4,234,445	£1,060,330	£4,779,663	29
2021-03-31	£1,975,638	£914,110	£1,605,548	30

Downloaded from opencharities.uk/ew/1119318

Trustees

Name	Role	Appointed
Adrian Porter		2022-01-27
Caroline Louise Bystrom		2026-01-27
David Martin Porter		2019-01-31
Elizabeth Anne Bloomer		2023-05-23
Elizabeth Anne Chaudhary		2025-07-23
Emma Harriet Forster		2025-09-10
Gillian Smith		2020-06-10
Hannah Cox		2022-12-06
Monica Comyns		2023-01-11
Monique Deletant		2020-05-27
Nathan Curry		2023-02-08
Tosin Agbabiaka		2025-09-10

Downloaded from opencharities.uk/ew/1119318

JACKSON'S LANE

England & Wales - Charity number 1119318

Accounts

Company number 05987997
Charity number 1119318

Jackson's Lane

(Limited by Guarantee)

Report and Financial Statements

for the year ended 31 March 2025

Breckman & Company Limited
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

Jackson's Lane

(Limited by Guarantee)

Contents

	Page
Reference and Administrative Details	1
Trustees' Report	2 - 19
Auditors' Report	20 - 23
Statement of Financial Activities (including Income and Expenditure Account)	24 - 30
Balance Sheet	31
Cash Flow Statement	32
Notes to the Financial Statements	33 - 43
Appendix - charitable activities costs analysis	

Jackson's Lane

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England & Wales, company number 05987997 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1119318.

Directors and Trustees

The Directors of the charitable company ("the charity") are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Policies and procedures adopted for the induction and training of Trustees are ongoing and incorporated indirectly into the regular Trustees meetings.

The Trustees during the year and since the year end, were :

Adrian Berry	
John Bird	resigned 13 February 2025
Elizabeth Bloomer	
Elizabeth Chaudhary	appointed 23 July 2025
Monica Comyns	
Hannah Cox	
Nathan Curry (Vice-Chair)	
Reene Deba	
Monique Deletant	
Pax Nindi	resigned 13 May 2025
Adrian Porter (Interim Chair)	
David Porter	
Gillian Smith	

Joint CEOs

Adrian Berry (Artistic Director)
Hannah Cox (Executive Director)

Auditors

Breckman & Company Limited, 49 South Molton Street, London W1K 5LH.

Bankers

CAF Bank Limited, 25 Kings Hill Avenue, West Malling, Kent ME19 4JQ.

Registered office and operation address

269A Archway Road, London N6 5AA.

Trustees' Annual Report

The Trustees of the Jacksons Lane Arts Centre ("Jacksons Lane") present their report and the audited financial statements for the year ended 31 March 2025.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charity 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).

The reference and administrative details set out on page 1 forms part of this report.

A. Chair's Introduction

I am delighted to present the Annual Trustees Report for 2024 – 2025 on behalf on the Board of Trustees of Jacksons Lane.

Jacksons Lane represents first and foremost a creative and cultural hub in the heart of North London. It transforms lives and provides a much-needed refuge for a wide range of people of all ages and backgrounds every year. This year is of particular importance as Jacksons Lane has been an anchor within the community for 50 years and 2025 will see us celebrating this amazing achievement.

2025 marks a significant milestone in the evolution of Jacksons Lane. This year we celebrate 50 years of work and support in the community and the performing arts. In this time Jacksons Lane is proud and humbled to have been a hub for the people of Haringey and a node of creativity and artistic expression that aims to push the boundaries of what is possible. Jacksons Lane prides itself in championing innovative and thought-provoking work. With huge thanks to the National Lottery Heritage Fund, we have been able to begin key building restoration work to the outside of the building. Of note is the replacement of the stone cross above the main entrance. This year is no different to any other except for the fact that our anniversary season will showcase a diverse selection of shows from comedy, theatre and contemporary circus. We will take every opportunity to broadcast our collective success and passion. This year puts a flag in the sand and confidently looks forwards to the next 50 years.

As Chair I am honoured to be part of this thriving and impactful organisation. Jacksons Lane is the UK's most prolific circus performance venue by far and takes great pride in supporting a range of performance styles. Alongside this Jacksons Lane offers a wide range of courses, activities and classes focused on wellbeing, creativity and the promotion of the arts. It holds its creative engagement for marginalised, disadvantaged and underserved communities as central to its purpose.

Our venue has benefitted from a capital build transformation which has allowed us to expand and refine the offer Jacksons Lane provides for the local community and the national and international performing arts sector. Jacksons Lane fosters and supports an ever-growing diversity of performance types and genres. This is and has always been its unique selling point. Its ability to say yes cannot be matched. Proudly, Jacksons Lane continues to be part of the Haringey Warm Welcome initiative providing a warm space, activities and refreshments throughout the winter months.

Our International Programme continues to grow. Alongside partnerships formed with Estonia, Lithuania Australia and Holland, we are developing relationships with festivals in Catalan, Great

Yarmouth and Cirostrada. This year we produced the world famous Moomins show enlisting home-grown artists. It was a huge success and represented an artistic highlight of the year. So much so that we have been able to secure a second year to produce the show.

We thank our funders for their support throughout the year, especially the Arts Council England and Haringey Council for their key role in supporting our organisation, community work, our place on the international stage as well as locally. We also want to recognise the important contribution made by the volunteers who support our community programmes, ensuring vital access and connection are provided to those most in need.

This year, our Executive Director Hannah Cox went on maternity leave and into her role stepped Warrick Giggs. In Hannah's Absence Warrick Griggs took on the role with exemplary focus ensuring the continued success of Jacksons Lane alongside Adrian Berry, Artistic Director with a highly dedicated and skilled team, as well as a dedicated senior management team.

Jacksons Lane benefits from a diverse Board of Trustees, whose expertise and experience are vital for helping the organisation navigate new challenges. This year we said goodbye to long-standing board member John Bird who has been instrumental in guiding the vision and mission of Jacksons Lane. I have accepted the role of interim chair, and welcome Nathan Curry to the role of Vice Chair. On behalf of the board and Jacksons Lane I wish John all the best.

My colleagues and I welcome the continued engagement of everyone supporting our journey and the spreading of Jacksons Lane's mission.

I commend this report to you.
Adrian Porter
Interim Chair

B. Strategic Report

Objectives

Jacksons Lane was incorporated in November 2006 to:

a. "primarily, but not exclusively, promote the benefit of people who live or work in the London Borough of Haringey and the surrounding areas without distinction of sex, political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

b. establish or secure the establishment of a community centre and to maintain and manage, or to co-operate with any local authority in the maintenance and management of such a centre for activities promoted by the association and its constituent bodies in furtherance of the above objects."

In 2020 the organisation updated its objects to:

The objects of the Charity are, for the benefit of the public, including but not limited to people who live and work in the London Borough of Haringey and the surrounding areas:

3.1.1 to establish, maintain and manage a Community Centre for activities promoted by the Charity to provide facilities for recreation and other leisure-time occupation in the interests of social welfare with the object of improving conditions of life;

3.1.2 to promote the arts, in particular but not exclusively the performing arts, including through the provision of arts facilities, awards and mentoring;

3.1.3 to promote education (including vocational and physical training) in such ways as the Trustees think fit; and

3.1.4 to support disadvantaged people and those who are at the edge of mainstream society

Today, Jacksons Lane provides arts participation, performance, creative engagement and education initiatives to Haringey, pan-London and increasingly national audiences, promoting partnerships with a range of arts organisations, festivals, community groups and educational bodies. In addition, the organisation facilitates, promotes and hosts community-led education initiatives and courses. Jacksons Lane's creative engagement programme serves everyone, from children and young people to older adults.

Public benefit statement

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees review the aims, objectives and activities of the charity each year. This report considers the charity's achievements and its outcomes in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it was established to help. The review also helps the Trustees ensure the charities aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and performance

Since 1975, Jacksons Lane has grown to become a flagship arts venue in Haringey, championing creativity, performance, and community engagement. Our work empowers and ignites creativity within diverse communities, overcoming traditional social barriers through art, and improves social, emotional and physical wellbeing amongst participants.

Recognized as the UK's leading venue for contemporary circus, we support hundreds of artists annually with rehearsal space, financial support, and advocacy. Through commissioning, mentoring, and residencies, we help emerging and established talent thrive locally and internationally.

Since reopening in 2022, our role as a cultural hub has expanded, with a growing events programme and new opportunities to bring performances and engagement activities into community spaces across Haringey.

In 2024/25 we:

- Engaged over 83,000 people through our programmes and site
- Welcomed 22,830 audience members
- Hosted 51 weekly classes and courses in our building, with over 18,000 attendances
- Supported and presented 264 artists across our Artistic Season
- Supported 14 national touring productions and 13 international productions
- Worked with over 200 Volunteers
- Worked with 18 different countries and 68 international artists
- Opened as a Warm Welcome Hub for 182 days, supporting those in our local community impacted by the cost-of-living crisis
- Provided 890 free tickets to children and young people from disadvantaged backgrounds, and a further 360 free tickets to watch work-in-progress performances in our summer Transmission residency programme
- Developed our new Circus in Schools programme, which alongside our existing Youth Circus initiatives reached 851 young people
- Continued to deliver our thriving Youth Circus in both Haringey and Barnet

Our digital reach continues to grow, with 784,000 people reached on Facebook and Instagram this year and over 1 million views across our content. As part of our commitment to connecting the full breadth of our work with audiences and communities, we published 16 blog posts, offering insight into our artistic programme, creative engagement projects, and environmental sustainability work.

2025 - 50th Anniversary

In Summer 2024, we received a grant from The National Lottery Heritage Fund to support our 50th anniversary celebrations with heritage activities, community programmes, and restoration work throughout 2025.

'50 years of Jacksons Lane' includes essential building renovations, an LED lighting retrofit for sustainability, and the reinstatement of a stone cross to honour our Grade II listed status. A new publicly accessible archive, developed with Bruce Castle Museum & Archive, will share our history and Haringey's heritage.

We will celebrate our communities through a memory collection project and a new Oral History Collection, which will tour Haringey Libraries. Expanding our engagement programmes for older adults, schools, and local groups, we aim to inspire and connect with new audiences.

Our Young Heritage Producers Programme will provide training for local young people facing barriers to heritage and cultural careers. These efforts will feature within a dynamic public programme, including a Birthday Party marking the anniversary of the first-ever performance at Jacksons Lane.

Finally, we will invite our communities to help shape our future through think-ins and gatherings, ensuring Jacksons Lane's next chapter reflects the voices of those who have made it what it is today.

Artistic Excellence

Jacksons Lane's artistic programme continued its focus on high quality, diverse contemporary circus and visual theatre. Our first time as a venue for the London Clown Festival saw 6 companies new to Jacksons Lane with an eclectic mix of comedy and physical theatre. David Glass Ensemble brought a cast of 25 from East 15 Drama school for a week of Requiem for Change, a visual spectacular. The Black Burlesque Festival saw two sold out nights with 40 artists performing.

We helped grow our national circus sector supporting 16 new touring works. We hosted 33 artists through our Associate Artists Scratch & Cabaret Nights, platforming exciting new work in development from diverse artists, and residences from 4 companies in our Transmission series. As part of our Artist Development work we provided 1,820 hours of free space to 78 artists, and hosted 12 work in progress and scratch performances.

Key statistic and figures
Circus & Theatre Productions hosted: 36
Tickets sold: 9,341
Touring productions supported: 16
Artists Presented & supported: 182

Working Internationally

Our international programme and partnership continue to be central to our mission. This year saw Jacksons Lane host and support artists from Sweden, Iceland, Finland, Holland, Estonia, Germany, Spain, Norway, Japan, Australia, Turkey, Belgium, Brazil and Lithuania.

We had representation at circus festivals and showcases in Rotterdam, Helsinki and Belgium, as well as a producing collaboration called 'With' alongside venues and producers from Germany, Sweden, France, Denmark, Finland and Norway.

Theatre For Children and Young People

Our work for younger audiences continued to thrive with weekend, half term and Christmas productions on our stage. Our biggest and most successful production in our history was a commission from Moomin Characters in Finland as part of their 80th Anniversary programme. 'Christmas Comes to Moominvalley' which sold 80% of capacity, attracted great reviews and played to 7,800 people.

Our Circus Cabaret for Kids in half term was a huge hit with 98% attendances of 10 performances, and we supported local company Foan and Fortune with their debut show 'Mess' as well as welcoming back Trash Test Dummies from Australia.

Our Pay It Forward scheme ensured 890 children and young people Haringey residents could attend the theatre for free across the borough.

Key statistic and figures
Family performances: 97
Artists presented: 82
Total Family show audiences: 11,865

Creative Engagement: Young People

Now in its twelfth year, our Youth Circus Programme continues to enhance skill development, resilience, confidence and the making of long-lasting friendships for young people aged 4 to 18 across Haringey. Our offer extends to the provision of enrichment opportunities, masterclasses and workshops during the school holidays.

In addition to our youth work in the east of Haringey, our youth circus programme in Barnet, developed in partnership with OneStonegrove and the John Lyon's Charity, and now in its second year, continues to grow strong.

The hard work of our young participants across Haringey and Barnet (aged 4-18) culminated in an exciting and dynamic showcase performance on the professional circus stage, here at Jacksons Lane, themed around our 50th anniversary and the history of Jacksons Lane. The show was devised with the support of our youth board which took key moments in the history of Jacksons Lane as inspiration. The show was performed with great success to a packed audience of friends, family and community members.

Across the year we have continued to develop our methodology, giving participants increased ownership across the programme. Our Youth Board meets regularly to co-create new opportunities. We have also offered a range of enrichment opportunities including trips to see professional circus shows including Cirque du Soleil and our very own Christmas production, Christmas comes to Moominvalley.

Aside of our annual showcase, this year we saw an increased number of performance opportunities for our youth groups. Participants showcased their skills alongside other talented young people as part of Haringey Youth Festival, performed an original act in the big top as an opening act for Revel Puck Circus in Stratford in front of 200 people, and performed at the Royal Albert Hall as part of Haringey Music Service's showcase. We continued our partnership with the National Centre for Circus Arts: 4 members of our youth circus programme attended the National Youth Circus Event trying out new circus skills and meeting other youth circus groups nationwide, and 12 members attended an experience day and got to try aerial skills and advanced acrobatics.

We have continued to collaborate on local initiatives, working with the Haringey GP Federation to provide a term of weekly fitness classes as part of the Children Weight Management Programme, as well as offering Circus Skills workshops to the community during Alexandra Palace's Summer Fair and community celebrations at OneStonegrove in Barnet. We have also developed a new partnership with Haringey's Youth Service Mobile Hub, to provide engagement activities in and around Wood Green.

Key statistics and figures
Number of young people: 273
Number of participants at community events: 342
Number of participation opportunities: 3,496

Creative Engagement: Working with Schools

We are incredibly proud to be a lead partner on Haringey Creates, the Cultural Education Partnership for Haringey and its 'Creative and Cultural Pathways for Haringey' programme, fostering creative careers, school partnerships, and professional development in education.

In November 2024, we collaborated with Grafton Primary School for a circus skills day led by professional artists, culminating in a school-wide performance. We continued our 'Circus in Schools' programme with support from Go! London, offering circus, wellbeing, and employability skills at Alexandra Primary, The Grove School, and Footsteps Academy. This initiative creates lasting impact by supplying equipment, training teachers, and further embedding school partnerships within our work. In 2024-25, we expanded our teacher training provision, introducing a series of films which teachers can complete in their own time. Additionally, we participated in careers events at The Grove, Fortismere, and Lancasterian Primary.

Committed to supporting future creatives, we provided week-long placements to students from The Archer Academy, Highgate Wood, Park View, and Alexandra Park schools. We also offered volunteering opportunities, career-focused talks, and workshops. Several young participants have since joined our holiday projects as paid assistants, gaining invaluable first-hand experience in the creative sector. Through these efforts, we help shape the next generation of cultural leaders, ensuring accessible opportunities for young people in Haringey.

Key statistics and figures
Number of schools: 13
Number of participants: 851
Number of participation opportunities: 1,756

Creative Engagement: Older Adults

Regular access to creative engagement offers a powerful remedy to social isolation for older adults. At Jacksons Lane, we provide a welcoming and accessible space for connection, memory-making, and creativity. Through partnerships with Reach & Connect, Haringey Housing and Regeneration (who support 1,400 residents across the borough), and the NHS, we work to overcome traditional barriers to the arts, particularly for those in economically challenged communities.

Through our Social Lunch and Broadway Brunch programmes we feature dazzling peformances alongside a hot meal, both at Jacksons Lane and within supported housing communities across Haringey. Over the past year, 100 residents at 10 locations have joined the brunches to listen to each other's poetry, eat nutritious comfort food and watch as magicians and drag queens grace the stage. A new partnership with Headway East London provides a new monthly food-based workshop with our combined communities, with Kimchi, dukkah and jerk marinades just some of the treats whipped up and taken home by participants at the end of the day.

As London's premier circus venue, Jacksons Lane offers 'Circus with Friends,' a program led by professional circus artists and designed for older adults, which include activities like juggling and spinning plates, tailored to various mobility levels. Participants often report improved mood and coordination, with one stating, 'I haven't had this much fun in ages. I feel like I'm back in the playground'.

We run a weekly shared reading workshop where participants engage with short stories and poems in a group setting. Together we have delved into over 100 works of literature this year. The sessions encourage open discussion and reflection, fostering a sense of community and boosting confidence among attendees.

Key statistics and figures
Total number of participants: 205
Total number of sessions: 95
Number of participation opportunities: 791

Christmas Day At Jacksons Lane

For half a century now, Jacksons Lane has been the beating heart of community care in Haringey, and nowhere is this more evident than in our Christmas Day project. Each year since 1975, this initiative has ensured that hundreds of older adults in Haringey and neighbouring boroughs are supported during the festive period. In a world where isolation can be particularly acute for older generations, Christmas Day at Jacksons Lane is a celebration of connection, compassion and joy.

This year, our dedicated staff and 171 volunteers worked tirelessly to open Jacksons Lane's doors for a 50th time on December 25th, to help bring joy to 304 older adults who might otherwise spend the day in solitude. Through 204 festive hamper deliveries and 100 invitations to our vibrant in-person event, Christmas Day provided food, warmth and community.

In order to make this vital event happen we are reliant on the generosity of our community. We were delighted this year to be supported by 10 local businesses and to raise £30,468.39 through the Big Give Christmas match funding challenge as well as from trusts and foundations, website donations and bucket collections.

Our continued partnership with Haringey based food bank IMPACT Cuisine also helps ensure that we reach communities facing multiple challenges in the east of the borough who may not be referred to us through our usual methods.

A Community Hub for Haringey

Community remains at the heart of our work and we have continued to provide a safe and welcoming environment for all through our Warm Space offer, Older Adults programme, and thriving Classes and Courses provision. This year:

- We have delivered 95 projects in the building for older adults
- We have provided 100 free food and drink vouchers via our Wall of Kindness
- We have hosted 51 different weekly classes held by and for the local community
- We have worked directly with 1,124 children from across Haringey
- We have delivered our creative engagement programmes in 18 venues across Haringey

In August 2024 one of our Founders, Nicky Gavron, passed away. We will celebrate and continue her inspirational legacy as we prepare her personal archive of Jacksons Lane's history to be catalogued and stored at Bruce Castle Museum as part of our 50th Anniversary programmes.

Environmental Sustainability

Environmental impact continues to be a key organisational focus. This year we partnered with children from Into the Woods Nursery to build a bug hotel, worked with students from Highgate School to learn about environmental impact in theatre spaces and have continued to centre sustainability within our business model.

Our Head of Operations has become Carbon Literacy certified this year enabling us to better understand the carbon footprint of our building and organisation and we continue to work with Julie's Bicycle on our annual sustainability reporting.

- In 2024/25 we continued to recycle over 51% of all waste and continue to commit to having a zero to landfill policy
- 11.8 tonnes of carbon avoided
- Our DEC operational rating has improved from 49 B to 42 B

Audiences

In 2024/25 Jacksons Lane engaged over 83,000 people through our Artistic programme, Creative Engagement projects and building offer. 22,830 tickets were sold across 102 productions (including external hires) and our Engagement programmes provided creative, cultural and social opportunities to over 1,800 people. 25% of tickets sold to Haringey audiences.

Through our pay-it-forward free ticket fundraising scheme we were able to provide over 1,200 free tickets to performances at Jacksons Lane, with 890 of these given to families and community groups in Haringey who face barriers to accessing cultural opportunities.

Our Cool Space and Warm Welcome offers supported over 3,000 people impacted by the cost-of-living crisis, while we saw 18,000 attendances of the weekly classes and courses programme held in our building.

Partnerships

In 2024/25 we were delighted to work in partnership with 43 organisations across our artistic and creative engagement programmes.

Creative Engagement partnerships: Sky City Community Centre & Metropolitan Thames Valley, Collage Arts, Haringey Shed, Haringey Creates, Tottenham Green Pools & Fitness, Triangle Children, Young People & Community Centre, Haringey Council Housing and Regeneration, Haringey Youth Service, Haringey GP Federation, Haringey Music Service, Revel Pucks Circus, Harris Academy Coleraine Park, OneStonegrove, Headway East London, Alexandra Primary School, The Grove School, Footsteps Academy, Fortismere School and Lancasterian Primary School.

Artistic Partnerships: National Centre for Circus Arts, The Lowry Theatre, Worthing Theatres, HOUSE South East network, Circomedia, Future Arts Centres, Circus Change Up, Sirkus and Dance Info/Finland, TENT/Holland Circus Producers, The Finnish Institute in the UK and Ireland, Crying Out Loud, Future Formed/Waltham Forest Borough Council, Split Second, Highgate Fair In the Square, Performing HEL/Finland, Extraordinary Bodies, Circus City Bristol, Epicirq/Estonia, Cirko/Finland, Cluster Arts/Australia, Circusstad/Holland, Circuscentrum/Belgium, Teatronis/Lithuania, Perpex/Belgium.

Hires & Commercial Development

Our Hires department has continued to grow, seeing another successful year working with large west end companies, the BBC and independent film crews, as well as our local community. In April 2024 we introduced a new rate for local community hires, balancing our community centred approach with commercial need. For the 4th consecutive year we have increased the number of class and course hires, now hosting 51 different weekly classes. Our theatre hosted a range of external work, from Hampstead Garden Opera to many local schools and amateur groups, all of whom were supported by our highly skilled and professional staff team.

In August 2024, after 3 years, A La Mesa (3rd party caterer) stepped away from running the café/bar at Jacksons Lane. The decision was made to bring the cafe-bar in-house for a trial period in order to ensure all aspects of the organisation ran cohesively together, and also to explore new income generating strands. With board support we will monitor this new area of the business closely.

C. Structure, Governance and Management

Governing Document

Jacksons Lane is incorporated as a company limited by guarantee and not having a capital divided by shares.

The organisation was incorporated on 3rd November 2006 (registered number 05987997) and registered as a charity on 21st May 2007 (registered number 1119318). The company's objects and powers are stated in its Memorandum of Association and it is governed by its Articles of Association which were updated in May 2020.

The Trustees

The governing body is the Board of Directors ("Board") who are elected by the charity's members at the Annual General Meeting and are directors for the purpose of company law and trustees for the purpose of charity law; in this report, they are referred to as Trustees, to distinguish them from the Executive whom are referred to as Directors. The Board meets at least five times per year.

The Articles require that there is a minimum of 5 and maximum of 13 Trustees. There are currently 12 Trustees, with John Bird stepping down from his position in February 2025, and the board continues to benefit from their strong diversity of experience and background. Adrian Porter has acted as Interim-Chair since September 2024 and Nathan Curry was appointed as Vice-Chair on 26 November 2024. The Directors and Trustees are currently in the process of appointing a new Chair to the board.

The Trustees delegate the day-to-day operational management to the Joint CEO's (see below) but retain responsibility and oversight for final decisions in respect of specific matters.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. All matters not specifically reserved for the Board but necessary for the day-to-day operations of the charity are delegated to the Executive.

Recruitment, Appointment and Induction of Trustees

Trustee Recruitment needs are assessed through conversations with existing Trustees and an annual description, context on Jacksons Lane, and highlights key skills we are seeking. We continue to explore connections between the youth board and main board of Trustees, with the long-term aim of appointing young trustees and more actively embedding youth voice in the governance of the organisation.

All potential trustees attend a Board meeting as an observer before being elected to the Board. A full induction process including Board and staff mentoring supports new trustees to perform their duties effectively. Trustees are encouraged to visit the organisation's projects and to meet the staff, a process supported through Trustee/Staff working groups and a board/staff mentoring programme. The progression of new trustees is monitored by the Chair/Vice-Chair or other nominated trustee, to ensure that they:

- Are fully aware of their roles and responsibilities.
- Are informed about the organisation to meaningfully input into discussion.
- Training needs are identified and addressed.

All trustees are informed of external training opportunities during the year. Charity Commission updates and news are also provided to them.

Our current board is made up of 11 members, 50% of whom demonstrate protected characteristics:
33% have experience of racial inequality
25% identify as Disabled or Neurodiverse
42% female, 50% male, 8% non-binary

Trustee Biographies

The trustees in office during the year are set out on Page 1.

Details of the backgrounds of the Trustees who held office 31 March 2022 are as follows:

Interim Chair: Adrian Porter. Adrian is a former national squad gymnast who has been teaching circus for over 25 years. He oversaw acrobatic development for the Millennium Dome Show and went on to co-write the first iteration of the Foundation degree program at the National Centre for Circus Arts (NCCA). Adrian worked for 10 years as head coach on 2 Cirque du Soleil shows Varekai and KA and he now works as the Head of Higher Education Delivery at NCCA. He is a Board member of FEDEC and part of the Erasmus+ drive considering mobility around riggers and technicians across the world. Adrian has established a Research and Ethics committee whose aim is to drive the next stage of circus and performing arts research in the UK. Adrian became Vice-Chair in September 2023 and stepped-up to acting Interim Chair in November 2024.

Vice-Chair: Nathan Curry. Nathan is a theatre director, creative producer and arts programmer. He is the Co-Artistic Director and CEO of Tangled Feet theatre ensemble who make original physical theatre and image led work, as well as running an industry-leading participation and Dramatherapy programme with thousands of young people. Previously, he was the Associate Director of The Greenwich+Docklands International Festival, the Associate Director of The Bush Theatre and a Staff Director at The National Theatre. Nathan was appointed Vice-Chair in November 2024.

Trustees:
Adrian Berry (see page 14)

John Bird. John has over 30 years' experience in the finance sector and was a partner at Deloitte. More recently he served on the Council of The Architectural Association where he chaired the Finance and Resources Committee and was a member of the Audit and Risk Committee. In February 2025 John stepped down for the board of Jacksons Lane.

Izzy Bloomer. Izzy is a circus artist, performer and teacher who has worked and studied across Europe & Australia. They graduated from The National Centre for Circus Arts and alongside performing works as a circus consultant, with UK companies such as Lavrak Circus, She Said Jump Co. and Robie Hébert.

Monica Comyns. Monica is a primary school teacher, with a previous career in financial compliance across multiple firms. She brings her corporate knowledge and passion for volunteering to the Jacksons Lane board

Hannah Cox (see page 14)

Reene Deba. Reene is currently the Head of Pensions at the Ministry of Justice. She has worked in both the public and private sector across a diverse range of senior finance roles. Additionally, she is appointed Independent Member of the Audit and Risk committee for Haringey council.

Monique Deletant. Monique is experienced arts leader who has worked across the arts sector and is currently CEO/Creative Director of artsdepot, a multi-award-winning cultural hub in Barnet. She has worked as Director of Dance Hub Birmingham/Deputy Director of Culture Centre and led projects including the Birmingham Cultural Education Partnership and Commonwealth Games events. She has led Stratford Circus Arts Centre and Rich Mix, successfully reapplying for Arts Council funding and developing new initiatives. She also works in a freelance capacity coaching, mentoring and supporting organisations through change. Prior to working in the arts, she worked for an MP and the Master of the Rolls.

David Porter. David is an architect who designed housing for Camden Council then in the Netherlands. He became head of the Mackintosh School of Architecture and part of the executive team at the Glasgow School of Art. He taught urbanism and creative research at China's Central Academy of Fine Art and was president of the Architectural Association, chairing its board of trustees.

Gillian Smith. Gillian was for many years a partner of a leading City law firm and subsequently served as Counsel to an American City practice, specialising in finance. Between 2014-23, Gillian was a trustee of Plan International UK (an INGO working to improve the prospects of children in some of the world's poorest communities),serving as Deputy Chair of the charity from 2019. Having lived and brought up a family in Highgate for over 25 years, Gillian is convinced of and passionate about the value which all aspects of Jacksons Lane's activities bring to local communities.

Pax Nindi. Pax Nindi FRSA is the CEO of World Carnival Commission and Founder/Chief Executive of Global Carnivalz Ltd. He is also the Founder/Producer of Junkanew TV and the visionary behind the 2025 Carnival and Festival Lab. Pax has been Carnival Director for; Hackney Carnival, St Paul's Carnival, and Cowley Road Carnival (Oxford), and previously served as Creative Director for the UK Centre for Carnival Arts. As a former senior officer at Arts Council England, Pax authored the national Carnival Strategy.

Trustees Meetings and Interests

During the year, there were 4 Board meetings, all of which were quorate.

The Trustees have no beneficial interest in the company other than as members; Trustees are also Directors of the company. All the trustees are members of the company and guarantee to contribute £1.00 if the company is wound up.

All trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity by Trustees.

The charity's insurance cover includes Directors' and Officers' Indemnity Insurance for Trustees.

Board Sub-Committees

We have an active Finance sub-committee, chaired by Reene Deba. The committee meets monthly, and provides detailed scrutiny to management accounts, risk register and financial planning, feeding back to and advising the wider board where final decision making takes place. The current Finance Committee members are: Reene Deba (Chair), John Bird (until February 2025), Monica Comyns, Gillian Smith, Hannah Cox and Jacksons Lane's Finance Manager.

A new Artistic sub-committee provides support for the artistic planning of the organisation, and the development of artistic strategy. The Artistic sub-committee meets bi-monthly, is Chaired by Adrian Berry and includes Nathan Curry, Adrian Porter and David Porter.

Executive Management

Whilst the Trustees are responsible for all the charity's actions, day-to-day operations and decision-making continue to be delegated to the Executive, who report directly to the Board.

Hannah Cox (Executive Director). Hannah joined Jacksons Lane in 2022 and is an experienced arts leader with a long career within the participatory arts sector. Previously working for National Theatre and Southbank Centre she has innovated and led a wide range of participation and training programmes for young people, schools and community groups across London and nationally.

Adrian Berry (Artistic Director) has been Artistic Director since 2007 and has transformed Jacksons Lane into the UK's leading arts centre for contemporary circus and visual theatre, supporting over 150 emerging artists from a range of diverse backgrounds each year. Prior to this, he was Director of Trinity Theatre in Kent, The Bull Theatre North London has worked for the National Theatre, The Albany and Stratford Circus Arts Centre.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed above) which only it can ultimately exercise.

All matters not specifically reserved to the Board and necessary for the day-to-day operations of the charity are delegated to management. Examples of the responsibilities of management are:

a. Operate within delegated authority limits set by the Board
b. Reporting to the Board in a timely manner and against agreed criteria
c. Formulating and recommending the strategic direction of the charity
d. Translating the approved strategic plan into an annual operating and financial plans
e. Managing the human, physical and financial resources
f. Compliance of the charity with relevant laws and regulations
g. Deliver agreed performance measures
h. Develop, implement and manage risk management along with internal compliance and control systems
i. Develop, implement and update policies and procedures

Staff Team

Jacksons Lane is fortunate to have an incredible team of vibrant, dedicated, talented and charismatic employees who work hard to ensure the charity hums. All staff have an induction and probation

period at the start of their employment and an annual appraisal which outlines their performance against their key objectives in their job description. All contracted staff receive regular salary reviews, development opportunities and access to training.

Volunteers

Jacksons Lane works with over 200 volunteers, including those who volunteer for our Community Christmas Day, support our Creative Engagement and Heritage programmes, and our Trustees, who volunteer their time to oversee the strategic direction of the organisation and ensure that we are delivering services in line with our objectives and charitable purpose.

D. Principal Opportunities, Uncertainties and Risks

The trustees have a full risk register which is reviewed on a regular basis at Finance Committee meetings and at quarterly board meetings. Our main risks and mitigations are as follows:

Revenue Fundraising: Fundraising continues to be challenging across the arts and charity sectors, with many Trusts and Foundations, an area of fundraising we have traditionally been successful within, ceasing or pausing grant programmes. We will continue to seek funding through Trusts, Foundations and statutory partners, bringing in external consultative support where needed, but plan to capitalise on our 50th Anniversary year programmes and the unique opportunity this year provides to invest in our individual giving campaigns, develop new business partnerships and bolster our case for support. Our Hires and Events programme continues to perform well, enabling us to confidently increase our income targets in this area. All income strands will continue to be monitored closely by the Executive team, Finance Committee and Board.

Café/Bar operation. In August 2024 our 3rd party caterer stepped away from running the café/bar at Jacksons Lane. We have decided to bring the cafe-bar operation in-house for a trial period to both ensure cohesion and quality control across all public facing aspects of our organisation, and to explore a potential new income stream within our business model. With an increased public programme across our Anniversary year we have a strong opportunity to test what might be possible within this strand and to establish our new offer. We have invested in a staff team with relevant business development experience and with board support we will monitor this new area of the business closely.

This financial year marked the third year of 5 years confirmed funding from Haringey Council and we have recently applied to the Arts Council for a further extension (to 5 years total) of NPO funding. Haringey has now confirmed it will be the Mayor of London's Borough of Culture in 2027, in which we will be an active partner, providing further opportunity to deepen our partnership and reputation with our local council.

2025 is Jacksons Lane's 50th Anniversary which provides a unique opportunity for us to platform our work to new audiences, new partners and new communities. We have planned a fundraising campaign to run across the year with an ambitious target which would help safeguard creative engagement programmes and our core costs within a more challenging fundraising landscape.

Christmas 2025 will see the return of our highly successful 2024 production, Christmas Comes to Moominvalley, which we anticipate will prove to be another success reaching new audiences and generating increased footfall onsite, helping us to establish our new café provision and to promote our broader programmes and opportunities as we move beyond our anniversary year.

E. Review of Financial Position

a. In the financial year ended 31st March 2025, Jacksons Lane recorded total income of £1,366,226 (2024: £1,052,932). Total expenditure of £1,543,066 (2024: £1,277,443). This resulted in an overall deficit for the year of £176,840 (2024 deficit: £224,511).

b. Of this the restricted deficit was £141,570 (2024: £213,127).

c. Our unrestricted funds decreased by £35,270 (2024: £11,384) to £399,369 (2024: £434,639) of which £80,000 (2024: £80,000) is designated; this leaves general unrestricted funds at £319,369 (2024: £354,639) at the 31st March 2025.

d. The total Funds attributed to Capital Development at 31st March 2025 was £4,105,648 (2024: £4,293,405).

General Reserves policy

The Trustees have a formal documented Reserves Policy which seeks to protect staff and operations by retaining sufficient free and unrestricted funds to weather periods when, for example an unforeseen deficit or significant adverse event occurs. Jacksons Lane currently defines these funds as free cash, the availability of which safeguarded the organisation during the COVID 19 pandemic.

Based on the 2024-2025 Forecast for fixed and semi-fixed marketing, operational and core costs, the Board's initial assessment is that General Reserves should be maintained in a range between £200,000 and £400,000; at 31st March 2025 General Reserves were at £319,369.

The cash reserve position will be kept under scrutiny with the Trustees committed to maintaining 3 months of free cash based on pre pandemic operating costs to ensure the viability of the organisation.

Going concern

Beyond monitoring the financial performance and management for the immediate year through the monthly reporting cycle, the Trustees assess the financial wellbeing of the organisation by contributing to and reviewing the cashflow and budget. The Business Plan has been updated since the pandemic.

The going concern status of the charity is a key focus of reporting for the Executive Director and Finance Committee who monitor actual and forecast cash flow and the robustness of the charity's income sources at monthly meetings; this is then reported on and discussed at each Trustees Meeting.

Despite ongoing challenges across the sector, and changes in our business model with our cafe/bar provision moving in-house, we are anticipating only a small deficit for our end of year position with strong reserves still in place. Our successful fundraising via The National Lottery Heritage Fund and Haringey Council's Community Carbon Fund has enabled us to invest in our physical building, improving our sustainability, reducing energy costs and reducing the risk of future damage.

Our Anniversary year provides a unique opportunity for fundraising and the development of new partnerships, which we hope will help us to further mitigate against a challenging fundraising landscape. We are seeking to raise surplus funds across financial year 2025/26 which will provide stability for our future creative engagement programmes which are largely grant funded.

Our organisational budget for the year ahead is forecast to break even, supported by the return of our successful Christmas show, a dynamic artistic programme anchored to our anniversary and further growth in our commercial ventures, namely our hires & events department and the café/bar operations.

Additionally, we have applied for the extension year proposed by Arts Council England which would extend our NPO funding until end of 2027 and are exploring potential partnership opportunities linked to Haringey's Borough of Culture year in 2027.

Plans for future

Jacksons Lane's 50th anniversary in 2025 is a time for celebration and reflection. Supported by The National Lottery Heritage Fund, we will engage thousands of community members through heritage and creative engagement projects, our innovative artistic programming, and our building offer. We plan to use this milestone year to reflect on our history, connect with our community and plan for our future, using community think-ins, and in-depth evaluation and impact assessment to enable a consultative and data-led approach to shaping our next 5 year Business Plan.

The completion of roof works ensure our building is fit for purpose, while new LED lighting in our theatre continues our work to improve our environmental sustainability. A permanent Archive and Oral History Collection at Bruce Castle Museum will build upon our longstanding work with communities in the east of Haringey. We remain committed to working with participants across Haringey through our Youth Circus, Older Adults programme and Circus in Schools, and as we move into the final funded year of our Barnet Youth Circus provision we plan to explore how best to embrace and build upon the in-depth partnerships we have formed there.

International collaborations, such as our partnership with The Finnish Institute in the UK and Ireland, enable us to remain as a vital platform for the presentation of contemporary circus and non-verbal theatre. Our Christmas production, *Christmas Comes to Moominvalley*, returns after its successful 2024 run, closing our anniversary year and setting the stage for future large-scale productions. Through these efforts, we ensure Jacksons Lane remains a vital hub for creativity and community.

Related parties and relationships with other organisations

We are committed to working in partnership with other providers. This has been a significant strategic aim and we are now working with 36 different organisations to deliver our services.

Statement about Fundraising Practice

Jacksons Lane has established a Fundraising Strategy which works alongside our Strategic and Operational Plans.

Our fundraising strategy aims to address how we will achieve our Strategic Development target and the budgeted fundraised annual income. We are committed to diversifying our income, developing our services to new communities as well as expanding our area of benefit.

Ethical fundraising

We are committed to ethical fundraising, ensuring that we do not accept donations or support from companies who are in direct conflict with our aims. We have an ethical fundraising policy which is reviewed annually by the board.

F. Statement of the Responsibilities of Trustees

The trustees (who are also directors of Jacksons Lane 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:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper 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.
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was 11. The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor
Breckman and Company was re-appointed as the charitable company's auditor during the year and have expressed their willingness to continue in that capacity.

Small Company Exemptions
This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

The trustees' annual report has been approved by the trustees on 8 September 2025 and signed on their behalf by



Adrian Porter
Interim Chair

Independent Auditors' Report to the Members of Jackson's Lane

Opinion

We have audited the financial statements of Jacksons Lane (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditors' Report to the Members of Jackson's Lane

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focussed on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;

- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;

- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;

- reviewing meeting minutes of those charged with governance throughout the year; and

- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent Auditors' Report to the Members of Jackson's Lane

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Mr Graham Berry FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditors
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

8 September 2025

Jackson's Lane

(Limited by Guarantee)

Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Income and endowments from:	**2**						
Donations and legacies - page 26		272,127	-	272,127	280,319	-	280,319
Charitable activities:							
Operation of The Centre - pages 27-28		673,340	271,591	944,931	489,693	190,580	680,273
Other operating income - page 28		104,802	-	104,802	31,070	-	31,070
Investments - page 28		7,026	-	7,026	5,539	-	5,539
Other - page 28		37,340	-	37,340	55,731	-	55,731
Total		1,094,635	271,591	1,366,226	862,352	190,580	1,052,932
Expenditure on:							
Raising funds:							
Fundraising		2,123	-	2,123	1,819	-	1,819
Charitable activities:							
Operation of The Centre - page 29		1,313,364	209,043	1,522,407	1,046,588	201,975	1,248,563
Other operating expenditure - page 29		12,217	-	12,217	17,456	-	17,456
Other	**3**	6,319	-	6,319	9,605	-	9,605
Total		1,334,023	209,043	1,543,066	1,075,468	201,975	1,277,443
Net movement in funds:							
Net income / (expenditure)	**4**	(239,388)	62,548	(176,840)	(213,116)	(11,395)	(224,511)
Transfers between funds	**16, 17**	204,118	(204,118)	-	201,732	(201,732)	-
Net movement in funds carried forward		(35,270)	(141,570)	(176,840)	(11,384)	(213,127)	(224,511)

Jackson's Lane

(Limited by Guarantee)

Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2025

		Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Net movement in funds brought forward		(35,270)	(141,570)	(176,840)	(11,384)	(213,127)	(224,511)
Reconciliation of funds:							
Total funds brought forward		434,639	4,256,342	4,690,981	446,023	4,469,469	4,915,492
Total funds carried forward	**16, 17**	399,369	4,114,772	4,514,141	434,639	4,256,342	4,690,981

The notes on pages 33 to 43 form an integral part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2025

	2025		2024	
	£	£	£	£
Income from donations and legacies				
Donations				
Donations	9,907		18,340	
Donated facilities	20,085		19,840	
		29,992		38,180
Grants				
ACE - NPO funding	132,135		132,136	
LB Haringey - revenue funding	110,000		110,003	
		242,135		242,139
		272,127		280,319

Of the £272,127 (2024 - £280,319) income received from donations and legacies, £243,135 (2024 - £242,139) was grants provided by public bodies.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2025

	2025		2024	
	£	£	£	£
Income from charitable activities				
Grants				
Project specific funding				
Chapman Charitable Trust	-		1,000	
Christmas Day donations	18,674		26,660	
Finnish Institute	-		10,485	
Foyle Foundation	-		40,000	
George Michael Estate	5,000		25,000	
Go London	22,322		5,450	
Heritage Lottery Fund	103,490		-	
Hiscox Foundation	21,000		-	
John Lyon's Charity	32,100		27,700	
London Borough of Haringey	17,121		3,000	
Morrisons Foundation	-		4,170	
Participation (Community) - misc	11,024		11,461	
Participation (Youth) - misc	9,412		16,363	
Private donations	5,000		-	
Sureserve Foundation	5,400		-	
The National Lottery Community Fund	-		18,291	
Urban Frontiers Foundation	3,810		-	
Wates Foundation	7,000		-	
W.G. Edwards Charitable Foundation	-		1,000	
Youth Circus - misc	10,238		-	
		271,591		190,580

Project specific grants of £271,591 (2024 - £190,580) were received in the year which were restricted in their use. See note 17, page 41.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2025

	2025		2024	
	£	£	£	£
Operation of The Centre				
Room, studio and regular hires	249,552		220,967	
Classes and courses	87,347		79,009	
Box office	257,334		148,830	
		594,233		448,806
In kind support				
Artists in Residence	51,192		19,757	
Creative Engagement	13,397		9,538	
Christmas Day	14,518		11,592	
		79,107		40,887
		673,340		489,693
Other operating income				
Cafe and bar	87,879		28,640	
Sundry	16,923		2,430	
		104,802		31,070
		778,142		520,763
Investment income				
Bank interest received		7,026		5,539
Other income				
Theatre Tax Relief		37,340		55,731
		37,340		55,731

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2025

	2025		2024	
	£	£	£	£
Expenditure on charitable activities				
Operation of The Centre				
Direct costs	1,034,402		814,037	
In kind support	79,107		40,887	
	1,113,509		854,924	
Support costs - page 30	408,898		393,639	
		1,522,407		1,248,563
Other operating expenditure				
Support costs - page 30	417		394	
Governance costs - page 30	11,800		17,062	
		12,217		17,456
		1,534,624		1,266,019

Of £1,534,624 (2024 - £1,266,019) expenditure on charitable activities, £209,043 (2024 - £201,975) was expenditure of restricted fund grants. See note 17 (page 41).

Support and governance costs

	2025 £	2024 £
Support costs		
Operation of The Centre	408,898	393,392
Other operating costs - finance	417	394
	409,315	393,786
Governance costs		
Professional/financial		
Legal/professional	1,800	8,462
Accountancy/other	-	1,100
Audit	10,000	7,500
	11,800	17,062

Jackson's Lane

(Limited by Guarantee)

Balance Sheet
31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	9		4,125,256		4,293,405
Current assets					
Stocks	10	4,562		-	
Debtors	11	131,837		126,626	
Cash at bank and in hand		611,336		623,142	
		747,735		749,768	
Liabilities					
Creditors: amounts falling due within one year	12	(346,706)		(288,295)	
Net current assets			401,029		461,473
Total assets less current liabilities			4,526,285		4,754,878
Creditors: amounts falling due after more than one year	13		(12,144)		(63,897)
Net assets			4,514,141		4,690,981
The funds of the charity					
Unrestricted funds	16				
- General fund			319,369		354,639
- Designated funds			80,000		80,000
			399,369		434,639
Restricted funds	17		4,114,772		4,256,342
Total charity funds			4,514,141		4,690,981

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the Board of Trustees on 8 September 2025 and signed on its behalf by

Adrian Porter
Interim Chair of Trustees

Nathan Curry
Vice-Chair

The notes on pages 33 to 43 form an integral part of these financial statements.

Jackson's Lane

(Limited by Guarantee)

Cash Flow Statement
for the year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities	23	70,670	52,590
Cash flows from investing activities:			
Dividends, interest and rents from investments		7,026	5,539
Purchase of property, plant and equipment		(41,223)	(146,475)
Net cash provided by investment activities		(34,197)	(140,936)
Repayments of borrowing		(48,279)	(44,992)
Net cash provided by financing activities		(48,279)	(44,992)
Change in cash at bank and in hand in the reporting period		(11,806)	(133,338)
Cash at bank and in hand at the beginning of the reporting period		623,142	756,480
Cash at bank and in hand at the end of the reporting period		611,336	623,142

Notes to the Financial Statements for the year ended 31 March 2025

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charitable company 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).

1.2. Preparation of the accounts on a going concern basis.

The charitable company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Fund accounting

Funds held by the charitable company are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

1.4. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charitable company is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Earned income - income from box office, hires, operation of the centre and sundry other operational income is included in incoming resources in the period in which the relevant activity takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

- Donated services and facilities

Donated services or facilities are recognised as income when the charitable company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1.5. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Operation of the Centre and other direct costs - costs incurred in the provision of a community centre and regional arts and arts education resource.

- Support costs

The administrative and overhead costs associated with running the office from which the charitable company operates as well as governance costs.

Support costs have been allocated to activities on a basis consistent with use of resources.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charitable company.

1.6. Pensions

The charitable company operates a defined contribution scheme for the benefit of its employees where contributions payable are recognised as expenditure when due.

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Fixtures/fittings/equipment	-	20% - 33% on cost
Property development costs	-	Straight line over the life of the lease

1.8. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.9. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.10. Cash at bank and in hand

Cash at bank and 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.

1.11. Creditors and provisions

Creditors and provisions are recognised where the charitable company 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.

1.12. Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value, and subsequently measured at their settlement value.

1.13. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charitable company makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charitable company's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Interest payable

	2025	2024
	£	£
On loans/overdrafts	6,319	9,605

4. Net income/(expenditure) for the year is stated after charging:

	2025	2024
	£	£
Depreciation of tangible fixed assets	209,372	205,570
Bank interest payable	6,319	9,605
Auditors' remuneration		
- external audit	10,000	7,000
- external audit underaccrual from previous year	-	500
- other services	-	500

5. Trustees' emoluments and reimbursed expenses

Trustees Adrian Berry and Hannah Cox were remunerated in the year as follows for their roles as Artistic Director and Executive Director:

	2025 £
Artistic Director Salary	56,510
Artistic Director Pension	1,695
Executive Director Salary	31,983
Executive Director Pension	960

The aggregated amount reimbursed to Trustees during the year was £nil (2024 - £nil).

6. Staff costs and numbers

	2025 £	2024 £
Staff costs		
Salaries and wages	622,740	509,477
Social security costs	43,059	35,373
Pension costs	15,052	11,324
	680,851	556,174

No employee earned £60,000 or more during the year (2024 - nil).

The key management personnel of the charitable company comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £135,438 (2024: £105,060).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2025 Number	2024 Number
Operation of the Centre	52	42

7. Pension costs

The charitable company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charitable company and amounted to £15,052 (2024 - £11,324).

8. Corporation taxation

The charitable company is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

9. Fixed assets - tangible assets

	Property development costs	Fixtures/ fittings/ equipment	Total
	£	£	£
Cost			
1 April 2024	4,711,943	89,855	4,801,798
Additions	19,285	21,938	41,223
31 March 2025	4,731,228	111,793	4,843,021
Depreciation			
1 April 2024	418,538	89,855	508,393
Charge for year	207,042	2,330	209,372
31 March 2025	625,580	92,185	717,765
Net book values			
31 March 2025	4,105,648	19,608	4,125,256
31 March 2024	4,293,405	-	4,293,405

There is a fixed charge on the property persuant to the capital funding agreement with Arts Council England.

10. Stocks

	2025	2024
	£	£
Stocks	4,562	-

11. Debtors

	2025	2024
	£	£
Trade debtors	83,048	51,332
Other debtors	5,162	7,242
Prepayments and accrued income	43,627	68,052
	131,837	126,626

12. Creditors: amounts falling due within one year

	2025	2024
	£	£
CBILS loan	51,753	48,279
Trade creditors	24,787	28,227
Other taxation/social security	44,931	33,463
Other creditors	44,795	45,634
Accruals	32,162	13,419
Deferred income (note 14)	148,278	119,273
	346,706	288,295

13. Creditors: amounts falling due after more than one year

	2025	2024
	£	£
CBILS loan	12,144	63,897

14. Deferred income

	£
Balance at 1 April 2024	119,273
Amount released to incoming resources	(119,273)
Amount deferred in the year	148,278
Balance at 31 March 2025	148,278

Deferred income relates to grants and other income from charitable activities received in advance.

15. Limited by guarantee

The private limited company is registered in EW - England & Wales, is limited by guarantee, and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charitable company should it be wound up. At 31 March 2025 there were 11 members.

16. Unrestricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	354,639	1,094,635	(1,334,023)	204,118	319,369
Designated funds:					
Capital development	15,000	-	-	-	15,000
Impact Assessment	30,000	-	-	-	30,000
Building repairs/maintenance	10,000	-	-	-	10,000
Hire liability	25,000	-	-	-	25,000
	434,639	1,094,635	(1,334,023)	204,118	399,369

Capital development
A fund that was set aside in order to meet future costs relating to the renovation of the theatre building.

Impact Assessment
Provision of an economic impact study to show the impact of Jacksons Lane on the surrounding economy. This is a repeat of the 2013 study which has proved invaluable for demonstrating value.

Building repairs/maintenance
Funding to cover repairs to areas not updated by the capital development programme.

Hire liability
Provision for liability arising from no longer being able to honour hires contracts that have been moved due to the pandemic.

17. Restricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Development fund	4,237,681	46,710	-	(204,118)	4,080,273
Creative Learning	1,929	197,757	(170,325)	-	29,361
Christmas Lunch	11,480	27,124	(35,509)	-	3,095
Older Adults Programme	5,252	-	(3,209)	-	2,043
	4,256,342	271,591	(209,043)	(204,118)	4,114,772

Development fund
This fund consists of grants and donations received specifically for the purchase of fixed assets. The funds will be transferred to the general fund over the expected useful life of the assets once the project is complete.

The balance at 31 March 2025 is attributable to:	£
Fixtures, fittings & equipment	14,301
Property development costs	4,053,244
Future capital expenditure	12,728
	4,080,273

Creative Learning
A fund for monies to support the costs participation, community and education activities with young people, women and older adults, principally projects like JL Circus.

Christmas Lunch
Funds to support the Christmas Day event at Jacksons Lane providing a meal, entertainment and gifts for older adults who would otherwise be alone.

Older Adults Programme
To support the costs of older adults creative programmes including Social Lunch, Reading group and Circus with Friends.

18. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	57,711	-	4,067,545	4,125,256
Net current assets	273,802	80,000	47,227	401,029
Long term (liabilities)	(12,144)	-	-	(12,144)
	319,369	80,000	4,114,772	4,514,141

19. Financial commitments

At 31 March 2025 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2025 £	2024 £
Due:		
Within one year	23,000	23,000
Between one and five years	92,000	92,000
In over five years	359,241	382,241
	474,241	497,241

20. Capital commitments

As at 31 March 2025 and with regards to the continuing redevelopment of Jacksons Lane supported by Arts Council England and London Borough of Haringey funding, there were capital commitments contracted but not provided for in the financial statements of £30,000 subject to fulfillment by contractors.

21. Related party transactions

During the year the charitable company had no further related party transactions that required disclosure, other than those already disclosed in note 5.

22. Analysis of changes in net funds

	Opening balance	Cash flows	Other changes	Closing balance
	£	£	£	£
Cash at bank and in hand	623,142	(11,806)		611,336
Debt due within one year	(48,279)	48,279	(51,753)	(51,753)
Debt due after one year	(63,897)	-	51,753	(12,144)
	(112,176)	48,279	-	(63,897)
Net funds	510,966	36,473	-	547,439

23. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2025	2024
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(176,840)	(224,511)
Depreciation	209,372	205,570
Dividends, interest and rents from investments	(7,026)	(5,539)
(Increase)/decrease in stocks	(4,562)	247
(Increase)/decrease in debtors	(5,211)	58,004
Increase in creditors	54,937	18,819
Net cash inflow from operating activities	70,670	52,590

Appendix

The following page is for information only and does not form part of the financial statements

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2025

Charitable activities costs analysis	2025 £	2025 £	2024 £	2024 £
Production costs				
Opening stock		-		247
Staff and salary costs	622,740		509,477	
Freelance fees	15,070		19,830	
Social security costs	43,059		35,373	
Staff pension scheme costs	15,052		11,324	
Theatre and creative learning	224,683		164,728	
Cafe and bar hire costs	5,060		24,024	
Bar costs of sale	50,229		6,151	
Advertising and marketing	37,319		41,314	
50th Anniversary	21,223		-	
Irrecoverable VAT	(33)		1,816	
		1,034,402		814,284
Cost equivalent of support in kind				
In kind support - Artists in residence	51,192		19,757	
In kind support - Creative Engagement	13,397		9,538	
In kind support - Christmas Day	14,518		11,592	
		79,107		40,887
		1,113,509		855,171
Support and governance costs				
Operation of The Centre				
Staff training	6,800		5,247	
Staff welfare	811		1,634	
Staff recruitment	2,109		2,545	
Travel/transport	704		564	
Office consumables	21,188		16,943	
Subscriptions/licences	510		(30)	
Rent/rates equivalent of donated facilities	20,085		19,840	
Premises expenses	137,821		137,322	
Insurance	4,631		3,282	
Sundries	4,867		475	
Depreciation of fixtures/fittings/equipment	209,372		205,570	
		408,898		393,392
Finance				
Bank charges	417		394	
		417		394
		409,315		393,786
Governance costs				
Legal/professional	1,800		8,462	
Accountancy/other	-		1,100	
Audit	10,000		7,500	
		11,800		17,062
		1,534,624		1,266,019

JACKSON'S LANE

England & Wales - Charity number 1119318

Accounts

Company number 05987997
Charity number 1119318

Jackson's Lane

(Limited by Guarantee)

Report and Financial Statements

for the year ended 31 March 2024

Breckman & Company Limited
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

Jackson's Lane

(Limited by Guarantee)

Contents

	Page
Reference and Administrative Details	1
Trustees' Report	2 - 20
Auditors' Report	21 - 24
Statement of Financial Activities (including Income and Expenditure Account)	25 - 31
Balance Sheet	32
Cash Flow Statement	33
Notes to the Financial Statements	34 - 44
Appendix - charitable activities costs analysis	

Jackson's Lane

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England & Wales, company number 05987997 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1119318.

Directors and Trustees

The Directors of the charitable company ("the charity") are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Policies and procedures adopted for the induction and training of Trustees are ongoing and incorporated indirectly into the regular Trustees meetings.

The Trustees during the year and since the year end, were :

Adrian Berry	
John Bird	
Elizabeth Bloomer	appointed 23 May 2023
Monica Comyns	
Hannah Cox	
Nathan Curry	
Reene Deba	
Monique Deletant	
Pax Nindi	
Adrian Porter	
David Porter (Chair)	
Gillian Smith	
Richard Webber	resigned 22 February 2024

Joint CEOs

Adrian Berry (Artistic Director)
Hannah Cox (Executive Director)

Auditors

Breckman & Company Limited, 49 South Molton Street, London W1K 5LH.

Bankers

CAF Bank Limited, 25 Kings Hill Avenue, West Malling, Kent ME19 4JQ.

Registered office and operation address

269A Archway Road, London N6 5AA.

Trustees' Annual Report

The Trustees of the Jacksons Lane Arts Centre ("Jacksons Lane") present their report and the audited financial statements for the year ended 31 March 2024.

The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association 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).

The reference and administrative details set out on page 1 forms part of this report.

A. Chair's Introduction

I am delighted to present the Annual Trustees Report for 2023 – 2024 on behalf on the Board of Trustees of Jacksons Lane.

As a creative and cultural hub in the heart of North London, Jacksons Lane transforms lives, benefitting a wide range of people from all ages and backgrounds every year. Jacksons Lane offers the best in contemporary circus performance, along with a wide range of classes and courses, many of which are focused on the arts, creativity, and wellbeing, complementing our large-scale outreach programme of Creative Engagement for disadvantaged and underserved communities.

Since completing the £4.6million capital transformation of our much-loved building we have continued to expand our cultural offer and support an ever-growing range of visitors, artists, and communities. The improvements have been met with overwhelmingly positive feedback, in particular around increased accessibility for disabled visitors, artists, and participants. The upgraded studio spaces remain available to hire to a wide range of participating organisations, and, by hiring them we broaden our cultural offer and improve our financial resilience. Our redevelopment not only has seen our hires and business operations thrive, but we have also been pleased to be part of the Haringey Warm Welcome initiative, providing a warm space in the winter months with activities and refreshments.

Our International Programme continues to grow with new partnerships formed with Estonia, Lithuania and Australia and our ongoing partnership with Finland and Holland. We produced a new Christmas show for the third year running, a contemporary circus take on the classic tale The Three Billy Goats Gruff – an artistic highlight of the year.

We thank our funders for their support throughout the year, especially the Arts Council England and Haringey Council for their key role in supporting our organisation, community work, our place on the international stage as well as locally. We also want to recognise the important contribution made by the volunteers who support our community programmes, ensuring vital access and connection are provided to those most in need.

The continued success of Jacksons Lane is down to a highly dedicated and skilled team, led by Joint CEO's Hannah Cox, Executive Director and Adrian Berry, Artistic Director as well as a dedicated senior management team.

Jacksons Lane benefits from a Board of Trustees, whose expertise and experience are vital for helping the organisation navigate new challenges. This year we said goodbye to long-standing board member Richard Webber and welcomed current board member Adrian Porter to the role of Vice Chair.

My colleagues and I welcome the engagement of everyone interested in our journey.
I commend this report to you.

David Porter
Chair

B. Strategic Report

Objectives

Jacksons Lane was incorporated in November 2006 to:

a. "primarily, but not exclusively, promote the benefit of people who live or work in the London Borough of Haringey and the surrounding areas without distinction of sex, political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

b. establish or secure the establishment of a community centre and to maintain and manage, or to co-operate with any local authority in the maintenance and management of such a centre for activities promoted by the association and its constituent bodies in furtherance of the above objects."

In 2020 the organisation updated its objects to:

The objects of the Charity are, for the benefit of the public, including but not limited to people who live and work in the London Borough of Haringey and the surrounding areas:

3.1.1 to establish, maintain and manage a Community Centre for activities promoted by the Charity to provide facilities for recreation and other leisure-time occupation in the interests of social welfare with the object of improving conditions of life;

3.1.2 to promote the arts, in particular but not exclusively the performing arts, including through the provision of arts facilities, awards and mentoring;

3.1.3 to promote education (including vocational and physical training) in such ways as the Trustees think fit; and

3.1.4 to support disadvantaged people and those who are at the edge of mainstream society

Today, Jacksons Lane provides arts participation, performance, creative engagement and education initiatives to Haringey, pan-London and increasingly national audiences, promoting partnerships with a range of arts organisations, festivals, community groups and educational bodies. In addition, the

organisation facilitates, promotes and hosts community-led education initiatives and courses. Jacksons Lane's creative engagement programme serves everyone, from children and young people to older adults.

Public benefit statement

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees review the aims, objectives and activities of the charity each year. This report considers the charity's achievements and its outcomes in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it was established to help. The review also helps the Trustees ensure the charities aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and performance

Since 1975, Jacksons Lane has grown to become the flagship arts and cultural venue in Haringey, offering a year-round programme that encompasses the best in contemporary performance, arts participation and creative engagement with and for its local communities and beyond. Our work empowers and ignites creativity within diverse communities, overcoming traditional social barriers through art, and improves social, emotional and physical wellbeing amongst participants.

We are internationally recognised as the UK's leading venue and supporter for contemporary circus, working with hundreds of circus artists each year. By offering rehearsal space, financial support and advocacy, Jacksons Lane makes an unparalleled provision for the next generation of diverse artists and established talent. Through commissioning, producing, mentoring and year-round residencies, our creative partnerships stretch worldwide, supporting circus artists on tour both in the UK and overseas.

Since our reopening in April 2022 we have seen our role as a community and cultural hub flourish through a rapidly growing hires and private events programme, and new opportunities to develop performances and participatory offers in community spaces across the borough. A particular highlight of our year was Haringey Feast, an cross-borough event and celebration marking the culmination of Haringey's Cultural Impact Award, where we commissioned 2 original performances, one by our Associate Artists Brainfools, and the second by our Youth Circus, which were performed to an audience of 500.

In 2023/24 we:

- Engaged over 72,000 people through our programmes and site
- Welcomed 17,973 audience members
- Saw over 11,000 people attend 42 weekly classes and courses in our building

- Offered 1,620 hours residency and development space to 82 artists in our building
- Supported 17 touring productions and presented 162 artists across our Artistic seasons
- Worked with over 130 Volunteers
- Presented 19 international performances from 6 countries, supporting a total of 75 international artists.
- Opened as a Warm Welcome Hub for 182 days, supporting those in our local community impacted by the cost-of-living crisis
- Provided 650 free tickets to children and young people from disadvantaged backgrounds, and a further 510 free tickets to watch work-in-progress performances in our summer Transmission residency programme
- Launched a new Circus in Schools programme, which alongside our existing Youth Circus initiatives reached 588 young people
- Launched a new Youth Circus in our neighbouring borough of Barnet

We have seen our digital reach continue to grow, this year reaching 765K people through Facebook and Instagram, and on X (previously Twitter) our content making 162.3K impressions. Continuing in our aim to connect the full breadth of our work with our audiences and communities we published 18 blog posts opening up our artistic, creative engagement and environmental sustainability programmes.

Artistic Excellence

Jacksons Lane's artistic programme continued its focus on high quality, diverse contemporary circus and visual theatre. We supported and presented Legal Aliens, the pioneering Haringey based company made up of Asylum Seekers and Migrant artists and hosted acclaimed performance artist, Eloina, in a residency to further develop and sell out two nights of the critically acclaimed High Steaks.

We helped grow our national circus sector supporting 17 new works. Live Art & circus performer Laura Murphy returned with our co-production Contra, as well as developing and premiering her new work *A Spectacle of Herself*.

We presented outdoor & site-specific circus around Haringey and North London including performances from Associate Artists Brainfools at Highgate's Fair In the Square, Haringey Feast at Alexandra Palace and North London Lates in Tottenham.

We hosted 26 artists through our Associate Artists Scratch & Cabaret Nights, platforming exciting new work in development from diverse artists, including Zaki Musa's sell-out Queer Euphoria cabaret. Our supported artists Nikki & JD presented all three of their works in Nikki and JD Fest – a real highlight of our year.

As part of our Artist Development work we provided 1,620 hours of free space to 82 artists, and hosted 17 Work in progress and scratch performances, including through *Transmission*, our summer residency programme.

Key statistic and figures
Circus & Theatre Productions hosted: 43
Total performances: 95
Tickets sold: 8,826
Touring productions supported: 17
Artists Presented & supported: 162

Working Internationally

This year saw Jacksons Lane host and support artists from Australia, Finland, France, USA, Germany and Holland. Our Dutch Circus Showcase *This Is Not a Circus* collaboration with TENT saw a week of Dutch artists showcase their work in our theatre and in the grand setting of Studio 1 to thrilled audiences. Our Finnish partnership has developed further with residencies and three productions, including Kallo Collective's only UK performance of Only Bones 1.9, and the British premier of Finnish company Jam Shenanigans. We collaborated with Bristol Circus City and The Lowry in Salford to bring the highly acclaimed Overhead Project from Berlin to the UK with What Is Left.

We had representation at circus festivals and showcases in Rotterdam, Montreal, Helsinki, Estonia and Edinburgh, forging new relationships for the future with Quebec and Taiwan, as well as other venues and producers all over the world. Jacksons Lane's international programme continues to grow and flourish.

Key statistic and figures
International artists presented and supported: 75
International Performances: 19
Audiences for international work: 1,619

Theatre For Children and Young People

Our work for younger audiences continued to thrive with weekend, half term and Christmas productions on our stage. We welcomed visits from Australia's Arc Circus with the uniquely brilliant *A Bee Story* as well as fellow Antipodeans *Splash Test Dummies*, plus a first visit for Flock Theatre in half term with ten popular performances of the much-loved book *There's a Tiger In the Garden*. Finland's *Jam Shenanigans* wowed us with their retro juggling spectacular and Morgan and West rounded off the season with packed houses for their truly magnificent *Massive Magic Show*.

Christmas saw us produce for the third year running with a contemporary take on *The Three Billy Goats Gruff*, combining astonishing circus with comedy and a clever twist on the original tale with almost 50 performances loved by all ages. Our Pay It Forward scheme ensured 650 Haringey residents could attend the theatre for free across the borough.

Key statistic and figures
Total Free Tickets: 650
Family weekend and holiday performances: 42
Christmas show performances: 48
Artists presented: 64
Total Family show audiences: 8,750

Creative Engagement: Young People

Now in its eleventh year, our Youth Circus Programme continues to enhance skill development, resilience, confidence and the making of long-lasting friendships for young people aged 4 to 18 across the borough. Our offer extends to the provision of enrichment opportunities, masterclasses and workshops during the school holidays.

We were delighted to launch a new Youth Circus in our neighbouring borough of Barnet, thanks to a new partnership with OneStonegrove and funding from the John Lyon's Charity. Young participants from Barnet joined our Haringey Youth Circus participants in an exciting and dynamic circus showcase, performed on Jacksons Lane's professional circus stage, to a packed audience of friends, family and community members.

Across the year we have developed a new methodology, giving participants increased ownership across the programme. Our Youth Board meets regularly to co-create new opportunities, taking a vital leadership role in designing our annual Youth Circus showcase. These experiences were enriched by opportunities to attend the National Youth Circus Event at National Centre for Circus Arts, and watching professional circus companies including Cirque du Soleil, and our very own Christmas production, The Three Billy Goats Gruff.

Participants showcased their skills alongside other talented young people at Alexandra Palace in the 'Haringey Feast', the culmination of Haringey's Cultural Impact Award, and as part of Haringey Youth Festival, this year hosted by Jacksons Lane.

We have continued to collaborate on local initiatives, working with the Haringey GP Federation to provide 2 terms of weekly fitness classes as part of the Children Weight Management Programme, as well as offering Circus Skills workshops to the community during Alexandra Palace's 150th anniversary celebrations, at the Triangle centre, at Trove Market in Tottenham and as part of community celebrations at OneStonegrove.

Key statistic and figures
Number of young people: 277
Number of artists: 10
Number of participants at community events: 585
Number of youth board members: 9

Creative Engagement: Working with Schools

We continue to co-lead Haringey Creates, the Cultural Education Partnership for Haringey. This year we were successful in helping secure £191k of funding from Arts Council England towards 'Creative and Cultural Pathways for Haringey'. In partnership with schools across the borough, this project will deliver a bold cultural education programme between 2024 and 2026.

This year we launched Circus in Schools, a new initiative supported by Go! London, a partnership between the Mayor of London, London Marathon Foundation and Sport England, which will develop circus, wellbeing and employability skills in schools across Haringey over the next 3 years. Our first partner was Harris Academy Coleraine Park, with additional taster workshops run in Alexandra Primary School and Heartlands High School. This project will provide lasting impact and legacy by investing in circus equipment for each partner school, providing teacher training and embedding school partnerships within our work.

We have continued to invest in the next generation's creatives and cultural leaders through providing work experience, placements, and contributing to career events with talks and workshops. We are actively supporting young people from our programmes establish their first step into the world of work by employing older participants as paid assistants on our holiday programmes.

Key statistic and figures
311 participants
11 schools

Creative Engagement: Older Adults

Our work with older adults provides a quality-led experience for our 50+ community to improve participant wellbeing in innovative and exciting ways. We know that it is never too late to engage with the arts and presenting our older community with opportunities to get creative, to socialise and to access physical exercise has shown great results.

Our social events for the 50+ combine these elements around a delicious meal and a wide variety of inspiring performances, to provide unforgettable moments of togetherness. Whether onsite at Jacksons Lane with our longstanding Social Lunch, or offsite with the legendary Broadway Brunches, our talented performers dazzle and delight, and always get our participants up on their feet and dancing.

Our physical activity programme has proved particularly popular, with Seated Yoga providing a gentle but effective weekly stretch, and Caribbean Dance getting our muscles moving and our minds in check as we provide important historical content to the dance routines we learn. It has been fantastic to see participants experience the benefits of these classes over time, from improving aches and pains felt in the body, to memory retention.

We are incredibly proud of the variety of activities we have provided across the year, designed in collaboration with our older community. Our studios have been transformed into wreath-making workshops decked out with materials foraged from Highgate Wood, into a choir for all abilities and into a therapeutic collaging and free-writing space. Our partnership with The Reader continues to thrive, with shared reading sessions encouraging powerful discussions about 120 works of literature in the past year.

Key statistic and figures
Total number of participants: 187
Total number of sessions: 99

Christmas Day At Jacksons Lane

A project going back as far as Jacksons Lane's beginnings as a community centre, Christmas Day has remained a flagship moment; a culmination of the warmth, welcome and focus on wellbeing that runs through our wider outreach programme throughout the year. As we approach our 50th year, we continue to open our doors to isolated older adults on the 25th December, in a day run for the community and by the community. This two-pronged operation is almost entirely volunteer-led, and our reach has increased each year. In 2023 we extended 104 invitations to our Christmas Day event, and provided 214 food hampers, hand-delivered to isolated adults across our borough. 90% of our guests are Haringey residents.

Our Christmas Day project would not be possible without our supporters and volunteers. This year 121 volunteers joined us to prepare food, wrap gifts, make deliveries, collect and support our guests

on the day, while 16 local businesses provided vital in kind donations of food and gifts. We were delighted to raise £19,480 through the Big Give Christmas match funding challenge, and a further £14,720 through Trusts & Foundations, website donations and bucket collections to support this important community event.

This year's event featured in Haringey Community Press and the Big Issue, with photos of the event shared in Reuters, Washington Post and Gulf Times depicting Christmas experiences around the world.

A Community Hub For Haringey

Our work as a community and cultural hub for Haringey continues to grow, with programmes and activities reaching audiences and participants across Haringey. This year we worked in 22 sites in Haringey including schools, community spaces and housing schemes, providing free circus workshops and performances at many inspiring Haringey events. At Jacksons Lane we hosted 42 weekly classes and courses, welcoming over 11,000 class-goers and supporting many local practitioners and businesses to thrive, as well as running 4 sold-out holiday Circus Camps for over 80 young people.

We were delighted to commemorate one of our founders, Nicky Gavron, with a new Pink Plaque to mark her significant contribution to Jacksons Lane and the local area. Over 120 people gathered to celebrate her impact at our launch event and you can now see the plaque mounted proudly on our building.

This winter we once again offered a Warm Welcome as one of Haringey's 6 'Local Living Rooms' providing accessible, welcoming and safe space for those in our communities impacted by the cost-of-living crisis. Donations made to our Wall of Kindness from the local community provided hundreds of free hot drinks and meals over the winter months to those in need.

We were delighted to showcase both artists and our inspirational Youth Circus through Haringey Feast, Haringey's iconic celebration of culture held at Alexandra Palace in November 2023. Circus artists, young, emerging and professional, came together to create original circus performances which celebrated joy, creativity and community, performed to an audience of 500 people.

Environmental Sustainability

We have continued to seek to improve our environmental sustainability and reduce impact on the local environment. This year has seen new initiatives supporting us to better track, monitor and report on our progress.

We undertook a full independent energy assessment on the overall efficiency of the building and recommended areas for improvement. In March 2024 we were successful in securing over £15,000 to undertake the first steps of retrofitting our theatre lighting stock to more efficient LED fixtures which will have an immediate impact on our energy consumption.

We replanted the small garden spaces around Jacksons Lane including using pollution-reducing plants to help protect us and our visitors from the high pollution of Archway Road. These areas are now maintained by a small group of committed volunteers for which we are very grateful.

Our board supports our progress through regular reporting, and connection and upskilling through Julie's Bicycle, who provide sector support and training.

- In 2023/24 we continued to recycle over 50% of all waste and continue to commit to having a zero to landfill policy
- 11.44 tonnes of carbon avoided
- 16.1 tonnes of waste was diverted from landfill
- Our carbon footprint is 168 tonnes CO2e

Audiences

In 2023 – 2024 Jacksons Lane engaged over 72,000 people through our Artistic programme, Creative Engagement projects and building offer. 17,973 tickets were sold across 80 productions (including external hires) and our Engagement programmes provided creative, cultural and social opportunities to over 1,700 people.

Through our pay-it-forward free ticket fundraising scheme we were able to provide over 1,000 free tickets to performances at Jacksons Lane, with 650 of these given to families and community groups in Haringey who face barriers to accessing cultural opportunities.

We were delighted to welcome 20% of our audiences to their first performance at Jacksons Lane, as well as reaching a further 1,750 audience members through offsite free performances at events such as Haringey Feast, Fair in the Square and North London Lates.

Our Cool Space and Warm Welcome offers supported over 3,000 people impacted by the cost-of-living crisis, while over 11,000 people attended the regular classes and courses held in our building every week.

Key statistics and figures
20% First time bookers
25% of tickets sold to Haringey audiences

Partnerships

Partnerships are key to the success and impact of our work, and we invest time and resource in developing partnership relationships and programmes. In 2023/24 we worked with 36 organisations across our artistic and creative learning programmes.

To deliver our creative learning work across Haringey and beyond we worked in partnership with: Sky City Community Centre & Metropolitan Thames Valley, Collage Arts, Haringey Shed, Haringey Creates, Tottenham Green Pools & Fitness, Triangle Children, Young People & Community Centre, Haringey Council Housing and Regeneration, Haringey GP Federation, Harris Academy Coleraine Park and OneStonegrove.

For our artistic programme we partnered with 25 organisations with a focus on artist and show development, programming, industry engagement and organisational development: National Centre for Circus Arts, The Lowry Theatre, Circomedia, Future Arts Centres, Circus Change Up, Institute Ramon Llul, Catalan Institute, Sirkus and Dance Info – Finland, MICC – Circus Festival Montreal, TENT – Holland Circus Producers, The Finnish Institute in the UK and Ireland, Crying Out Loud, Future Formed – Waltham Forest Borough Council, NoFit State Circus, Split Second, Highgate Fair In the Square, Performing HEL, Finland, Extraordinary Bodies, Circus City Bristol, Epicirq, Estonia, Embassy of Quebec, Cirko – Finland, Cluster Arts, Australia, Circusstad Holland, Circuscentrum, Belgium.

Hires

We have had a successful year developing our greatly improved hires offer including private, community and commercial hires. We have developed a loyal group of businesses running 42 weekly classes and courses and are now focusing on developing our wedding, rehearsal and filming offer.

We continue to develop our offer, supported by peer learning and connection with other cultural organisations. We have piloted our corporate training offer with a circus workshop element and plan to continue to develop and establish this over the coming year.

We continue to hold a positive relationship with BBC, Hampstead Garden Opera (HGO), many local schools and multiple smaller organisations who make regular bookings of our largest studio and theatre throughout the year.

We have developed a strong relationship with A La Mesa, the caterers who run our café/bar and have seen their business develop and grow, in turn increasing our commission revenue. We are working closely with them to promote our private events offer (weddings and parties), whilst balancing the needs of our regular visitors from the local community.

Across the financial year we saw 2,995 individual uses of our studios, hosted 228 events in our largest studio space, welcomed 103 children's birthday parties and 57 other private events.

We ensure regular monitoring and review of our offer through client surveys and clear mechanisms for feedback. Feedback received primarily highlights the helpfulness of our staff – who are 'informative, efficient, and reassuring' (Birthday party client, October 2023) and the venue 'This was the perfect venue, everyone was super friendly, the room was astonishingly beautiful and served our needs perfectly.' (Book launch client, March 2024).

We have introduced an increase in hire rates from April 24 informed by comparative local offers, ensuring we remain an attractive and competitive option for local businesses, commercial hirers and individuals. We have also introduced a two-tier system providing a commercial and community event rates to provide our clients more options and to be able to offer a lower rate for those who may need it. We have had very positive responses towards this change.

C. Structure, Governance and Management

Governing Document

Jacksons Lane is incorporated as a company limited by guarantee and not having a capital divided by shares.

The organisation was incorporated on 3rd November 2006 (registered number 05987997) and registered as a charity on 21st May 2007 (registered number 1119318). The company's objects and powers are stated in its Memorandum of Association and it is governed by its Articles of Association which were updated in May 2020.

The Trustees

The governing body is the Board of Directors ("Board") who are elected by the charity's members at the Annual General Meeting and are directors for the purpose of company law and trustees for the purpose of charity law; in this report, they are referred to as Trustees, to distinguish them from the Executive whom are referred to as Directors. The Board meets at least five times per year.

The Articles require that there is a minimum of 5 and maximum of 13 Trustees.
There are currently 12 Trustees, with Richard Webber stepping down from his position in February 2024, and the Board continues to benefit from their strong diversity of experience and background. David Porter was appointed Chair on 13th May 2020, with Adrian Porter appointed as Vice-Chair on 14 September 2023.

The Trustees delegate the day to day operational management to the Joint CEO's (see below) but retain responsibility and oversight for final decisions in respect of specific matters.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. All matters not specifically reserved for the Board but necessary for the day-to-day operations of the charity are delegated to the Executive.

Recruitment, Appointment and Induction of Trustees

Trustee Recruitment needs are assessed on the basis of conversations with existing Trustees and an annual skills audit to identify gaps in knowledge or experience. The recruitment pack includes a role description, information about Jacksons Lane and our activities and how to apply as well as those skills we are seeking. Jacksons Lane is exploring developing connections between the youth board and main board of Trustees, with the long term aim of appointing young trustees and more actively embedding youth voice in the governance of the organisation.

All potential trustees attend a Board meeting as an observer before being elected to the Board. A full induction process including Board and staff mentoring will be arranged for new trustees to help them understand the company and perform their duties effectively. Trustees are encouraged to visit the organisation's projects and to meet the staff, a process now supported through the creation of Trustee/Staff working groups which will support our delivery of the Arts Council's NPO Investment

Principles, and a Board/staff mentoring programme. The progression of new trustees is monitored by the Chair/Vice-Chair or other nominated trustee, to ensure that they:

- Are fully aware of their roles and responsibilities.
- Are informed about the organisation to meaningfully input into discussion.
- Training needs are identified and addressed.

All trustees are informed of external training opportunities during the year. Charity Commission updates and news are also provided to them.

Our current board is made up of 12 members, 50% of whom demonstrate protected characteristics:
33% have experience of racial inequality
25% identify as Disabled or Neurodiverse
42% female, 50% male, 8% non-binary

Trustee Biographies

The trustees in office during the year are set out on Page 2.

Details of the backgrounds of the Trustees who held office 31 March 2024 are as follows:

Chair: **David Porter.** David is an architect who designed housing for Camden Council then in the Netherlands. He became head of the Mackintosh School of Architecture and part of the executive team at the Glasgow School of Art. He taught urbanism and creative research at China's Central Academy of Fine Art and was president of the Architectural Association, chairing its board of trustees.

Trustees:
Adrian Berry (see page 15)

John Bird. John has over 30 years' experience in the finance sector and was a partner at Deloitte. More recently he served on the Council of The Architectural Association where he chaired the Finance and Resources Committee and was a member of the Audit and Risk Committee.

Hannah Cox (see page 15)

Monique Deletant. Monique is experienced arts leader who has worked across the arts sector and is currently CEO of artsdepot, a multi-award winning cultural hub in Barnet. She has worked as Director of Dance Hub Birmingham/Deputy Director of Culture Centre where she set up the new £2 million initiative with partners across the dance sector, and led on a number of wider projects including the Birmingham Cultural Education Partnership and Commonwealth Games events. She has led Stratford Circus Arts Centre and Rich Mix, successfully reapplying for Arts Council funding and developing new initiatives. She also works in a freelance capacity coaching, mentoring and supporting organisations through change. Prior to working in the arts, she worked for an MP and the Master of the Rolls.

Gillian Smith. Gillian was a partner of a leading City law firm for many years, specialising in finance. Gillian also served as a trustee of Plan International UK between 2014 and 2023, acting as Deputy Chair from 2019 -23. Having lived and brought up a family in Highgate for

over 25 years, Gillian is convinced of and passionate about the value which Jacksons Lane brings to local communities.

Richard Webber. Richard is the originator of post code analysis systems used by many arts venues to discover from which neighbourhood people attend productions. He currently works to enable organisations to appeal more effectively to people from different cultural backgrounds. Richard resigned from his position as Trustee in February 2024.

Adrian Porter. Adrian is a former national squad gymnast who has been teaching circus for over 25 years. He oversaw acrobatic development for the Millennium Dome Show and went on to co-write the first iteration of the Foundation degree program at the National Centre for Circus Arts where is now works as the Head of Higher Education Delivery. He is a Board member of FEDEC and part of the Erasmus+ drive considering mobility around riggers and technicians across the world. Adrian has established a Research and Ethics committee whose aim is to drive the next stage of circus and performing arts research in the UK. Adrian became Vice-Chair in September 2023.

Pax Nindi. Pax is the founder and Chief Executive of Global Carnivalz Ltd. An experienced Carnival Director he has led Hackney Carnival, St Paul's Carnival and was Creative Director for UK Centre for Carnival Arts. Pax also wrote the Carnival strategy for the Arts Council, where he served as a senior member for 10 years and remains as an advisor. As a Fellow of the Royal Society of the Arts and an international carnival consultant, Pax is a keen advocate for the carnival artform and lectures at conferences around the world.

Reene Deba. Reene is the Strategic Finance Assistant Director for the Ministry of Justice. She has previously worked in finance and risk management. Reene is chair of the Finance Committee for Jacksons Lane.

Nathan Curry. Nathan is a theatre director, creative producer and arts programmer. He is the Co-Artistic Director and CEO of Tangled Feet theatre ensemble who make original physical theatre and image led work, as well as running an industry-leading participation and Dramatherapy programme with thousands of young people. Previously, he was the Associate Director of The Greenwich+Docklands International Festival, the Associate Director of The Bush Theatre and a Staff Director at The National Theatre.

Monica Comyns. Monica is a primary school teacher, with a previous career in financial compliance across multiple firms. She brings her corporate knowledge and passion for volunteering to the Jacksons Lane board.

Izzy Bloomer. Izzy is a circus artist, performer and teacher who has worked and studied across Europe & Australia. They graduated from The National Centre for Circus Arts and alongside performing works as a circus consultant, with UK companies such as Lavrak Circus, She Said Jump Co. and Robie Hébert.

Trustees Meetings and Interests

During the year, there were 4 Board meetings, all of which were quorate.

The Trustees have no beneficial interest in the company other than as members; Trustees are also Directors of the company. All the trustees are members of the company and guarantee to contribute £1.00 if the company is wound up.

All trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity by Trustees.

The charity's insurance cover includes Directors' and Officers' Indemnity Insurance for Trustees.

Board Sub-Committees

We have an active Finance sub-committee, chaired by Reene Deba. The committee meets monthly, and brings a greater level of scrutiny to management accounts, risk register and financial planning. The committee acts as a sounding board for the executive team, and an advisor to the main board where final decision making takes place. The current Finance Committee members are: Reene Deba (Chair), Richard Webber, John Bird, Monica Comyns, Hannah Cox and Jacksons Lane's Finance Manager.

Executive Management

Whilst the Trustees are responsible for all the charity's actions, day-to-day operations and decision-making continue to be delegated to the Executive, who report directly to the Board.

Hannah Cox (Executive Director). Hannah is an experienced participatory arts producer and programmer. Prior to working at Jacksons Lane she was the Young People's Programme Manager at National Theatre and previously led the schools programme at Southbank Centre. Hannah has worked extensively as a freelance producer and creative facilitator, as well as founding the award-winning event business Crafternoon Cabaret Club. She is a cohort of Clore Leadership Pulse 2020.

Adrian Berry (Artistic Director) has been Artistic Director since 2007 and has transformed Jacksons Lane into the UK's leading arts centre for contemporary circus and visual theatre, supporting over 150 emerging artists from a range of diverse backgrounds each year. Prior to this, he was Director of Trinity Theatre in Kent, The Bull Theatre North London and has worked for the National Theatre, The Albany and Stratford Circus Arts Centre.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed above) which only it can ultimately exercise.

All matters not specifically reserved to the Board and necessary for the day-to-day operations of the charity are delegated to management. Examples of the responsibilities of management are:

a. Operate within delegated authority limits set by the Board
b. Reporting to the Board in a timely manner and against agreed criteria
c. Formulating and recommending the strategic direction of the charity
d. Translating the approved strategic plan into an annual operating and financial plans
e. Managing the human, physical and financial resources
f. Compliance of the charity with relevant laws and regulations
g. Deliver agreed performance measures

h. Develop, implement and manage risk management along with internal compliance and control systems
i. Develop, implement and update policies and procedures

Staff Team

Jacksons Lane is fortunate to have an incredible team of vibrant, dedicated, talented and charismatic employees who work hard to ensure the charity hums.

All staff have an induction and probation period at the start of their employment and an annual appraisal which outlines their performance against their key objectives in their job description.

All contracted staff receive regular salary reviews, development opportunities and access to training.

Volunteers

Jacksons Lane works with over 140 volunteers, including those who volunteer for our Community Christmas Day, supporting our youth and older adult programmes and the Trustees, who volunteer their time to oversee the strategic direction of the organisation and ensure that we are delivering services in line with our objectives and charitable purpose.

D. Principal Opportunities, Uncertainties and Risks

The trustees have a full risk register which is reviewed on a regular basis at Finance Committee meetings and at quarterly board meetings. Our main risks and mitigations are as follows:

Building infrastructure: While we have seen significant benefits to our programme delivery and financial resilience following our capital refurbishment, there remain a number of works required to be completed by end of 2025 as per our contract with London Borough of Haringey. These works are of smaller scale than previous works but will require fundraising and management, as well as the ongoing maintenance of our building.

Revenue Fundraising: Fundraising continues to be challenging across the arts and cultural sectors. We continue to work with trustees, trusts and foundations and our statutory funders to ensure we are providing good value for money, are appropriately resourcing our work and are documenting and communicating impact and positive outcomes. The year ahead sees an increase in target for our Hires and Private Events strands, supported by some additional staffing. Income will continue to be monitored closely by the Executive team, Finance Committee and board.

This financial year marked the second year of 5 years confirmed funding from Haringey Council, and our first year of 3 years of NPO funding from the Arts Council, which has since been announced to be extending for an additional year. We have had a good success rate in securing smaller grants, primarily supporting our Creative Engagement programmes, as well as employing freelance Fundraisers to support on larger grant applications.

We launched a new Supporters Scheme in April 2023 in order to grow individual giving and build closer, long-term relationships with supporters. We currently have 6 supporters making monthly donations between £5 and £30. We are exploring new opportunities to promote this scheme through priority booking opportunities and our upcoming anniversary year.

We continue to see the impact of the cost-of-living crisis on audiences and box office revenue. We continue to plan cautiously against box office revenue while we rebuild audiences, a challenge reflected across the arts sector, although we have been pleased to see the return and continued support of our local audiences. We faced challenges in ticket sales for our Christmas show this year and continue to explore new opportunities to promote our work and reach new audiences. Our Christmas show in 2024 will offer a more commercial title, with a broad and established reach, and will receive additional subsidy and in-kind PR support to help its success. In line with this we will be reviewing ticket rates, and extending the run to maximise ticket income opportunity.

We continue to see an increased need for our services, especially within our young and older adult communities. While we have had success in confirming small grants to underpin our creative engagement programmes, we have also faced challenges in providing stability and security for these programmes. As such we have committed to delivering our Youth Circus, for the full year ahead, with 33% funding required already secured as of 1st April 2024. We are committed to ensuring that our work responds to local need and that we can scale up and/or adapt our offer if required.

E. Review of Financial Position

a. In the financial year ended 31 March 2024, Jacksons Lane recorded total income of £1,052,932 (2023: £1,465,767). Total expenditure of £1,277,443 (2023: £1,329,938). This resulted in an overall deficit for the year of £224,511 (2023 surplus: £135,829).

b. Of this the restricted deficit was £213,127 (2023 surplus: £224,457). The previous year grant of £335,457 from the Arts Council England formed part of the Capital Development Fund.

c. Our unrestricted funds decreased by £11,384 (2023: £88,628) to £434,639 (2023: £446,023) of which £80,000 (2023: £80,000) is designated; this leaves general unrestricted funds at £354,639 (2023: £366,023) at the 31 March 2024.

d. The total Funds attributed to Capital Development at 31 March 2024 was £4,293,405 (2023: £4,351,167).

General Reserves policy

The Trustees have a formal documented Reserves Policy which seeks to protect staff and operations by retaining sufficient free and unrestricted funds to weather periods when, for example, working capital is under pressure or an unforeseen deficit or significant adverse event occurs. Jacksons Lane currently defines these funds as free cash, the availability of which safeguarded the organisation during the first months of the COVID 19 pandemic.

Based on the 2024-2025 Forecast for fixed and semi-fixed marketing, operational and core costs, the Board's initial assessment is that General Reserves should be maintained in a range between £200,000 and £400,000; at 31st March 2024 General Reserves were at £298,915.

The cash reserve position will be kept under scrutiny with the Trustees committed to maintaining 3 months of free cash based on pre pandemic operating costs to ensure the viability of the organisation.

Going concern

Beyond monitoring the financial performance and management for the immediate year through the monthly reporting cycle, the Trustees assess the financial wellbeing of the organisation by contributing to and reviewing the cashflow and budget. The Business Plan has been updated since the pandemic.

The going concern status of the charity is a key focus of reporting for the Executive Director and Finance Committee who monitor actual and forecast cash flow and the robustness of the charity's income sources at monthly meetings; this is then reported on and discussed at each Trustees Meeting.

We have successfully reduced the forecast unrestricted organisational deficit for 2023/2024 from a projection of -£83K to circa -£11K (estimated). With the continued growth of the Hires and Private events programme, successful grant fundraising and a strong Artistic programme planned for the year ahead we are forecasting a small organisational deficit of -£6K at the outcome for 2024/2025, with reserves forecast to remain within the required levels. We anticipate continued pressure on Arts Centres like ourselves for the coming year/s but significant events such as our anniversary year in 2025 provide an opportunity to platform our work and impact, connect with funders and supporters, and revisit our long term strategy to ensure it is fit for our future. Additionally Arts Council England have announced an opportunity to apply for a 1 year extension to our 3 year funding as part of our NPO status. This will ensure that we have both Arts Council and Haringey Council funding in place until 2027, enabling long term planning and projection, and a greater level of financial security.

Plans for future

We continue to work to our 4-year financial plan and business plan, with regular review by Trustees and Executive team. This year sees the completion of our first year of Arts Council England regular funding as an NPO in this cycle, accompanied by the announcement of a much welcomed one year extension to this funding. Our renovated building continues to provide new commercial opportunities and growth for our Private Events and Hires strand, while our expanded Creative Engagement programmes, supported by successful fundraising applications, have ensured that our work across Haringey and North London remains impactful and prominent, with multi-year funding securing the provision of a new Circus in Schools programme (Haringey) and a new Youth Circus programme (Barnet) for the next 2 years.

We are delighted to continue our work to improve environmental sustainability and reduce our carbon footprint through the retrofit of our theatre lighting to LEDs, works supported by Haringey Community Carbon Fund, which will reduce expenditure and improve our theatre offer for professional and community performers.

2025 will see a year-long programme to mark our 50th anniversary, providing opportunities to fundraise on a larger scale to support our future plans, as well as connecting with audiences and participants past, present and future through a dynamic artistic and engagement programme. We have been awarded £200K funding by the Heritage Lottery Fund to support a large scale heritage and engagement programme which will platform the historic and current impact of Jacksons Lane across community, Circus, and the LGBTQ+ and Disabled arts sectors, as well as small-scale capital works, further improvements to our theatre and the development of our archive. Additionally our artistic programme will feature artists who began their careers at Jacksons Lane, returning to the stage, and the 10 year celebration of our artists residency programme, Transmission, including UK and international companies developing new work in our theatre and studios. A highlight of the year will be a celebratory weekend of free events and performances to commemorate the 50th anniversary of the very first performance at Jacksons Lane.

Our international collaborations, including an expanded partnership with The Finnish Institute in the UK and Ireland, continues to support us to present the best of international circus and non-verbal work, including theatre suitable for families. Our commitment to presenting this work is crucial from both an artistic and business perspective, with funding applications overseas helping to mitigate financial risk of international productions. We will continue to develop new partnerships over the next 3 years. Our Christmas production for 2024 will be a circus retelling of the classic Moomins tale, Christmas Comes to Moomin Valley, in collaboration with Moomin Characters and The Finnish Institute in the UK and Ireland. This production forms part of the 80th anniversary celebrations for the Moomins and provides an opportunity for us to present a larger-scale work, with international appeal, to launch our own celebrations. We will continue to develop our Dutch partnership with producers TENT, co-producing a new work MAT which will tour to Belgium and Holland with our support.

Related parties and relationships with other organisations

We are committed to working in partnership with other providers. This has been a significant strategic aim and we are now working with 36 different organisations to deliver our services.

Statement about Fundraising Practice

Jacksons Lane has established a Fundraising Strategy which works alongside our Strategic and Operational Plans.

Our fundraising strategy aims to address how we will achieve our Strategic Development target and the budgeted fundraised annual income. We are committed to diversifying our income, developing our services to new communities as well as expanding our area of benefit.

Ethical fundraising

We are committed to ethical fundraising, ensuring that we do not accept donations or support from companies who are in direct conflict with our aims. We have an ethical fundraising policy which is reviewed annually by the board.

F. Statement of the Responsibilities of Trustees

The trustees (who are also directors of Jacksons Lane 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:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice SORP 2019 (FRS 102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper 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.
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

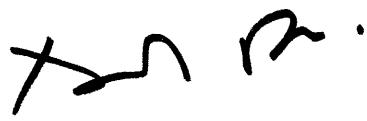
Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2024 was 12 (2023: 12). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor
Breckman and Company was re-appointed as the charitable company's auditor during the year and have expressed their willingness to continue in that capacity.

Small Company Exemptions
This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

The trustees' annual report has been approved by the trustees on 18 September 2024 and signed on their behalf by

David Porter
Chair



Independent Auditors' Report to the Members of Jackson's Lane

Opinion

We have audited the financial statements of Jacksons Lane (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditors' Report to the Members of Jackson's Lane

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 19 and 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focussed on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;

- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;

- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;

- reviewing meeting minutes of those charged with governance throughout the year; and

- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent Auditors' Report to the Members of Jackson's Lane

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mr Graham Berry FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditors
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

Jackson's Lane

(Limited by Guarantee)

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

	Notes	Unrestricted funds £	Restricted funds £	2024 Total £	Unrestricted funds £	Restricted funds £	2023 Total £
Income and endowments from:	**2**						
Donations and legacies - page 27		280,319	-	280,319	279,393	-	279,393
Charitable activities:							
Operation of The Centre - pages 28-29		489,693	190,580	680,273	511,752	605,466	1,117,218
Other operating income - page 29		31,070	-	31,070	32,503	-	32,503
Investments - page 29		5,539	-	5,539	1,549	-	1,549
Other - page 29		55,731	-	55,731	35,104	-	35,104
Total		862,352	190,580	1,052,932	860,301	605,466	1,465,767
Expenditure on:							
Raising funds:							
Fundraising		1,819	-	1,819	-	-	-
Charitable activities:							
Operation of The Centre - page 30		1,055,050	201,975	1,257,025	1,131,258	181,942	1,313,200
Other operating expenditure - page 30		8,994	-	8,994	8,621	-	8,621
Other	**3**	9,605	-	9,605	8,117	-	8,117
Total		1,075,468	201,975	1,277,443	1,147,996	181,942	1,329,938
Net movement in funds:							
Net income / (expenditure) carried forward	**4**	(213,116)	(11,395)	(224,511)	(287,695)	423,524	135,829
Transfers between funds	**16, 17**	201,732	(201,732)	-	199,067	(199,067)	-

Jackson's Lane

(Limited by Guarantee)

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

		Unrestricted funds £	Restricted funds £	2024 Total £	Unrestricted funds £	Restricted funds £	2023 Total £
Net income / (expenditure) brought forward	**4**	(11,384)	(213,127)	(224,511)	(88,628)	224,457	135,829
Reconciliation of funds:							
Total funds brought forward		446,023	4,469,469	4,915,492	534,651	4,245,012	4,779,663
Total funds carried forward	**16, 17**	434,639	4,256,342	4,690,981	446,023	4,469,469	4,915,492

The notes on pages 34 to 44 form an integral part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2024

	2024		2023	
	£	£	£	£
Income from donations and legacies				
Donations				
Donations	18,340		17,419	
Donated facilities	19,840		19,840	
		38,180		37,259
Grants				
COVID-19 emergency funding				
ACE - NPO funding	132,136		132,134	
LB Haringey - revenue funding	110,003		110,000	
		242,139		242,134
		280,319		279,393

Of the £280,319 (2023 - £279,393) income received from donations and legacies, £243,139 (2023 - £242,134) was grants provided by public bodies.

	2024		2023	
	£	£	£	£
Income from charitable activities				
Grants				
Project specific funding				
ACE - Back to our Future	-		8,500	
ACE - Large Capital Grants	-		335,457	
BBC Children in Need	-		34,352	
Channing School	-		4,000	
Chapman Charitable Trust	1,000		-	
Charcoal Blue	-		1,000	
Christmas Day donations	26,660		24,480	
City Bridge Trust	-		40,342	
Finnish Institute	10,485		-	
Foyle Foundation	40,000		-	
Foundation 4-22	-		4,644	
George Michael Estate	25,000		-	
Go London	5,450		-	
Greater London Authority	-		6,000	
Homes for Haringey	-		7,490	
John Lyon's Charity	27,700		-	
London Borough of Haringey	3,000		118,179	
Morrisons Foundation	4,170		2,047	
Participation (Community) - misc	11,461		6,620	
Participation (Youth) - misc	16,363		12,355	
The National Lottery Community Fund	18,291		-	
W.G. Edwards Charitable Foundation	1,000		-	
		190,580		605,466

Project specific grants of £190,580 (2023 - £605,466) were received in the year which were restricted in their use. See note 17, page 42.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2024

	2024		2023	
	£	£	£	£
Operation of The Centre				
Room, studio and regular hires	220,967		238,304	
Classes and courses	79,009		7,141	
Box office	148,830		201,646	
		448,806		447,091
In kind support				
Artists in Residence	19,757		21,399	
Classes and courses	9,538		13,120	
Christmas Day	11,592		30,142	
		40,887		64,661
		489,693		511,752
Other operating income				
Cafe and bar	28,640		27,709	
Sundry	2,430		4,794	
		31,070		32,503
		520,763		544,255
Investment income				
Bank interest received		5,539		1,549
Other income				
Theatre Tax Relief		55,731		35,104
		55,731		35,104

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2024

	2024		2023	
	£	£	£	£
Expenditure on charitable activities				
Operation of The Centre				
Direct costs	814,037		870,942	
In kind support	40,887		64,661	
	854,924		935,603	
Support costs - page 31	393,639		372,362	
		1,248,563		1,307,965
Other operating expenditure				
Support costs - page 31	394		121	
Governance costs - page 31	17,062		13,735	
		17,456		13,856
		1,266,019		1,321,821

Of £1,266,019 (2023 - £1,321,821) expenditure on charitable activities, £201,975 (2023 - £181,942) was expenditure of restricted fund grants. See note 17 (page 42).

	2024 £	2023 £
Support and governance costs		
Support costs		
Operation of The Centre	393,639	372,362
Other operating costs - finance	394	121
	394,033	372,483
Governance costs		
Professional/financial		
Legal/professional	8,462	5,235
Accountancy/other	1,100	500
Audit	7,500	8,000
	17,062	13,735

Jackson's Lane

(Limited by Guarantee)

Balance Sheet
31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	9		4,293,405		4,352,500
Current assets					
Stocks	10	-		247	
Debtors	11	126,626		184,630	
Cash at bank and in hand		623,142		756,480	
		749,768		941,357	
Liabilities					
Creditors: amounts falling due within one year	12	(288,295)		(266,189)	
Net current assets			461,473		675,168
Total assets less current liabilities			4,754,878		5,027,668
Creditors: amounts falling due after more than one year	13		(63,897)		(112,176)
Net assets			4,690,981		4,915,492
The funds of the charity					
Unrestricted funds	16				
- General fund			354,639		366,023
- Designated funds			80,000		80,000
			434,639		446,023
Restricted funds	17		4,256,342		4,469,469
Total charity funds			4,690,981		4,915,492

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the Board of Trustees on and signed on its behalf by

David Porter
Chair of Trustees

Reene Deba
Trustee

The notes on pages 34 to 44 form an integral part of these financial statements.

Jackson's Lane

(Limited by Guarantee)

Cash Flow Statement
for the year ended 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities	**23**	52,590	357,250
Cash flows from investing activities:			
Dividends, interest and rents from investments		5,539	1,549
Purchase of property, plant and equipment		(146,475)	(67,455)
Net cash provided by investment activities		(140,936)	(65,906)
Repayments of borrowing		(44,992)	(32,832)
Net cash provided by financing activities		(44,992)	(32,832)
Change in cash at bank and in hand in the reporting period		(133,338)	258,512
Cash at bank and in hand at the beginning of the reporting period		756,480	497,968
Cash at bank and in hand at the end of the reporting period		623,142	756,480

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charitable company 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).

1.2. Preparation of the accounts on a going concern basis.

The charitable company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Fund accounting

Funds held by the charitable company are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

1.4. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charitable company is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Earned income - income from box office, hires, operation of the centre and sundry other operational income is included in incoming resources in the period in which the relevant activity takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

- Donated services and facilities

Donated services or facilities are recognised as income when the charitable company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1.5. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Operation of the Centre and other direct costs - costs incurred in the provision of a community centre and regional arts and arts education resource.

- Support costs

The administrative and overhead costs associated with running the office from which the charitable company operates as well as governance costs.

Support costs have been allocated to activities on a basis consistent with use of resources.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charitable company.

1.6. Pensions

The charitable company operates a defined contribution scheme for the benefit of its employees where contributions payable are recognised as expenditure when due.

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Fixtures/fittings/equipment	-	20% - 33% on cost
Property development costs	-	Straight line over the life of the lease

1.8. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.9. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.10. Cash at bank and in hand

Cash at bank and 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.

1.11. Creditors and provisions

Creditors and provisions are recognised where the charitable company 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.

1.12. Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value, and subsequently measured at their settlement value.

1.13. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charitable company makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charitable company's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Interest payable

	2024	2023
	£	£
On loans/overdrafts	9,605	8,117

4. Net income/(expenditure) for the year is stated after charging:

	2024	2023
	£	£
Depreciation of tangible fixed assets	205,570	199,861
Bank interest payable	9,605	8,117
Auditors' remuneration		
- external audit	7,500	7,500
- external audit underaccrual from previous year	-	500
- other services	1,100	500

5. Trustees' emoluments and reimbursed expenses

Trustees Adrian Berry and Hannah Cox were remunerated in the year as follows for their roles as Artistic Director and Executive Director:

	2024 £
Artistic Director Salary	51,000
Artistic Director Pension	1,530
Executive Director Salary	51,000
Executive Director Pension	1,530

The aggregated amount reimbursed to Trustees during the year was £nil (2023 - £nil).

6. Staff costs and numbers

	2024 £	2023 £
Staff costs		
Salaries and wages	509,477	519,458
Social security costs	35,373	36,534
Pension costs	11,324	10,235
	556,174	566,227

No employee earned £60,000 or more during the year (2023 - nil).

The key management personnel of the charitable company comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £105,060 (2023: £103,674).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2024 Number	2023 Number
Operation of the Centre	42	43

7. Pension costs

The charitable company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charitable company and amounted to £11,324 (2023 - £10,235).

8. Corporation taxation

The charitable company is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

9. Fixed assets - tangible assets

	Property development costs	Fixtures/ fittings/ equipment	Total
	£	£	£
Cost			
1 April 2023	4,565,468	89,855	4,655,323
Additions	146,475	-	146,475
31 March 2024	4,711,943	89,855	4,801,798
Depreciation			
1 April 2023	214,301	88,522	302,823
Charge for year	204,237	1,333	205,570
31 March 2024	418,538	89,855	508,393
Net book values			
31 March 2024	4,293,405	-	4,293,405
31 March 2023	4,351,167	1,333	4,352,500

There is a fixed charge on the property persuant to the capital funding agreement with Arts Council England.

10. Stocks

	2024	2023
	£	£
Stocks	-	247

11. Debtors

	2024	2023
	£	£
Trade debtors	51,332	25,205
Other debtors	7,242	1,219
Prepayments and accrued income	68,052	158,206
	126,626	184,630

12. Creditors: amounts falling due within one year

	2024	2023
	£	£
CBILS loan	48,279	44,992
Trade creditors	28,227	57,351
Other taxation/social security	33,463	13,543
Other creditors	45,634	52,393
Accruals	13,419	8,407
Deferred income (note 14)	119,273	89,503
	288,295	266,189

13. Creditors: amounts falling due after more than one year

	2024	2023
	£	£
CBILS loan	63,897	112,176

14. Deferred income

	£
Balance at 1 April 2023	89,503
Amount released to incoming resources	(89,503)
Amount deferred in the year	119,273
Balance at 31 March 2024	119,273

Deferred income relates to grants and other income from charitable activities received in advance.

15. Limited by guarantee

The charitable company is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charitable company should it be wound up. At 31 March 2024 there were 12 members.

16. Unrestricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	366,023	862,352	(1,075,468)	201,732	354,639
Designated funds:					
Capital development	15,000	-	-	-	15,000
Impact Assessment	30,000	-	-	-	30,000
Building repairs/maintenance	10,000	-	-	-	10,000
Hire liability	25,000	-	-	-	25,000
	446,023	862,352	(1,075,468)	201,732	434,639

Capital development
A fund that was set aside in order to meet future costs relating to the renovation of the theatre building.

Impact Assessment
Provision of an economic impact study to show the impact of Jacksons Lane on the surrounding economy. This is a repeat of the 2013 study which has proved invaluable for demonstrating value.

Building repairs/maintenance
Funding to cover repairs to areas not updated by the capital development programme.

Hire liability
Provision for liability arising from no longer being able to honour hires contracts that have been moved due to the pandemic.

17. Restricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Development fund	4,439,413	-	-	(201,732)	4,237,681
Creative Learning	30,033	127,435	(155,539)	-	1,929
Christmas Lunch	23	31,660	(20,203)	-	11,480
Finnish Programme	-	10,485	(10,485)	-	-
Older Adults Programme	-	21,000	(15,748)	-	5,252
	4,469,469	190,580	(201,975)	(201,732)	4,256,342

Development fund

This fund consists of grants and donations received specifically for the purchase of fixed assets. The funds will be transferred to the general fund over the expected useful life of the assets once the project is complete.

The balance at 31 March 2024 is attributable to:	£
Property development costs	4,237,681

Creative Learning

A fund for monies to support the costs participation, community and education activities with young people, women and older adults, principally projects like JL Circus.

Christmas Lunch

Funds to support the Christmas Day event at Jacksons Lane providing a meal, entertainment and gifts for older adults who would otherwise be alone.

Finnish Programme

To support showcasing Finnish circus artists and productions within the Artistic programme.

Older Adults Programme

To support the costs of older adults creative programmes including Social Lunch, Reading group and Circus with Friends.

18. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2024 are represented by:				
Tangible fixed assets	55,724	-	4,237,681	4,293,405
Net current assets	362,812	80,000	18,661	461,473
Long term (liabilities)	(63,897)	-	-	(63,897)
	354,639	80,000	4,256,342	4,690,981

19. Financial commitments

At 31 March 2024 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2024 £	2023 £
Due:		
Within one year	23,000	23,000
Between one and five years	92,000	92,000
In over five years	382,241	405,241
	497,241	520,241

20. Capital commitments

As at 31 March 2024 and with regards to the continuing redevelopment of Jacksons Lane supported by Arts Council England and London Borough of Haringey funding, there were capital commitments contracted but not provided for in the financial statements of £30,000 subject to fulfillment by contractors.

21. Related party transactions

During the year the charitable company had no further related party transactions that required disclosure, other than those already disclosed in note 5.

22. Analysis of changes in net funds

	Opening balance	Cash flows	Other changes	Closing balance
	£	£	£	£
Cash at bank and in hand	756,480	(133,338)		623,142
Debt due within one year	(44,992)	44,992	(48,279)	(48,279)
Debt due after one year	(112,176)	-	48,279	(63,897)
	(157,168)	44,992	-	(112,176)
Net funds	599,312	(88,346)	-	510,966

23. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(224,511)	135,829
Depreciation	205,570	199,861
Dividends, interest and rents from investments	(5,539)	(1,549)
Decrease in stocks	247	69
Decrease in debtors	58,004	90,131
(Decrease) in creditors	18,819	(67,091)
Net cash inflow from operating activities	52,590	357,250

Appendix

The following page is for information only and does not form part of the financial statements

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2024

Charitable activities costs analysis	2024 £	£	2023 £	£
Production costs				
Opening stock		247		-
Staff and salary costs	509,477		519,458	
Freelance fees	19,830		255	
Social security costs	35,373		36,534	
Staff pension scheme costs	11,324		10,235	
Theatre and creative learning	164,728		232,496	
Cafe and bar hire costs	24,024		35,108	
Bar costs of sale	6,151		5,167	
Advertising and marketing	41,314		30,712	
Irrecoverable VAT	1,816		977	
		814,284		870,942
Cost equivalent of support in kind				
In kind support - Artists in residence	19,757		21,399	
In kind support - Classes and courses	9,538		13,120	
In kind support - Christmas Day	11,592		30,142	
		40,887		64,661
		855,171		935,603
Support and governance costs				
Operation of The Centre				
Staff training	5,247		-	
Staff welfare	1,634		-	
Staff recruitment	2,545		-	
Travel/transport	564		-	
Office consumables	16,943		16,008	
Subscriptions/licences	(30)		546	
Rent/rates equivalent of donated facilities	19,840		19,840	
Premises expenses	137,322		121,403	
Insurance	3,282		4,375	
Sundries	475		10,329	
Depreciation of fixtures/fittings/equipment	205,570		199,861	
		393,392		372,362
Finance				
Bank charges	394		121	
		394		121
		393,786		372,483
Governance costs				
Legal/professional	8,462		5,235	
Accountancy/other	1,100		500	
Audit	7,500		8,000	
		17,062		13,735
		1,266,019		1,321,821

JACKSON'S LANE

England & Wales - Charity number 1119318

Accounts

Company number 05987997
Charity number 1119318

Jackson's Lane

(Limited by Guarantee)

Report and Financial Statements

for the year ended 31 March 2023

Breckman & Company Limited
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

Jackson's Lane

(Limited by Guarantee)

Contents

	Page
Reference and Administrative Details	1
Trustees' Report	2 - 24
Auditors' Report	25 - 28
Statement of Financial Activities (including Income and Expenditure Account)	29 - 35
Balance Sheet	36
Cash Flow Statement	37
Notes to the Financial Statements	38 - 48
Appendix - charitable activities costs analysis	

Jackson's Lane

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is incorporated under the Companies Act, company number 05987997 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1119318.

Directors and Trustees

The Directors of the charitable company ("the charity") are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Policies and procedures adopted for the induction and training of Trustees are ongoing and incorporated indirectly into the regular Trustees meetings.

The Trustees during the year and since the year end, were :

Adrian Berry	
John Bird	
Elizabeth Bloomer	appointed 23 May 2023
Monica Comyns	appointed 25 November 2022
Hannah Cox	appointed 17 May 2022
Nathan Curry	appointed 25 November 2022
Reene Deba	appointed 17 May 2022
Monique Deletant	
Pax Nindi	
Adrian Porter	
David Porter (Chair)	
Paul Singh	resigned 17 May 2022
Gillian Smith	
Richard Webber	

Joint CEOs

Adrian Berry (Artistic Director)	
Hannah Cox (Executive Director)	from 17 May 2022
Monique Deletant (Executive Director)	to 17 May 2022

Auditors

Breckman & Company Limited, 49 South Molton Street, London W1K 5LH.

Bankers

CAF Bank Limited, 25 Kings Hill Avenue, West Malling, Kent ME19 4JQ.

Registered office and operation address

269A Archway Road, London N6 5AA.

Trustees' Annual Report

The Trustees of the Jackson's Lane Arts Centre ("Jackson's Lane") present their report and the audited financial statements for the year ended 31 March 2023.

The reference and administrative details set out on page 1 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the *Memorandum and Articles* of Association 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).

A. Chair's Introduction

I am delighted to present the Annual Trustees Report for 2022 – 2023 on behalf on the Board of Trustees of Jacksons Lane.

As a creative and cultural hub in the heart of North London, Jacksons Lane transforms lives, benefitting a wide range of people from all ages and backgrounds every year. Jacksons Lane offers the best in contemporary circus performance, along with a wide range of classes and courses, many of which are focused on the arts, creativity, and wellbeing, complementing our large-scale outreach programme for disadvantaged and underserved communities.

Last year we completed a £4.6million capital transformation of our much-loved building to expand its cultural offer and welcome and support an even broader range of visitors, artists, and communities. The improvements increased accessibility for disabled visitors, artists, and participants. In addition, we upgraded our studio spaces that we hire to a wide range of participating organisations, and, by hiring them we broaden our cultural offer and improve our financial resilience. Our renovated premises express the spirit of energy and optimism with which we face our future, and our foyer and its new café A La Mesa is attracting new visitors – there is a buzz about the place.

We thank our funders for their support throughout the year, and to Arts Council England and Haringey Council for their key role in enabling the capital works to progress through generous funding, and for enabling our vital community work to continue throughout the pandemic. We also want to recognise the important contribution made by the volunteers who support our community programmes, ensuring vital access and connection are provided to those most in need.

The success of the capital project and subsequent reopening of Jacksons Lane was down to a highly dedicated and skilled team, led initially by Monique Deletant, and then Hannah Cox our Executive Director and Adrian Berry our Artistic Director.

Jacksons Lane benefits from a Board of Trustees, whose expertise and experience are vital for helping the organisation navigate new challenges. Last year we welcomed five new board members: Adrian Porter, Reene Deba, Pax Nindi, Monica Comyns and Nathan Curry, who brought essential and expert knowledge of the circus, performing arts and education sectors and this year we have added Izzy Bloomer, a circus artist, performer and teacher. Monique Deletant who stepped down as our Executive Director last year, stays with us as a member of our board ensuring continuity.

My colleagues and I welcome the engagement of everyone interested in our journey.
I commend this report to you.

David Porter
Chair

B. Strategic Report

Objectives

Jacksons Lane was incorporated in November 2006 to:

a. "primarily, but not exclusively, promote the benefit of people who live or work in the London Borough of Haringey and the surrounding areas without distinction of sex, political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

b. establish or secure the establishment of a community centre and to maintain and manage, or to co-operate with any local authority in the maintenance and management of such a centre for activities promoted by the association and its constituent bodies in furtherance of the above objects."

In 2020 the organisation updated its objects to:

The objects of the Charity are, for the benefit of the public, including but not limited to people who live and work in the London Borough of Haringey and the surrounding areas:

3.1.1 to establish, maintain and manage a Community Centre for activities promoted by the Charity to provide facilities for recreation and other leisure-time occupation in the interests of social welfare with the object of improving conditions of life;

3.1.2 to promote the arts, in particular but not exclusively the performing arts, including through the provision of arts facilities, awards and mentoring;

3.1.3 to promote education (including vocational and physical training) in such ways as the Trustees think fit; and

3.1.4 to support disadvantaged people and those who are at the edge of mainstream society.

Today, Jacksons Lane provides arts participation, performance, creative engagement and education initiatives to Haringey, pan-London and increasingly national audiences, promoting partnerships with a range of arts organisations, festivals, community groups and educational bodies. In addition, the organisation facilitates, promotes and hosts community-led education initiatives and courses. Jacksons Lane's creative learning programme serves everyone, from provision for young children to those over 75.

Public benefit statement

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees review the aims, objectives and activities of the charity each year. This report considers the charity's achievements and its outcomes in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it was established to help. The review also helps the Trustees ensure the charities aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and performance

Since 1975, Jacksons Lane has grown to become the flagship arts and cultural venue in Haringey, offering a year-round programme that encompasses the best in contemporary performance, arts participation and creative engagement with and for its local communities and beyond. Our work seeks to empower and ignite creativity within diverse communities in order to overcome traditional social barriers through art, and improves social, emotional and physical wellbeing amongst participants.

We are internationally recognised as the UK's leading venue and supporter for contemporary circus, working with hundreds of circus artists each year. By offering rehearsal space, financial support and advocacy, Jacksons Lane makes an unparalleled provision for the next generation of diverse artists and established talent. Through commissioning, producing, mentoring and year-round residencies, our creative partnerships stretch worldwide, supporting circus artists on tour both in the UK and overseas.

In April 2022 we celebrated our reopening after completion of a £4.6 million capital refurbishment. While snagging and some minor works have continued across 2022/23 we have been fully operational, and able to utilise the updated and improved spaces and provision across all of our programmes: artistic, commercial and private hires and creative engagement.

While we are still feeling the effects of the pandemic, we have seen audiences, hirers, participants and artists return with energy and enthusiasm to our refreshed, and now fully physically accessible, updated site. In 2022/23 over 65,000 people visited and engaged with Jacksons Lane and our work. Our circus and theatre programme welcomed 6,232 audience members while our family programme was watched by 9,358 people. Our total theatre audiences including other events was 20,314. We have continued to demonstrate our commitment to our local communities through our extensive creative engagement programme, accessible ticket prices and hire rates, whilst balancing this with the need to secure increased income as our operational costs rise with the cost-of-living crisis.

Our Activities Past and Planned

Jacksons Lane exists as a centre for the arts and the community. It is part-funded through grants from public finance supplemented by funds raised through charitable activities. We are committed to providing a bold and innovative artistic programme, including year-round development opportunities and support for contemporary circus artists, local community members, older adults and children and young people.

In 2022/23 we:

- Offered 2,100 hours residency, rehearsal, performance and development opportunities to 230 artists in our building
- Supported 7 international festivals, and 15 artistic commissions.
- Worked with over 170 volunteers
- Worked across our home borough of Haringey to reach over 800 young people and older adults directly
- Welcomed 20,314 audience members, of which 9,358 were audiences for family performances
- We reached 678,212 people through Facebook and Instagram, with engagement on these platforms increasing by 55.8% on Facebook. On Twitter from 1st June 2022 – 31st March 2023 we made 162,606 impressions.
- We launched our TikTok account, which currently has 95 followers.
- Created and published 35 pieces of digital content for YouTube, with total audience views of 15.8K
- Published 6 blog posts opening up our work. Including content on our artistic, creative engagement and environmental sustainability programmes
- Opened as a Warm Welcome Hub for 122 days, supporting those in our local community impacted by the cost-of-living crisis

- Provided 344 free tickets to children and young people from disadvantaged backgrounds

Building Transformation and reopening

Fresh from a £4.6million capital refurbishment supported by Arts Council England, Haringey Council and many generous trusts and individuals, we celebrated our reopening in April 2022 with a weekend of creative activities, tours and performances for our local communities. Our redevelopment has revitalised our building, enabling us to better support artists, participants, audiences and our many communities, local and national. Crucially the redevelopment has improved the accessibility of our building with a shared new entrance, a ramp and a lift up to two of our studios that were previously inaccessible.

- Two new Circus Creation spaces provide new opportunities to support artists and the development of new work
- Enhanced and improved studio spaces have helped us expand our hires and events offer
- All studios sound-insulated as well as dance floors and blue-tooth sound systems throughout
- Updated and improved café bar with A La Mesa, a local family-owned business, who provide high quality food and drinks as well as a daily affordable £5 Feast
- Reconfigured foyer spaces and toilets improving audience flow and welcome
- Free high-speed Wi-Fi throughout the entire building
- New external signage and lighting
- Enhanced heating and air-conditioning
- New specially designed windows and contemporary, comfortable furniture
- A new box office upon entering the building
- Acoustic walls in all public areas
- Refurbished theatre and backstage facilities with new seats, accessible dressing room, a new seating rake and stage

As we head towards our 50th birthday in 2025, we move into this new era knowing we have future-proofed Jacksons Lane, for our community, for many decades to come.

Artistic Excellence

Jacksons Lane's performance programme continued to focus on contemporary circus and non-verbal and visual theatre. Our programme was both national and international. We supported the development of three new productions with the acclaimed inclusive circus company Extraordinary Bodies, and hosted sell-out nights of the production *Delicate*. Other companies we welcomed included the return of Berlin's Still Hungry as part of a theatre residency (directed by Bryony Kimmings), France's Zirkus Morsa, a new LGBTQ circus & dance programme with Scarabeus and four international showcases, alongside two European productions in the London International Mime Festival.

We populated the circus sector nationally by supporting 13 new works which went on to tour the UK. We supported seven companies/artists with new micro-commissions, financial support and residencies, 90% of whom were from diverse backgrounds. Once more we welcomed back the National Centre for Circus Arts BA Ensemble production with 25 graduates and also hosted eleven artists with the return of our Hangwire Circus Scratch night, with nine new works-in-development presented to a sold-out house. In 2022 we announced three new Associate Artists in Chusi Amoros, Rosie Rowlands and Brain Fools.

Key Stats & Data
Theatre & Circus Productions hosted (adult): 38
Theatre & circus total performances (adult): 67
Tickets sold: 6,232
Touring productions supported: 13
Artists Presented & supported: 168

Support For Artists

Jacksons Lane continued its support for circus artists. We gave support to over seventy artists with 1500 hours space-in-kind, including our two new circus creation spaces, as well as technical and marketing mentoring, facilitating the creation of new work and national tours.

Key Stats & Data
In-kind hours of artist space: 1,540
Artists in residency & supported: 72
Artist Scratch/work-in progress performances: 14

Working Internationally

2022-23 saw Jacksons Lane's international work and reputation increase more than ever.

The year began with a six-country season over two months *Nordic Exposure* with work from Finland, Sweden, Denmark, Norway, The Faroe Islands and Iceland. The programme included circus, theatre, film, storytelling, virtual reality, visual arts and dance.

Following this we welcomed three companies from Catalunya, Spain, as part of Circ Català/ Spotlight on Catalan Culture in the UK, alongside Sadlers Wells and the London International Book Fair, with UK premiers from all companies.

May saw over thirty artists from the Ukraine performing as part of a benefit night supported by Jacksons Lane in a thrilling evening of traditional and contemporary performance.

A new initiative began with the Dutch producers TENT whereby we welcomed artists from Holland developing new circus work in our theatre for a project that stretches to 2024.

We hosted seventy UK and Belgian delegates for a Flanders Circus Day in partnership with Circuscentrum, Ghent, with artists and companies pitching work to venues and festivals and a performance from Sur Mesure with *S.O.L.O.*

The London International Mime Festival at Jacksons Lane saw sell-out weeks from a multi-national cast with the David Glass Ensemble's *The Brides* and the hugely acclaimed Italian artist Andrea Salustri 's *Materia* (*"Thrillingly epic"* The Stage).

We also welcomed artists and companies from Austria, Nigeria, Germany, France, Portugal, China and Estonia into our performance programme, and had representation at circus showcases in Finland, Lithuania, Canada and Holland.

Key Stats & Data
International artists presented and supported: 120
International Performances: 42
Audiences for international work: 4,480

Theatre For Children and Young People

Jacksons Lane has a rich history of engaging and supporting the development of children and young people, putting them at the very heart of the organisation. We launched our first full year of work for younger audiences since re-opening with a dynamic programme of innovative puppetry, theatre, circus and our own Christmas production.

We welcomed children's performances from Finland and Denmark as well as new work from UK companies including Circus Sonas, Tutti Frutti and a new production from our associate artists Brain Fools *Cabaret Enchanté*. The theatrical version of the acclaimed picture book *The Museum of Marvellous Things* saw packed houses over the February half-term enjoy this astonishing show with live Klezmer music, giant puppets and over 800 audience members creating their own sock puppets!

We hosted 10 relaxed performances across the year, ensuring our artistic offer is accessible and welcoming to all.

Our in-house Christmas production was a new circus adaptation of *Jack & the Beanstalk* written and directed by Kaveh Rahnama. A thrillingly modern take with acrobatics, aerial performance and a beautifully written script kept thousands of young ones enthralled in this unique take on the classic tale.

We were able to give 344 free tickets to Haringey residents as part of our Pay It Forward scheme enabling those that could not normally come to attend and trained three young people from diverse backgrounds in stage management.

Key Stats & Data
Family weekend and holiday performances: 54
Christmas show performances: 36
Artists presented: 68
Total Family show audiences: 9,358

Creative Engagement: Young People

This year marked 10 years delivery of our youth circus programme in Haringey. Our social circus model enables young people to develop skills, resilience and confidence, make long-lasting friendships and feel more connected to their community. This year we worked with 117 children and young people aged 4-18 through our free weekly circus workshops and holiday activities in Tottenham, Wood Green and Seven Sisters.

Over the past year we have worked to deepen the relationships we have with the young people we work with to support and centre youth voice in the leadership of our youth programmes, foregrounding a model of equity and inclusivity. Our inspiring youth board meet regularly to co-design new youth opportunities and took a leading role in the design and delivery of both the annual showcase performance and the creation of our brand-new youth circus trailer.

We celebrated the skills and progress of our young participants through performances at Jacksons Lane, partner venues, and as part of Haringey Youth Festival, which took place in Collage Arts' McQueen's Theatre. Some of our youth circus participants were also invited to attend the National Youth Circus Event at National Centre for Circus Arts to explore new circus skills and meet other youth circus groups from across the UK.

On top of our weekly circus sessions we also delivered 3 programmes for young people on the Sky City estate as part of Haringey's Holiday Activity and Food programme, 3 Circus Camp holiday projects for local children delivered at Jacksons Lane, and ran group trips to watch circus shows including Cirque du Soleil and our very own Christmas production.

Key Stats & Data
3,600 Engagement Opportunities
117 children and young people attending weekly workshops and holiday projects
10 professional circus artists
8 Youth Board Members

Creative Engagement: Working with Schools

We are a lead partner of Haringey Creates, the Cultural Education Partnership for Haringey, and through this we have been able to deepen our relationship with key schools across the borough this year. As part of *Buddying Conversations* we started a new partnership with West Green Primary, running an 8-week creative writing and art programme exploring and celebrating identity. As part of this long-term partnership, students created 200 Christmas cards to be included in hampers for vulnerable older adults for our Christmas day programme and the whole school came to Jacksons Lane to watch our Christmas production.

In February 2023 we started a new 14-week programme providing circus and sensory activities at The Vale School, a community special school in Haringey, reaching all students in their secondary department. This project is a collaboration with Haringey's Get Out Get Active programme, and will culminate with a community day bringing together students from The Vale with participants in our social circus programme, co-designed by our youth board.

We are passionate about inspiring the next generation of creatives and cultural leaders and supporting young people in our local communities to achieve their aspirations. After a 3-year break due to Covid, in 2022-23 we were able to offer 6 students from St Thomas More (Haringey), The Archer Academy (Barnet) and Walthamstow Academy (Waltham Forest), a week long work placement, supported by Charcoalblue, opening up the many creative roles which exist in an arts centre such as ours.

As part of our partnership with Haringey Creates, we took part in a creative careers event at London Academy of Excellence Tottenham for Haringey students, providing information and guidance around careers in the arts. We also supported an exciting film project exploring environmental sustainability with Collage Arts and students from St Thomas More.

Creative Engagement: Older Adults

Our older adults programme continued its vital work in tackling social isolation and improving health and wellbeing through inspiring and energising activities for people from Haringey, Barnet, Enfield, Camden and Islington.

Across the year we ran 20 Broadway Brunch and Tea Party cabaret style events, touring the communal spaces of 12 different Haringey Housing supported living locations. These events bring the spark and joy of Broadway to individuals who may face barriers accessing arts and culture, with inspiring performances from singers, drag queens, poets, storytellers and more.

Our monthly Social Lunch at Jacksons Lane provides a space for our local older adult community to enjoy fabulous entertainment, great food and even get up to perform themselves in a fun and relaxed setting. We were able to continue delivering this offer thanks to generous donations from our community.

In April 2022 Haynes Dementia Hub reopened for in-person work with older adults living with dementia, so we were able to resume our *Together* project, delivering 36 sensory arts sessions with theatre company, Spare Tyre.

Since our reopening we have focused on providing a new programme of creative activities for older adults in our newly refurbished building. In collaboration with The Reader and Reach & Connect we started a new reading group which is now regularly oversubscribed with 15 enthusiastic participants every week. The group brings together members of the local older community to enjoy short stories and poetry in a non-judgmental, relaxing space.

Providing accessible, friendly spaces to improve physical wellbeing has been a key aim for Jacksons Lane, informed by our participants. From relaxing Seated Yoga sessions to our hugely popular Caribbean Dance workshops, we have reached over 40 individuals with intergenerational participants aged from 18 all the way up to 91.

Overall, over the past 12 months we provided over 2,200 creative engagement opportunities for older adults aged 55+.

Christmas Day At Jacksons Lane

On Christmas Day 2022 we once again opened our doors to older adults who would otherwise be alone, this year hosting 103 guests for a delicious three course meal and Christmas festivities including performances, singalongs, gifts and good company. Building on our work during the pandemic we also delivered 213 Christmas Hampers, full of food and Christmas treats, for those who weren't able to join us in person. Thanks to our building refurbishment and improved accessibility of our building we were able to host the event in our iconic Studio 1 space for the very first time.

Our Christmas Day project has been running for over 47 years and would not be possible without the support of our volunteers. This year 170 extraordinary volunteers joined us to prepare food, wrap gifts, make deliveries, collect guests, decorate the space and entertain our guests on the day.

Our community Christmas Day project costs just under £123 per guest, and every year is supported by a mix of individual giving, trusts and foundations and match funding. This year we were again able to take part in the Big Give Christmas Challenge and managed to raise over £17K through donations and match funding. We raised a further £11K through donations via our website, bucket collections, and trust and foundation support. We received a further £6,438 in-kind donations from local businesses including food, drinks, gifts.

This year we supported 316 Older Adults, of which 94% were Haringey residents, 15% had access needs and 54% were aged 70 or over.

The Jacksons Lane team: sent over 600 letters, made over 1,000 phone calls, and sent over 2,000 emails to Christmas Day guests, volunteers and partners.

A Community Hub For Haringey

Jacksons Lane is committed to working across the whole of Haringey, ensuring our programmes and opportunities are open to all. This year we worked across 28 different sites in Haringey, including community spaces, supported housing schemes and schools. We also provided free circus workshops and performances at community events including Fair in the Square (Highgate) and The Trove Market (Tottenham).

Onsite we hosted over 40 weekly classes and courses, many run by local practitioners, and we opened up our newly refurbished building with tours and free activities for hundreds of visitors through our Reopening Weekend celebration and the Open House Festival.

As the cost of living spiralled, we knew that the winter would be difficult for many in our local communities, and so we offered a Warm Welcome from October – March (contributing to Haringey Council's Warm Welcome initiative). As well as providing a safe, welcoming, free space to spend time we created a Wall of Kindness, enabling visitors to 'pay it forward' at our onsite café, A La Mesa, providing vouchers for free food and drinks for those who might need it.

Consulting directly with our older adult participants we also increased our free activity offer, providing weekly opportunities to connect with others, and improve wellbeing and physical health through dance, yoga, singing, reading and performance activities.

Key Stats & Data
23 events and workshops
Over 350 participants
122 days of Warm Welcome

Environmental Sustainability

Jacksons Lane is committed to reducing our environmental impact through becoming a more sustainable, responsible organisation. We work with Julie's Bicycle, a charity promoting environmental sustainability within arts organisations, who advise us in various ways we can reduce our carbon footprint. We are currently focusing on water usage, energy usage, waste management and travel.

Over the past twelve months Jacksons Lane has worked hard to further improve the sustainability and reduce our overall environmental impact on the local community. We've improved our lighting, heating, and ventilation controls to reduce wasted energy and make the most of natural sources of light and ventilation.

We're have developed a new sustainability action plan that engages all members of Jacksons Lane staff team and board of trustees. We have maintained a B rating for energy efficiency which is fantastic for a 118-year-old former church venue.

1. Our DEC (rating operational energy performance) is B

2. 57% of all our waste is recycled, and we have a zero to landfill policy
3. In 2022-23 we offset 1.69 tonnes of CO2
4. Our overall energy efficiency rating is very good – 31 - where an average for our type of building is 100
5. New LED fixtures and insulation across the building has hugely reduced our energy consumption

Audiences

In 2022 – 2023 Jacksons Lane provided activities, performances and creative engagement opportunities to over 40,000 people. Our contemporary circus programme attracted 6,232 people while our family theatre programmes saw us delight and entertain 9,358 children and family members. We sold a total of 20,314 tickets this year. Our in-house Christmas production: Jack and the Beanstalk, welcomed an incredible 4,464 audience members, of which 45% were from Haringey and 527 were new to Jacksons Lane. With the support of our Sponsor a Child campaign we were able to provide 344 free tickets to children and young people from Haringey who would not have otherwise been able to attend.

- 68% audiences rated their visit 5/5
- Over 50% of our audiences were first time bookers
- 15% (of 175 responses) identified as disabled or neurodiverse

Partnerships

Partnerships are key to the success and impact of our work, and we invest time and resource in developing partnership relationships and programmes. In 2022/23 we worked with 58 organisations across our artistic and creative learning programmes.

To deliver our creative learning work across Haringey and beyond we worked in partnership with: Homes for Haringey, Haringey Council, Bridge Renewal Trust, Haringey Education Partnership, Haringey Learning Partnership, The Nurture Hub, Seven Sisters Primary, Collage Arts, Haringey Shed, Streetz Ahead, Metropolitan Thames Valley Housing, Haringey 6th Form College, Tottenham Leisure Centre and Triangle Children's Centre, Haynes Dementia Centre, Spare Tyre, Royal Central School of Speech and Drama, Westminster University, Middlesex University, Hackney Social Radio, Thrive London, Chestnuts Community Centre, Lady Gould Charity, Edible London, Collectiv Food and Chick 'N' Sours.

For our artistic programme we partnered with 23 organisations with a focus on artist and show development, programming, industry engagement and organisational development: National Centre for Circus Arts, The Lowry Theatre, Future Arts Centres, Circus Change Up, Circus Advocacy Group, Institute Ramon Llul, Catalan Institute, 6 Nordic Embassies in Land, Nordic Culture Fund, Sirkus Info – Finland, MICC – Circus Festival Montreal, TENT – Holland Circus Producers, London International Mime Festival, Crying Out Loud, The Place – London, Proteus and Turtle Key Arts.

Hires

We have had a successful year developing our greatly improved hires offer including private, community and commercial hires. Comparing a 6-month period from 2019 to 2022 we have seen a 182% growth in number of hirers, and 200% growth in commercial hires and 169% increase in number of hours used. We have developed a loyal group of businesses running 40 weekly classes and courses and are now developing our private events offer.

We continue to hold a positive relationship with BBC, Hampstead Garden Opera (HGO) and multiple smaller organisations who make regular bookings of our largest studio and theatre throughout the year.

We have developed a strong relationship with A La Mesa, the caterers who run our café/bar and have seen their business develop and grow, in turn increasing our commission revenue. We renegotiated rent and commission rates in September 2022 in order to support the growth and development of the business and our business relationship with them, as we developed our understanding of earning potential. We are working closely with them to promote our private events offer (weddings and parties), whilst balancing the needs of our regular visitors from the local community.

Across the financial year we saw 3,354 individual uses of our studios, hosted 299 events in our largest studio space, welcomed 82 children's birthday parties and saw a 182% growth in the number of hires compared to 2019/2020.

Looking ahead we plan to develop surveys for hirers to ensure opportunity for feedback to help inform and improve our offer. We will be introducing an increase in hire rates from April 23 informed by comparative local offers, ensuring we remain an attractive and competitive option for local businesses, commercial hirers and individuals.

C. Structure, Governance and Management

Governing Document

Jacksons Lane is incorporated as a company limited by guarantee and not having a capital divided by shares.

The organisation was incorporated on 3rd November 2006 (registered number 05987997) and registered as a charity on 21st May 2007 (registered number 1119318). The company's objects and powers are stated in its Memorandum of Association and it is governed by its Articles of Association which were updated in May 2020.

The Trustees

The governing body is the Board of Directors ("Board") who are elected by the charity's members at the Annual General Meeting and are Directors for the purpose of company law and Trustees for the purpose of charity law; in this report, they are referred to as Trustees, to distinguish them from the Executive whom are referred to as Directors. The Board meets at least five times per year.

The Articles require that there is a minimum of 5 and maximum of 13 Trustees.
There are currently 13 Trustees and, after a period of targeted recruitment, the Board now has greater levels of diversity and a broader range of experience with which they can support and guide the organisation. David Porter was appointed Chair on 13th May 2020.

The Trustees delegate the day to day operational management to the Joint CEO's (see below) but wish to retain direct responsibility for the final decision in respect of specific matters.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. All matters not specifically reserved for the Board but necessary for the day-to-day operations of the charity are delegated to the Executive.

Recruitment, Appointment and Induction of Trustees

Trustee Recruitment needs are assessed on the basis of conversations with existing Trustees and an annual skills audit to identify gaps in knowledge or experience. The recruitment pack includes a role description, information about Jacksons Lane and our activities and how to apply as well as those skills we are seeking. Jacksons Lane is exploring developing connections between the youth board and main board of Trustees, with the long term aim of appointing young trustees and more actively embedding youth voice in the governance of the organisation.

All potential Trustees attend a Board meeting as an observer before being elected to the Board. A full induction process including Board and staff mentoring will be arranged for new Trustees to help them understand the company and perform their duties effectively. Trustees are encouraged to visit the organisation's projects and to meet the staff, a process now supported through the creation of Trustee/Staff working groups which will support our delivery of the Arts Council's NPO Investment Principles. The progression of new Trustees is monitored by the Chair or other nominated Trustee, to ensure that they:

- Are fully aware of their roles and responsibilities.
- Are informed about the organisation to meaningfully input into discussion.
- Training needs are identified and addressed.

All Trustees are informed of external training opportunities during the year. Charity Commission updates and news are also provided to them.

Our current board is made up of 13 members, 50% of whom demonstrate protected characteristics:
30% have experience of racial inequality
23% identify as Disabled or Neurodiverse
38% female, 54% male, 8% non-binary

Trustee Biographies

The Trustees in office during the year are set out on Page 1.

Details of the backgrounds of the Trustees who held office 31 March 2023 are as follows:

Chair: **David Porter.** David is an architect who designed housing for Camden Council then in the Netherlands. He became head of the Mackintosh School of Architecture and part of the executive team at the Glasgow School of Art. He taught urbanism and creative research at China's Central Academy of Fine Art and was president of the Architectural Association, chairing its board of trustees.

Trustees:
Adrian Berry (see page 18)

John Bird. John has over 30 years' experience in the finance sector and was a partner at Deloitte. More recently he served on the Council of The Architectural Association where he chaired the Finance and Resources Committee and was a member of the Audit and Risk Committee.

Hannah Cox (see page 18)

Monique Deletant. Monique is experienced arts leader who has worked across the arts sector and is currently CEO of artsdepot, a multi-award winning cultural hub in Barnet. She has worked as Director of Dance Hub Birmingham/Deputy Director of Culture Centre where she set up the new £2 million initiative with partners across the dance sector, and led on a number of wider projects including the Birmingham Cultural Education Partnership and Commonwealth Games events. She has led Stratford Circus Arts Centre and Rich Mix, successfully reapplying for Arts Council funding and developing new initiatives. She also works in a freelance capacity coaching, mentoring and supporting organisations through change. Prior to working in the arts, she worked for an MP and the Master of the Rolls.

Gillian Smith. Gillian was a partner of a leading City law firm, specialising in finance, and is now a consultant to an American law firm. Gillian has served as a trustee of Plan International UK since 2014, serving as Deputy Chair for the charity since 2019. Plan International UK works to improve the prospects of children in some of the world's

poorest communities. Living and bringing up a family in Highgate for over 25 years, Gillian is convinced of and passionate about the value which Jacksons Lane brings to local communities.

Richard Webber. Richard is the originator of post code analysis systems used by many arts venues to discover from which neighbourhood people attend productions. He currently works to enable organisations to appeal more effectively to people from different cultural backgrounds.

Adrian Porter. Adrian is a former national squad gymnast who has been teaching circus for over 25 years. He oversaw acrobatic development for the Millennium Dome Show and went on to co-write the first iteration of the Foundation degree program at the National Centre for Circus Arts where is now works as the Head of Higher Education Delivery. He is a Board member of FEDEC and part of the Erasmus+ drive considering mobility around riggers and technicians across the world. Adrian has established a Research and Ethics committee whose aim is to drive the next stage of circus and performing arts research in the UK.

Pax Nindi. Pax is the founder and Chief Executive of Global Carnivalz Ltd. An experienced Carnival Director he has led Hackney Carnival, St Paul's Carnival and was Creative Director for UK Centre for Carnival Arts. Pax also wrote the Carnival strategy for the Arts Council, where he served as a senior member for 10 years and remains as an advisor. As a Fellow of the Royal Society of the Arts and an international carnival consultant, Pax is a keen advocate for the carnival artform and lectures at conferences around the world.

Reene Deba. Reene is the Strategic Finance Assistant Director for the Ministry of Justice. She has previously worked in finance and risk management. Reene is chair of the Finance Committee for Jacksons Lane.

Nathan Curry. Nathan is a theatre director, creative producer and arts programmer. He is the Co-Artistic Director and CEO of Tangled Feet theatre ensemble who make original physical theatre and image led work, as well as running an industry-leading participation and Dramatherapy programme with thousands of young people. Previously, he was the Associate Director of The Greenwich+Docklands International Festival, the Associate Director of The Bush Theatre and a Staff Director at The National Theatre.

Monica Comyns. Monica is a primary school teacher, with a previous career in financial compliance across multiple firms. She brings her corporate knowledge and passion for volunteering to the Jacksons Lane board.

Izzy Bloomer. Izzy is a circus artist, performer and teacher who has worked and studied across Europe & Australia. They graduated from The National Centre for Circus Arts and alongside performing works as a circus consultant, with UK companies such as Lavrak Circus, She Said Jump Co. and Robie Hébert.

Trustees Meetings and Interests

During the year, there were 5 Board meetings, all of which were quorate.

The Trustees have no beneficial interest in the company other than as members; Trustees are also Directors of the company. All the Trustees are members of the company and guarantee to contribute £1 if the company is wound up.

All Trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity by Trustees.

The charity's insurance cover includes Directors' and Officers' Indemnity Insurance for Trustees.

Board Sub-Committees

A new Finance Committee has been established, chaired by Reene Deba. The committee meets monthly, and brings a greater level of scrutiny to management accounts, risk register and financial planning. The committee acts as a sounding board for the executive team, and an advisor to the main board where final decision making takes place. The current Finance Committee members are: Reene Deba (Chair), Richard Webber, John Bird, Monica Comyns, Hannah Cox, and Jacksons Lane's Finance consultant.

Executive Management

Whilst the Trustees are responsible for all the charity's actions, day-to-day operations and decision-making continue to be delegated to the Executive, who report directly to the Board.

Monique Deletant left her position as Executive Director and joint CEO at Jacksons Lane in April 2022. She remains as a Trustee. Hannah Cox (bio below) was appointed as of March 2022 and started formally in May 2022.

Hannah Cox (Executive Director). Hannah is an experienced participatory arts producer and programmer, most recently working as the Young People's Programme Manager at National Theatre and previously led the schools programme at Southbank Centre. Hannah has worked extensively as a freelance producer and creative facilitator, as well as founding the award-winning event business Crafternoon Cabaret Club. She is a cohort of Clore Leadership Pulse 2020.

Adrian Berry (Artistic Director) has been Artistic Director since 2007 and has transformed Jacksons Lane into the UK's leading arts centre for contemporary circus and visual theatre, supporting over 150 emerging artists from a range of diverse backgrounds each year. Prior to this, he was Director of Trinity Theatre in Kent, The Bull Theatre North London has worked for the National Theatre, The Albany and Stratford Circus Arts Centre.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed above) which only it can ultimately exercise.

All matters not specifically reserved to the Board and necessary for the day-to-day operations of the charity are delegated to management. Examples of the responsibilities of management are:

a. Operate within delegated authority limits set by the Board
b. Reporting to the Board in a timely manner and against agreed criteria
c. Formulating and recommending the strategic direction of the charity
d. Translating the approved strategic plan into an annual operating and financial plans
e. Managing the human, physical and financial resources
f. Compliance of the charity with relevant laws and regulations
g. Deliver agreed performance measures
h. Develop, implement and manage risk management along with internal compliance and control systems
i. Develop, implement and update policies and procedures

Staff Team

Jacksons Lane is fortunate to have an incredible team of vibrant, dedicated, talented and charismatic employees who work hard to ensure the charity hums.

All staff have an induction and probation period at the start of their employment and an annual appraisal which outlines their performance against their key objectives in their job description.

All contracted staff receive at least the London Living Wage, and salary bands are reviewed annually in line with best practice employers.

Volunteers

Jacksons Lane works with over 170 volunteers. This includes the Trustees who volunteer their time to oversee the strategic direction of the organisation and ensure that we are delivering services in line with our objectives and charitable purpose.

D. Principal Opportunities, Uncertainties and Risks

The Trustees have a full risk register which is reviewed on a regular basis at Finance Committee meetings and at quarterly board meetings. Our main risks and mitigations are as follows:

Building infrastructure: Our building has undergone a major capital refurbishment and at the time of writing we are still within the snagging period. We anticipate completion of final snagging in August 2023, and prior to this will be investigating options for maintenance management moving forward.

Revenue Fundraising: Fundraising continues to be challenging across the arts sector. We continue to work with trustees, trusts and foundations and our statutory funders to ensure we are providing good value for money, are appropriately resourcing our work and are documenting and communicating impact and positive outcomes.

We have secured the next 5 years of funding from Haringey Council and confirmed NPO funding from the Arts Council for the next three years. We have employed freelance fundraisers to support us in a series of multi-year grant applications to support our creative engagement work and have had a good success rate in securing smaller grants.

We will be launching a new Supporters Scheme in April 2023 in order to grow individual giving and build closer, long-term relationships with supporters.

Impact of the cost-of-living crisis on audiences and box office revenue. We are continuing to plan cautiously against box office revenue while we rebuild audiences, a challenge reflected across the arts sector, although we have been pleased to see the return and continued support of our local audiences. Our Christmas show is an important income generator, but we are aware that the cost-of-living crisis may continue to impact ticket sales. We are planning a small increase to our tiered rate ticket pricing system to support this.

Increased need for our services: We recognise that the pandemic and cost of living crisis has created an economic downturn leading to greater poverty in our user groups and local residents. We continue to ensure our projects are responding to need and that we can scale up and/or adapt our offer if required. Our work with young people and socially isolated older adults is more in demand that ever before.

E. Review of Financial Position

a. In the financial year ended 31 March 2023, Jacksons Lane recorded total income of £1,465,767 (2022: £4,234,445). Total expenditure of £1,329,938 (2022: £1,060,330). This resulted in a surplus for the year of £135,829 (2022 surplus: £3,174,115).

b. Of this the restricted surplus was £224,457 (2022: £3,051,585) of which grants of £335,457 from the Arts Council England and £113,633 from London Borough of Haringey formed part of the Capital Development Fund.

c. Our unrestricted funds decreased by £88,628 (2022: £101,287 increase) to £446,023 (2022: £534,651) of which £80,000 (2022: £140,000) is designated; this leaves general unrestricted funds at £366,023 (2022: £394,651) at 31 March 2023.

d. As a result, the total Funds attributed to Capital Development at 31 March 2023 increased by £250,022 to £4,439,413 (2022: £4,189,391).

General Reserves policy

The Trustees have a formal documented Reserves Policy which seeks to protect staff and operations by retaining sufficient free and unrestricted funds to weather periods when, for example, working capital is under pressure or an unforeseen deficit or significant adverse event occurs. Jacksons Lane currently defines these funds as free cash, the availability of which safeguarded the organisation during the first months of the COVID 19 pandemic.

Based on the 2022-2023 Forecast for fixed and semi-fixed marketing, operational and core costs, the Board's initial assessment is that General Reserves should be maintained in a range between £200,000 and £400,000; at 31st March 2022 General Reserves were at £366,023.

The cash reserve position will be kept under scrutiny with the Trustees committed to maintaining 3 months of free cash based on pre pandemic operating costs to ensure the viability of the organisation.

Going concern

Beyond monitoring the financial performance and management for the immediate year through the monthly reporting cycle, the Trustees assess the financial wellbeing of the organisation by contributing to and reviewing the cashflow and budget. The Business Plan has been updated since the pandemic.

The going concern status of the charity is a key focus of reporting for the Executive Director and Finance Committee who monitor actual and forecast cash flow and the robustness of the charity's income sources at monthly meeting; this is then reported on and discussed at each Trustees Meeting.

The latest Forecast for 2022-23 indicates a deficit as the outcome for the year, due to the ongoing impact of COVID 19 and the Capital Project. However new income streams are being introduced this year, alongside some price and fee increases in order to manage risk, with reserves forecast to remain at the required level for organisational security. We anticipate that the coming two years will continue to be challenging for many arts centres, including Jacksons Lane.

Plans for future

The Trustees and the Executive Team have drafted a 4-year financial plan in light of the Covid-19 pandemic, recovery of the cultural sector and cost of living crisis. As of November 2022 we are delighted to have confirmed a further 3 years of funding as an NPO from Arts Council England until April 2026; £132,135 per year, a total of £396,405 across the next three years. We have also confirmed a further 5 years of funding from Haringey from 2022 – 2027 of £110K per year. In recognition of the current challenges in the funding landscape, including

increased competition for funding from grant givers, we are employing fundraisers to support applications, with a focus on multi-year funding, to allow longer term planning.

In order to develop our financial resilience we are introducing a number of measures to increase existing income streams and develop new ones:

- Ticket prices will increase (approx. 10%) from April 2023 with a focus on top tier ticket rates in order to continue to offer an affordable access point to the artistic programme.
- We have introduced an 8% increase in Hires and Events fees, refined our package offers, and plan to invest further in marketing our private events programme, as well as introducing dynamic discount offers to attract bookings at quieter points of the year.
- We will launch a new supporters scheme in April 2023 to encourage regular giving from our existing visitors and audiences. This will include 3 tiers of 'supporter/friend' in order to attract a wide range of patrons reflective of our communities.
- We will continue to run our 'Support our ramp' campaign at point of sale on circus productions, and will bring back our 'sponsor a child' ticket funds campaign on all family productions, enabling us to provide 1,000 free tickets to our community this year.
- Alongside seeking multi-year funding for our creative engagement programmes we will continue to apply for small grants to underpin activity costs for older adults and young people, as well as staffing and organisational costs associated with the programme.
- We are continuing to explore our connections and networks in the health and adult social care sectors, with an aim to fund programmes centred on wellbeing for older adults through a broader range of sources.

Our work building and leading the circus sector will continue, through co-commissioning, producing and presenting. We will continue to build on our international collaborations and partnerships to present the best of international circus and non-verbal work, including theatre suitable for families. Our commitment to presenting this work is crucial from both an artistic and business perspective as we provide a platform through partnership working with embassies, cultural institutes etc who support Jacksons Lane financially.

We are planning to develop our artist development offer through a national partnership programme, funding dependant, to allow us to better support the current needs of artists, invest in diverse talent and promote our circus activity in community spaces. This will be a national initiative if successful with our funding bid.

We will continue our extensive creative engagement work, as funding allows, including building on our work experience and training programmes for young people. We are delighted to have confirmed 3 years funding from John Lyons Charity to support a new youth circus programme in Barnet.

2025 is our 50th year anniversary and in anticipation of this we are looking to develop an oral history collection, featuring oral histories from our founders and key stakeholders across our

50-year story. Alongside this we hope to develop our archive, run a large-scale heritage engagement programme and train young heritage producers, building towards a series of celebratory events in our anniversary year. This work will enable us to expand our offer, attracting new visitors and partners. We will be applying for funding in order to support these ambitions.

Related parties and relationships with other organisations

We are committed to working in partnership with other providers. This has been a significant strategic aim and we are now working with 58 different organisations to deliver our services.

Statement about Fundraising Practice

Jacksons Lane has established a Fundraising Strategy which works alongside our Strategic and Operational Plans.

Our fundraising strategy aims to address how we will achieve our Strategic Development target and the budgeted fundraised annual income. We are committed to diversifying our income, developing our services to new communities as well as expanding our area of benefit.

Ethical fundraising

We are committed to ethical fundraising, ensuring that we do not accept donations or support from companies who are in direct conflict with our aims. We have an ethical fundraising policy which is reviewed annually by the board.

F. Statement of the Responsibilities of Trustees

The trustees (who are also directors of Jacksons Lane 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:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP 2015 (FRS102)).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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.
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor
Breckman and Company was re-appointed as the charitable company's auditor during the year and have expressed their willingness to continue in that capacity.

Small Company Exemptions
This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

The trustees' annual report has been approved by the trustees on 14 September 2023 and signed on their behalf by

David Porter
Chair

Independent Auditors' Report to the Members of Jackson's Lane

Opinion

We have audited the financial statements of Jacksons Lane (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditors' Report to the Members of Jackson's Lane

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 23 and 24, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focussed on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;

- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;

- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;

- reviewing meeting minutes of those charged with governance throughout the year; and

- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent Auditors' Report to the Members of Jackson's Lane

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mr Graham Berry FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditor
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

14 September 2023

Jackson's Lane

(Limited by Guarantee)

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

	Notes	Unrestricted funds £	Restricted funds £	2023 Total £	Unrestricted funds £	Restricted funds £	2022 Total £
Income and endowments from:	2						
Donations and legacies - page 31		279,393	-	279,393	490,987	-	490,987
Charitable activities:							
Operation of The Centre - pages 32-33		511,752	605,466	1,117,218	329,814	3,365,759	3,695,573
Other operating income - page 33		32,503	-	32,503	13,942	-	13,942
Investments - page 33		1,549	-	1,549	57	-	57
Other - page 33		35,104	-	35,104	33,886	-	33,886
Total		860,301	605,466	1,465,767	868,686	3,365,759	4,234,445
Expenditure on:							
Charitable activities:							
Operation of The Centre - page 34		1,131,258	181,942	1,313,200	734,500	298,940	1,033,440
Other operating expenditure - page 34		8,621	-	8,621	26,890	-	26,890
Other	3	8,117	-	8,117	-	-	-
Total		1,147,996	181,942	1,329,938	761,390	298,940	1,060,330
Net movement in funds:							
Net income / (expenditure) carried forward	4	(287,695)	423,524	135,829	107,296	3,066,819	3,174,115
Transfers between funds	16, 17	199,067	(199,067)	-	15,234	(15,234)	-

Jackson's Lane

(Limited by Guarantee)

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

		Unrestricted funds £	Restricted funds £	2023 Total £	Unrestricted funds £	Restricted funds £	2022 Total £
Net income / (expenditure) brought forward	**4**	(88,628)	224,457	135,829	122,530	3,051,585	3,174,115
Reconciliation of funds:							
Total funds brought forward		534,651	4,245,012	4,779,663	412,121	1,193,427	1,605,548
Total funds carried forward	**16, 17**	446,023	4,469,469	4,915,492	534,651	4,245,012	4,779,663

The notes on pages 38 to 48 form an integral part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

	2023		2022	
	£	£	£	£
Income from donations and legacies				
Donations				
Donations	17,419		28,003	
Donated facilities	19,840		19,840	
		37,259		47,843
Grants				
COVID-19 emergency funding				
ACE - Culture Recovery Fund	-		195,000	
HMRC Job Retention Scheme	-		6,009	
		-		201,009
ACE - NPO funding	132,134		132,135	
LB Haringey - revenue funding	110,000		110,000	
		242,134		242,135
		279,393		490,987

Of the £279,393 (2022 - £490,987) income received from donations and legacies, £242,134 (2022 - £443,144) was grants provided by public bodies.

	2023		2022	
	£	£	£	£
Income from charitable activities				
Grants				
Project specific funding				
ACE - Back to our Future	8,500		76,500	
ACE - Large Capital Grants	335,457		1,541,405	
ACE - Kickstart Capital Grant	-		372,491	
AKO Foundation	-		35,000	
BBC Children in Need	34,352		40,781	
Cadent Foundation	-		18,967	
Capital grants - misc	-		20,000	
Channing School	4,000		-	
Charcoal Blue	1,000		-	
Christmas Day donations	24,480		34,980	
City Bridge Trust	40,342		51,365	
Finnish Institute	-		36,881	
Foyle Foundation	-		25,000	
Foundation 4-22	4,644		7,518	
Greater London Authority	6,000		-	
Homes for Haringey	7,490		12,491	
London Borough of Haringey	118,179		838,600	
Morrisons Foundation	2,047		-	
Nordic Festival grants	-		7,700	
Participation (Community) - misc	6,620		44,410	
Participation (Youth) - misc	12,355		11,670	
Private donations	-		100,000	
Robert Gavron Trust	-		30,000	
Social Investment Business	-		60,000	
		605,466		3,365,759

Project specific grants of £605,466 (2022 - £3,365,759) were received in the year which were restricted in their use. £117,953 was received for Creative Learning projects, £24,280 for Christmas Lunch and £419,089 was received into the development fund for the capital project. See note 17, page 46.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2023

	2023		2022	
	£	£	£	£
Operation of The Centre				
Room, studio and regular hires	238,304		120,958	
Box office	201,646		97,979	
		447,091		218,937
In kind support				
Artists in Residence	21,399		30,000	
Emerging companies	-		24,000	
Classes and courses	13,120		30,801	
Christmas Day	30,142		26,076	
		64,661		110,877
		511,752		329,814
Other operating income				
Cafe and bar	27,709		12,817	
Sundry	4,794		1,125	
		32,503		13,942
		544,255		343,756
Investment income				
Bank interest received		1,549		57
Other income				
Theatre Tax Relief		35,104		33,886
		35,104		33,886

	2023		2022	
	£	£	£	£
Expenditure on charitable activities				
Operation of The Centre				
Direct costs	870,942		742,153	
In kind support	64,661		110,611	
	935,603		852,764	
Support costs - page 35	372,362		173,255	
		1,307,965		1,026,019
Other operating expenditure				
Support costs - page 35	121		16,240	
Governance costs - page 35	13,735		18,071	
		13,856		34,311
		1,321,821		1,060,330

Of £1,321,821 (2022 - £1,060,330) expenditure on charitable activities, £181,942 (2022 - £298,940) was expenditure of restricted fund grants. £106,938 was expenditure relating to Creative Learning projects. See note 17 (page 46).

	2023 £	2022 £
Support and governance costs		
Support costs		
Operation of The Centre	372,362	173,255
Other operating costs - finance	121	16,240
	372,483	189,495
Governance costs		
Professional/financial		
Legal/professional	5,235	7,421
Accountancy/other	500	3,650
Audit	8,000	7,000
	13,735	18,071

Jackson's Lane

(Limited by Guarantee)

Balance Sheet
31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	9		4,352,500		4,484,906
Current assets					
Stocks	10	247		316	
Debtors	11	184,630		274,761	
Cash at bank and in hand		756,480		497,968	
		941,357		773,045	
Liabilities					
Creditors: amounts falling due within one year	12	(266,189)		(321,120)	
Net current assets			675,168		451,925
Total assets less current liabilities			5,027,668		4,936,831
Creditors: amounts falling due after more than one year	13		(112,176)		(157,168)
Net assets			4,915,492		4,779,663
The funds of the charity					
Unrestricted funds	16				
- General fund			366,023		394,651
- Designated funds			80,000		140,000
			446,023		534,651
Restricted funds	17		4,469,469		4,245,012
Total charity funds			4,915,492		4,779,663

The trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the Board of Trustees on 14 September 2023 and signed on its behalf by

David Porter
Chair of Trustees

John Bird
Trustee

The notes on pages 38 to 48 form an integral part of these financial statements.

Jackson's Lane

(Limited by Guarantee)

Cash Flow Statement
for the year ended 31 March 2023

	Notes	2023 £	2022 £
Cash flows from operating activities	23	357,250	2,924,724
Cash flows from investing activities:			
Dividends, interest and rents from investments		1,549	57
Purchase of property, plant and equipment		(67,455)	(3,226,159)
Net cash provided by investment activities		(65,906)	(3,226,102)
Repayments of borrowing		(32,832)	-
Cash inflows from new borrowing		-	190,000
Net cash provided by financing activities		(32,832)	190,000
Change in cash at bank and in hand in the reporting period		258,512	(111,378)
Cash at bank and in hand at the beginning of the reporting period		497,968	609,346
Cash at bank and in hand at the end of the reporting period		756,480	497,968

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charitable company 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).

1.2. Preparation of the accounts on a going concern basis.

The charitable company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Fund accounting

Funds held by the charitable company are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

1.4. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charitable company is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Earned income - income from box office, hires, operation of the centre and sundry other operational income is included in incoming resources in the period in which the relevant activity takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

- Donated services and facilities

Donated services or facilities are recognised as income when the charitable company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1.5. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Operation of the Centre and other direct costs - costs incurred in the provision of a community centre and regional arts and arts education resource.

- Support costs

The administrative and overhead costs associated with running the office from which the charitable company operates as well as governance costs.

Support costs have been allocated to activities on a basis consistent with use of resources.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charitable company.

1.6. Pensions

The charitable company operates a defined contribution scheme for the benefit of its employees where contributions payable are recognised as expenditure when due.

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Fixtures/fittings/equipment	-	20% - 33% on cost
Property development costs	-	Straight line over the life of the lease

1.8. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.9. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.10. Cash at bank and in hand

Cash at bank and 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.

1.11. Creditors and provisions

Creditors and provisions are recognised where the charitable company 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.

1.12. Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value, and subsequently measured at their settlement value.

1.13. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charitable company makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charitable company's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total theatrical income for the year has been derived from the principal activity. The proportion of theatrical income derived from outside the UK amounted to 2% (2022 - nil%).

3. Interest payable

	2023	2022
	£	£
On loans/overdrafts	8,117	-

4. Net income/(expenditure) for the year is stated after charging:

	2023	2022
	£	£
Depreciation of tangible fixed assets	199,861	17,765
Bank interest payable	8,117	-
Auditors' remuneration		
- external audit	7,500	7,000
- external audit underaccrual from previous year	500	-
- other services	500	1,500

5. Trustees' emoluments and reimbursed expenses

Trustees Adrian Berry, Hannah Cox and Monique Deletant were remunerated in the year as follows for their roles as Artistic Director and Executive Director:

	2023 £
Artistic Director Salary	50,000
Artistic Director Pension	1,500
Executive Director Salary	50,654
Executive Director Pension	1,520

The aggregated amount reimbursed to Trustees during the year was £nil (2022 - £nil).

6. Staff costs and numbers

	2023 £	2022 £
Staff costs		
Salaries and wages	519,458	387,951
Social security costs	36,534	29,350
Pension costs	10,235	8,397
	566,227	425,698

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

The key management personnel of the charitable company comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £103,674 (2022: £103,055).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2023 Number	2022 Number
Operation of the Centre	43	29

7. Pension costs

The charitable company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charitable company and amounted to £10,235 (2022 - £8,397).

8. Corporation taxation

The charitable company is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

9. Fixed assets - tangible assets

	Property development costs	Fixtures/ fittings/ equipment	Total
	£	£	£
Cost			
1 April 2022	4,499,679	88,189	4,587,868
Additions	65,789	1,666	67,455
31 March 2023	4,565,468	89,855	4,655,323
Depreciation			
1 April 2022	16,304	86,658	102,962
Charge for year	197,997	1,864	199,861
31 March 2023	214,301	88,522	302,823
Net book values			
31 March 2023	4,351,167	1,333	4,352,500
31 March 2022	4,483,375	1,531	4,484,906

There is a fixed charge on the property persuant to the capital funding agreement with Arts Council England.

10. Stocks

	2023	2022
	£	£
Stocks	247	316

11. Debtors

	2023 £	2022 £
Trade debtors	25,205	39,901
Other debtors	1,219	130,785
Prepayments and accrued income	158,206	104,075
	184,630	274,761

12. Creditors: amounts falling due within one year

	2023 £	2022 £
CBILS loan	44,992	32,832
Trade creditors	57,351	150,585
Other taxation/social security	13,543	-
Other creditors	52,393	34,051
Accruals	8,407	16,403
Deferred income (note 14)	89,503	87,249
	266,189	321,120

13. Creditors: amounts falling due after more than one year

	2023 £	2022 £
CBILS loan	112,176	157,168

14. Deferred income

	£
Balance at 1 April 2022	87,249
Amount released to incoming resources	(87,249)
Amount deferred in the year	89,503
Balance at 31 March 2023	89,503

Deferred income relates to grants and other income from charitable activities received in advance.

15. Limited by guarantee

The charitable company is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charitable company should it be wound up. At 31 March 2023 there were 12 members.

16. Unrestricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	394,651	860,301	(1,147,996)	259,067	366,023
Designated funds:					
Capital development	15,000	-	-	-	15,000
Impact Assessment	30,000	-	-	-	30,000
Building repairs/maintenance	10,000	-	-	-	10,000
Hire liability	25,000	-	-	-	25,000
COVID recovery	60,000	-	-	(60,000)	-
	534,651	860,301	(1,147,996)	199,067	446,023

Capital development
A fund that was set aside in order to meet future costs relating to the renovation of the theatre building.

Impact Assessment
Provision of an economic impact study to show the impact of Jacksons Lane on the surrounding economy. This is a repeat of the 2013 study which has proved invaluable for demonstrating value.

Building repairs/maintenance
Funding to cover repairs to areas not updated by the capital development programme.

Hire liability
Provision for liability arising from no longer being able to honour hires contracts that have been moved due to the pandemic.

COVID recovery
Funding to cover the period following COVID, particularly in respect rises in energy costs as well as potential salary increases amidst the rise in the cost of living.

17. Restricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Development fund	4,189,391	449,089	-	(199,067)	4,439,413
Creative Learning	19,018	117,953	(106,938)	-	30,033
Christmas Lunch	16,357	24,280	(40,614)	-	23
Luminosa	-	8,500	(8,500)	-	-
Foundation 4-22	-	4,644	(4,644)	-	-
Nordic Exposure	20,246	-	(20,246)	-	-
TENT	-	1,000	(1,000)	-	-
	4,245,012	605,466	(181,942)	(199,067)	4,469,469

Development fund
This fund consists of grants and donations received specifically for the purchase of fixed assets. The funds will be transferred to the general fund over the expected useful life of the assets once the project is complete.

The balance at 31 March 2023 is attributable to:

	£
Property development costs	4,351,167
Future development fund expenditure	88,246
	4,439,413

Creative Learning
A fund for monies to support the costs participation, community and education activities with young people, women and older adults, principally projects like JL Circus, Together and Launch.

Christmas Lunch
Funds to support the Christmas Day event at Jacksons Lane providing a meal, entertainment and gifts for older adults who would otherwise be alone.

Luminosa
To develop an original performance with partner organisations to celebrate the reopening of Jacksons Lane with plans to tour venues across England.

Foundation 4-22
To support Jacksons Lane's involvement in the government funded Kickstart scheme: creating jobs for young people at risk of long-term unemployment, via 4 22 Foundation.

Nordic Exposure
Funding to support festival of performances from Nordic artists.

TENT
Funds from TENT, a circus production company in Amsterdam, to support a knowledge exchange trip between staff team.

18. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	1,333	-	4,351,167	4,352,500
Net current assets	476,866	80,000	118,302	675,168
Long term (liabilities)	(112,176)	-	-	(112,176)
	366,023	80,000	4,469,469	4,915,492

19. Financial commitments

At 31 March 2023 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2023 £	2022 £
Due:		
Within one year	23,000	23,000
Between one and five years	92,000	92,000
In over five years	405,241	428,241
	520,241	543,241

20. Capital commitments

As at 31 March 2023 and with regards to the continuing redevelopment of Jacksons Lane supported by Arts Council England and London Borough of Haringey funding, there were capital commitments contracted but not provided for in the financial statements of £179,625 subject to fulfillment by contractors.

21. Related party transactions

During the year the charitable company had no further related party transactions that required disclosure, other than those already disclosed in note 5.

22. Analysis of changes in net funds

	Opening balance	Cash flows	Other changes	Closing balance
	£	£	£	£
Cash at bank and in hand	497,968	258,512		756,480
Debt due within one year	(32,832)	32,832	(44,992)	(44,992)
Debt due after one year	(157,168)	-	44,992	(112,176)
	(190,000)	32,832	-	(157,168)
Net funds	307,968	291,344	-	599,312

23. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2023	2022
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	135,829	3,174,115
Depreciation	199,861	17,765
Dividends, interest and rents from investments	(1,549)	(57)
Decrease/(increase) in stocks	69	(316)
Decrease/(increase) in debtors	90,131	(178,166)
(Decrease) in creditors	(67,091)	(88,617)
Net cash inflow from operating activities	357,250	2,924,724

Appendix

The following page is for information only and does not form part of the financial statements

Charitable activities costs analysis	2023 £	£	2022 £	£
Production costs				
Staff and salary costs	519,458		387,951	
Freelance fees	255		-	
Social security costs	36,534		29,350	
Staff pension scheme costs	10,235		8,397	
Theatre and creative learning	232,496		292,999	
Cafe and bar hire costs	35,108		12,544	
Bar costs of sale	5,167		5,349	
Advertising and marketing	30,712		30,600	
Irrecoverable VAT	977		(25,037)	
		870,942		742,153
Cost equivalent of support in kind				
In kind support - Artists in residence	21,399		30,000	
In kind support - Emerging companies	-		24,000	
In kind support - Classes and courses	13,120		30,535	
In kind support - Christmas Day	30,142		26,076	
		64,661		110,611
		935,603		852,764
Support and governance costs				
Operation of The Centre				
Office consumables	16,008		19,678	
Subscriptions/licences	546		-	
Rent equivalent of donated facilities	19,840		19,840	
Premises expenses	121,403		103,828	
Insurance	4,375		-	
Sundries	10,329		12,144	
Depreciation of fixtures/fittings/equipment	199,861		17,765	
		372,362		173,255
Finance				
Bank charges	121		240	
Freelance fees - finance	-		16,000	
		121		16,240
		372,483		189,495
Governance costs				
Legal/professional	5,235		7,421	
Accountancy/other	500		3,650	
Audit	8,000		7,000	
		13,735		18,071
		1,321,821		1,060,330

14 September 2023

Restricted grants and donations:
ACE – Back to our Future £8,500
ACE – Large Capital Grants £335,457
BBC Children in Need £34,352
Channing School £4,000
Charcoal Blue £1,000
Christmas Day donations £24,480
City Bridge Trust £40,342
Foundation 4-22 £4,644
Greater London Authority £6,000
Homes for Haringey £7,490
London Borough of Haringey £118,179
Morrisons Foundation £2,047
Participation (Community) – misc £6,620
Participation (Youth) – misc £12,355

JACKSON'S LANE

England & Wales - Charity number 1119318

Accounts

Company number 05987997
Charity number 1119318

Jackson's Lane

(Limited by Guarantee)

Report and Financial Statements

for the year ended 31 March 2022

Breckman & Company Limited
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

Jackson's Lane

(Limited by Guarantee)

Contents

	Page
Reference and Administrative Details	1
Trustees' Report	2 - 22
Auditors' Report	23 - 25
Statement of Financial Activities (including Income and Expenditure Account)	26 - 32
Balance Sheet	33
Cash Flow Statement	34
Notes to the Financial Statements	35 - 46
Appendix - charitable activities costs analysis	

Jackson's Lane

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is incorporated under the Companies Act, company number 05987997 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1119318.

Directors and Trustees

The Directors of the charitable company ("the charity") are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Policies and procedures adopted for the induction and training of Trustees are ongoing and incorporated indirectly into the regular Trustees meetings.

The Trustees during the year and since the year end, were :

Adrian Berry	
John Bird ~~(Treasurer)~~	
Monica Comyns	appointed 25 November 2022
Hannah Cox	appointed 17 May 2022
Nathan Curry	appointed 25 November 2022
George Danker	resigned 20 January 2022
Reene Deba	appointed 17 May 2022
Monique Deletant	
Adam Garfunkel	resigned 31 December 2021
Pax Nindi	appointed 17 March 2022
Adrian Porter	appointed 27 January 2022
David Porter (Chair)	
Paul Singh	resigned 17 May 2022
Gillian Smith	
Richard Webber	

Joint CEOs

Adrian Berry (Artistic Director)	
Hannah Cox (Executive Director)	from 17 May 2022
Monique Deletant (Executive Director)	to 17 May 2022

Auditors

Breckman & Company Limited, 49 South Molton Street, London W1K 5LH.

Bankers

CAF Bank Limited, 25 Kings Hill Avenue, West Malling, Kent ME19 4JQ.

Registered office and operation address

269A Archway Road, London N6 5AA.

The Trustees of the Jackson's Lane Arts Centre ("Jackson's Lane") present their report and the audited financial statements for the year ended 31 March 2022.

The reference and administrative details set out on page 1 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association 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).

A. Chair's Introduction

I am delighted to present the Annual Trustees Report for 2021–22 on behalf on the Board of Jacksons Lane.

As a creative and cultural hub in the heart of North London, Jacksons Lane transforms lives, benefitting a wide range of people from all ages and backgrounds every year. Jacksons Lane offers the best in contemporary circus performance, a wide range of classes and courses, many of which are focused on arts, creativity and wellbeing, and a large-scale outreach programme for disadvantaged and underserved communities.

This year we completed a £4.5million capital transformation which has enabled our much-loved building to expand its cultural offer and welcome and support an even broader range of visitors, artists and communities. These works have included increasing accessibility throughout our venue, to enable us to better serving disabled visitors, artists and participants, and upgrading our studio spaces which will positively impact our hires offer and financial resilience. Throughout the period of our building closure we were able to support older adults, young people and artists through online projects and an extensive programme of artist development. Our renovated premises now express the spirit of energy and optimism with which we face our future.

The success of the capital project and subsequent reopening of Jacksons Lane was down to a highly dedicated and skilled team, led by Adrian Berry and Monique Deletant who led the broad and multifaceted agenda of Jacksons Lane through their roles as joint CEOs. We are grateful to Monique Deletant who steps down from her role in April 2022, and will be replaced by Hannah Cox who was appointed in March 2022 and will begin her role in May 2022.

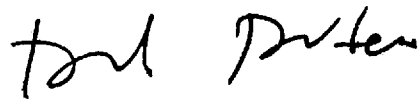
We thank our funders for their support throughout the year, and to Arts Council England and Haringey Council for their key role in enabling the capital works to progress through generous funding, and for enabling our vital community work to continue throughout the pandemic. We also want to recognise the important contribution made by the volunteers who support our community programmes, ensuring vital access and connection are provided to those most in need.

Jackson's Lane
(Limited by Guarantee)
Trustees' report

Jacksons Lane benefits from a Board of Trustees, whose expertise and experience are vital for helping the organisation navigate new challenges. We are grateful to Adam Garfunkel and George Danker who stepped down from their roles on the board in December 2021 and January 2022 respectively. We are delighted to have welcomed four new board members, Adrian Porter, Pax Nindi, Monica Comyns and Nathan Curry, who bring essential and expert knowledge of the circus, performing arts and education sectors.

My colleagues and I welcome the engagement of everyone interested in our journey.
I commend this report to you.

David Porter
Chair



B. Strategic Report

Objectives

Jackson's Lane was incorporated in November 2006 to:

a. "primarily, but not exclusively, promote the benefit of people who live or work in the London Borough of Haringey and the surrounding areas without distinction of sex, political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

b. establish or secure the establishment of a community centre and to maintain and manage, or to co-operate with any local authority in the maintenance and management of such a centre for activities promoted by the association and its constituent bodies in furtherance of the above objects."

In 2020 the organisation updated its objects to:

The objects of the Charity are, for the benefit of the public, including but not limited to people who live and work in the London Borough of Haringey and the surrounding areas:

3.1.1 to establish, maintain and manage a Community Centre for activities promoted by the Charity to provide facilities for recreation and other leisure-time occupation in the interests of social welfare with the object of improving conditions of life;

3.1.2 to promote the arts, in particular but not exclusively the performing arts, including through the provision of arts facilities, awards and mentoring;

3.1.3 to promote education (including vocational and physical training) in such ways as the Trustees think fit; and

3.1.4 to support disadvantaged people and those who are at the edge of mainstream society

Today, Jackson's Lane provides arts participation, performance, creative learning and education initiatives to Haringey, North London, pan-London and increasingly national audience, promoting partnerships with a range of arts organisations, festivals, community groups and educational bodies. In addition, the organisation facilitates, promotes and hosts up community-led education initiatives and courses. Jackson's Lane creative learning programme serves everyone, from provision for young children to those over 75.

Public benefit statement

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit : running a charity (PB2)'.

The Trustees review the aims, objectives and activities of the charity each year. This report considers the charity's achievements and its outcomes in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it was established to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and performance

Since 1975, Jackson's Lane has grown to become the flagship arts and cultural venue in Haringey, offering a year-round programme that encompasses the best in contemporary performance, creative learning and community involvement.

We are the UK's leading venue and supporter for contemporary circus, working with hundreds of circus artists each year. By offering rehearsal space, financial support and advocacy, Jackson's Lane makes an unparalleled provision for the next generation of diverse artists and established talent. Through commissioning, producing, mentoring and year-round residencies, our creative partnerships stretch worldwide, supporting circus artists on tour both in the UK and overseas.

Across the first half of 2021–22 our building was closed for a major £4.5 million refurbishment project. We partially reopened in October 2021, where we were able to programme public performances in our theatre and begin to open up our studio spaces for classes, courses and private events. Building works continued across the rest of the site until March 2022 when practical completion was achieved.

Covid continued to impact our activities across the year, but we were able to build on our successful digital offers and befriending scheme to continue to support hundreds of young people and older adults across the borough.

As an essential community hub, Jacksons Lane collaborates with community partners and funders to help overcome traditional barriers to the arts. As the key arts and outreach

provider in Haringey, we develop and run projects across the borough and in neighbouring boroughs, particularly for those in economically challenged communities.

We focus on using the arts and creativity to increase confidence, reduce isolation and improve overall wellbeing. Our comprehensive Creative Learning programme includes weekly circus workshops in community spaces (COVID permitting) across Tottenham and Wood Green, social activities with music and dance for older people in supported housing schemes, free creative activities for older adults hosted onsite at Jacksons Lane, befriending and volunteering schemes, and creative wellbeing projects.

Since it began 45 years ago, Jacksons Lane opens every Christmas Day to offer lunch, festivities and entertainment to older adults who might otherwise spend the day alone. In 2020-21 we planned to run our traditional in-person event, alongside the delivery model innovated the previous year, with plans to support 300 older adults. However due to COVID we had to pivot our offer once again to a delivery-only offer. With the support of160 dedicated volunteers and the proactive work of our team we were still able to reach 309 people with this service and moving forward we plan to run the in-person and delivery model concurrently.

Our Activities Past and Planned

Jacksons Lane exists as a centre for the arts & the community. It is part-funded through grants from public finance supplemented by funds raised through charitable activities. We are committed to providing a bold and innovative artistic programme, including year-round development opportunities and support for contemporary circus artists, local community members, older adults and children and young people.

In 2021-22 we:

- Offered 1,800 hours residency, rehearsal, performance and development opportunities to 210 artists in our building
- Supported 5 international festivals, and 11 artistic commissions.
- Worked with over 160 volunteers
- Worked across our home borough of Haringey to reach 870 young people and older adults directly
- Welcomed 7,169 audience members to 119 performances, 64 of which were for children and young people.
- We reached 406,300 people through Facebook and Instagram, with engagement on these platforms increasing 348%
- Created 26 pieces of digital content for YouTube, with total audience views of 18.3K
- Reopened our newly refurbished building to the public

Artistic Excellence and Talent Development

Jacksons Lane is committed to the creation and presentation of performance of the highest quality in all its forms, with a special focus on contemporary circus and a commitment to engaging audiences and participants of all ages wherever possible. We work across London, nationally and internationally to support artists to develop new productions and widen their audiences and continue to be the UK's leading circus venue.

In 2021–22 we were awarded £85,000 from Arts Council England to produce the reopening circus production *Luminosa*, which performed for two weeks and received a clutch of strong reviews including the Guardian.

We relaunched our popular family theatre programme with regular performances including a highlight in the immersive show for babies *Glisten* which ran for a week in our new studio 3 space.

In Autumn 21 Jacksons Lane was the host venue for the New Nordics festival which featured 8 new plays from the 6 Nordic regions supported by the Nordic Embassies in the UK.

Following this from March 2022 we produced the Nordic Exposure festival which included work from overseas, including film, theatre, circus and virtual reality work.

In December 21 Jacksons Lane produced an original production: A Christmas Circus Fairytale.

In January 22 the London International Mime Festival included 3 Jacksons Lane co-productions of work developed at our venue.

In February 22 the National Centre for Circus Arts returned for their successful and sold out BA Ensemble production.

Across the second half of the year internationally acclaimed comedian Ricky Gervais performed 12 sold-out 'warm-up' shows at Jacksons Lane.

Across 2021–22 Jacksons Lane attended both online and in-person at 7 international circus festivals: Trapezi (Spain), MICC (Canada), Subcase (Sweden), A Catalan Journey (Spain), Circusstad (Holland), Performing HEL (Finland) and Resolution Festival at The Place (UK) where we presented work. Our international partners are key strategic relationships providing opportunity to build upon our artistic offer, and grow our international platform and reputation.

Digital Programme

Our digital work has continued to be an important part of our offer in reaching audiences, participants and community members, particularly whilst our building has been closed for refurbishment. In May 2021 Jacksons Lane produced the circus film Encore on the construction site at Jacksons Lane. This not only captured a key moment in time of our

redevelopment but gave much-needed employment to 15 artists and creatives. It was viewed by over 2000 people and remains as a permanent free offer on our website.

The launch of our new website in July 2021 saw a huge increase of 34% in website visits, more than making up for the 24% drop last year. Our social media has been one of our strongest digital growth areas this year, with over 283k Twitter impressions, while on Facebook and Instagram we reached 406,300 people, which was an increase of 372% compared to the previous year. Our engagement on these platforms rose 348%. On YouTube we had 26 new uploads of digital content, with total audience views of 18.3k.

Outreach

In 2021 - 22, our three main areas of focus were children and young people, older adults and volunteering, but Jacksons Lane ensured its work was experienced by all members of its community, irrespective of age or socio-economic background. We worked with a total of 870 participants across all age groups and engaged over 160 volunteers.

Our *Together project,* funded by City Bridge Trust, and in partnership with Homes for Haringey, aims to reduce loneliness and isolation among those living with dementia or those over 55. In Spring 2021 we were able to resume face to face activities for older adults across Haringey as part of our *Together project*. These include our popular Broadway Brunches offering food, entertainment and socialisation, that tour supported living schemes across the borough. In the summer, we were able to resume our creative workshops for adults living with dementia at Haynes Dementia Centre, led by Spare Tyre. Through our Broadway Brunches and sensory workshops we reached 269 older adults this year.

Our *Feeling Good* project which started as a befriending scheme during the pandemic, continues to thrive and in 2021-22 we worked with 120 vulnerable older adults, that had been referred to us by council services, community connectors, social prescribers and Homes for Haringey scheme managers. We worked with 51 volunteers on this project. This year the focus has been on supporting older adults to access the range of wellbeing and creative activities we had on offer, including yoga, Caribbean dance, poetry and creative writing, storytelling, Soca dance and comedy. We also successfully piloted a digital project called *Feeling Connected,* where participants produced their own films, to tackle digital inclusion and literacy.

For many years we have been running our *Social Lunch* project for older adults at Jacksons Lane. This hadn't been possible during the pandemic, but we were able to resume this project in November 2021. *Lockdown Lunch* was our pandemic offspring of *Social Lunch*, and this has continued to run every week, and participants have produced two *Lockdown Lunch* podcasts. The first is a 3-part mini-series featuring the *Lockdown Lunch* soap opera 'CORONA SISTERS' that had been created during the pandemic. The second is a poetry podcast, that came out in November 2021.

We were a lead partner on *Thrive Haringey*, a National Academy for Social Prescribing (NASP) and Arts Council England funded programme to expand social prescribing community

activities across the borough. This was a partnership between the Bridge Renewal Trust, Tottenham Hotspur Foundation, Jacksons Lane, North Central London CCG, Public Voice and Haringey Council. As part of this we delivered 10 sessions of *Caring Circus*, aimed at carers and those who they care for, and a monthly comedy and clowning session for people living with dementia.

In 2021, again, because of rising Covid infections and following advice from Public Health England, we were not able to deliver our traditional sit-down meal and entertainment al Jacksons Lane. Instead, we delivered personalised Christmas hampers and a doorstep chat to a total of 309 older adults across North London, who would have otherwise been alone on the day. 80% of participants were from Haringey. This year, in the weeks leading up to Christmas, and Christmas Day itself, we worked with a record number of 160 volunteers, who supported with admin, calling guests, driving, sourcing presents and wrapping them, cooking and logistics on the day. We are grateful to all our donors for supporting this project.

We have continued to take our artistic work out into our community, across our home borough of Haringey. In June 2021 we collaborated with Upswing Aerial Theatre to present free performances and participatory activities as part of the Windrush Festival at Bernie Grant Arts Centre in Tottenham. On 27 July 2021 we toured outdoor circus performances to 5 supported living schemes in partnership with Homes for Haringey, reaching over 300 older adults.

Participants were referred to our programmes by Homes for Haringey, Haringey's Connected Communities Local Area Coordinators, Haringey Older People's Community Mental Health Team, Public Voice's Social Prescribing Link Workers, Haringey Reach and Connect Team, NHS Dementia Navigators, Age UK, BlindAid and North London Hospice.

Audiences

As arts venues started to reopen, the focus was to encourage audiences of all ages to return to the theatre. This proved most successful with our family programme, with performances running at 70% capacity, compared to the average of 57% across all genres.

Our first in-person show post-closure was in September 2021: *Luminosa*. COVID hit several of our autumn and winter shows, leading to cancelled performances, including our self produced Christmas show: A Christmas Circus Fairytale. The production was originally scheduled to run for 26 performances, but unfortunately suffered 10 show cancellations due to COVID. Despite this we reached 1340 audience members.

Between October 2021 and March 2022 we had 119 live performances, attended by 7,169 audience members.

Volunteering

Our volunteers are a huge part of who we are: from our front of house team, to our trustees, to our Christmas Day and community support teams. This year our volunteers have been instrumental in helping us support our older community as we were coming out of the pandemic and going back to face-to-face activities. We continued with our *Feeling Good* befriending scheme where volunteers are matched with an isolated older person and work with them to offer one to one support and help accessing wellbeing and creative activities. We continued to expand our volunteer recruitment, training and support programme and worked with over 160 volunteers throughout the year.

Children and Young People

Jacksons Lane has a rich history of engaging and supporting the development of children and young people, putting them at the very heart of the organisation. Our social programme for young people, *JL Circus*, has been running successfully for 10 years and is well established in the community. This work is now more important than ever, as the communities we support in the East of the borough were and continue to be disproportionately affected by the pandemic and the cost of living crisis. This year we reached 154 young people through 151 weekly sessions and 10 performances made by and for them.

JL Circus, funded by Children in Need, saw 137 young people aged 4-19 benefitting from weekly face to face sessions during term time. We delivered a total of 191 sessions and 4 holiday programmes across the year, increasing wellbeing and confidence through physical activity, and supporting young people to feel connected. Our team continued to work with our *Youth Board* through monthly meetings where young people directly shaped our provision coming out of the pandemic, ensuring youth voice is at the heart of our work.

On top of our regular sessions, we teamed up with Metropolitan Thames Valley Housing to successfully deliver additional holiday programmes: 2 weeks in the summer and 1 week Christmas as part of Haringey Council's Holiday Activity and Food Programme. These creative participatory sessions took place in the Sky City estate and were aimed at young people who access free school meals.

We developed a new partnership with Haringey Learning Partnership to deliver 2 new projects targeted at secondary age Alternative Provision – a 6-week drama project exploring identity for students at Pulford House and a 6-week circus skills project for young people at Commerce House focusing on creating strategies to handle frustration better.

We continued to be a key partner in Haringey Youth Festival, which we co-chair, connecting and collaborating with other youth arts organisations across the borough. We have continued to support and lead on strategic partnerships across the borough, including Haringey Creates and Haringey Youth Festival which was back face to face this year, and represent Haringey in the AND (A New Direction) Connected sessions. We worked with Haringey Education Partnership and Haringey Council on the submission of a bid to AND for

transition funding to support the consolidation of Haringey Creates and ensure it is sustainable beyond February 2023.

We engaged 1 placement student from RCSSD, 1 from Westminster University and 2 from Middlesex University, as well as 4 young person volunteers. We have also employed 2 young people as part of the government's Kickstart programme, one of whom was a former participant who we continue to employ and invest in their development as a circus facilitator.

Partnerships

Partnerships are key to the success and impact of our work, and we invest time and resource in developing partnership relationships and programmes. In 2021-22 we worked with 37 organisations across our artistic and creative learning programmes.

To deliver our creative learning work across Haringey and beyond we worked in partnership with: Homes for Haringey, Haringey Council, Bridge Renewal Trust, Haringey Education Partnership, Haringey Learning Partnership, The Nurture Hub, Seven Sisters Primary, Collage Arts, Haringey Shed, Streetz Ahead, Metropolitan Thames Valley Housing, Haringey 6th Form College, Tottenham Leisure Centre and Triangle Children's Centre, Haynes Dementia Centre, Spare Tyre, Royal Central School of Speech and Drama, Westminster University, Middlesex University, Hackney Social Radio, Thrive London, Chesnuts Community Centre, Lady Gould Charity, Edible London, Collectiv Food and Chick 'N' Sours.

For our artistic programme we partnered with 11 organisations with a focus on artist and show development, programming, industry engagement and organisational development: National Centre for Circus Arts, The Lowry Theatre, Future Arts Centres, Circus Snapshot, Circus Advocacy Group, Sirkus Info – Finland, MICC – Circus Festival Montreal, TENT – Holland Circus Producers, London International Mime Festival, Crying Out Loud, The Place – London.

Sustainability

The capital redevelopment project has vastly improved the sustainability and environmental impact that our building is having on the local area. With new glazing across a large portion of the venue, better insulation and local control of heat sources the amount of wasted energy has drastically decreased. Our overall energy efficiency rating is very good, 31, where an average for our type of building is 100. Our noise and light pollution have also decreased thanks to enhanced glazing, new LED fixtures and better control over internal and external lighting.

We have continued to have a zero to landfill waste contractor and redundant equipment from pre-development has been sold to other organisations rather than being thrown out. By continuing to allow flexible working across the organisation we have reduced travel emissions. Looking forward to 2022-23 we will review our internal practices to ensure that the organisation is making every effort to engage with and succeed with the ambitions laid out in the sustainability action plan.

Hires

The capital redevelopment has enabled us to expand our hires offer, giving us greater financial stability as an organisation with a greater capacity to hire out better resourced studio spaces to new clients in the community, cultural and commercial sectors. The changes in the building have upgraded our offer, enabling us to be more competitive in the private hires market.

In August 2022 we were preparing to host 4 weeks of rehearsals for the national tour of My Best Friend's Wedding which would have utilised all spaces in the building and would have been a positive financial start to generating income from hires and events. Unfortunately due to the delays with the capital project this hire had to be cancelled, the production company were fully refunded and offered a discount on their next booking to ensure their timely return.

We were able to open for classes and courses in September 2022 in Studios 1, 3, 4 & 5, Studio 2 was unavailable until January 2022. We ran 18 Classes & Courses through the Autumn Term along with a few one off hires, including the BBC with Strictly Come Dancing. The external appearance of the venue and incomplete nature of the foyer in Autumn 2021 meant that some hirers, especially those holding public events cancelled with short notice as we were not able to offer the experience we wanted.

November and December were busy months for Theatre Hires, we welcomed HGO (Hampstead Garden Opera) for a two week run of the Marriage of Figaro. This was a financial success for us and allowed us the opportunity to iron out kinks with our new hire agreement and ticketing process. Straight after HGO we presented Interruptions by Represent; a hire that had been postponed over a year due to the Covid-19 pandemic. Alongside these big theatre hires we also had one-off performances by local dance companies, primary schools and a contortion school in North London.

In January 2022 we made the decision to delay our opening events due to delays in the capital project. We did however manage to significantly increase our income from hires exceeding expectations with over 30 regular classes and courses and multiple private events and workshops. These numbers increased through the spring term ending with regular 38 classes going into the Easter break.

In March 2022 we hosted the cast of *& Juliet* for a 4 week recasting rehearsal which enabled us to achieve our income targets for the year and form a relationship with Greene Light Stage who are pencilled in for rehearsals in 2022 - 23.

Our final challenge for hires income was finding and contracting a caterer to run the café/bar, having met with 5 potential caterers in Summer 2021 who were all excited at the opportunity only 1 submitted a proposal that was suitable for consideration. In consultation with John Bird and Monique Deletant we were able to negotiate a fair contract for services running the café/bar. The capital project again delayed the opening of the café/bar until March 2022 when the café/bar opened for the first time.

Across the 7 months that we were operational for hires we welcomed 68 different hirers and ended the financial year with 38 regular classes and courses and 15 private events. We developed a new hire agreement with the support or our solicitors and implemented new ticketing regulations that ensured we could offer the best customer service to audiences whilst also increasing the data that we were able to collect on our visitors.

Building Transformation and reopening

In March 2022 we achieved practical completion, having partially opened the building to begin activity in October 2021. We are now in a 12month process of rectifying snagging issues, and there remain some larger areas of issue where installation was incomplete or faulty including the floor installation, and some M&E areas of work. We have retained our Project Management consultant, Nick Cragg, in role until these final areas of work are complete.

Despite these delays we were able to make use of all spaces in the building, including offices and meeting rooms from March 2022, and we celebrated with a reopening weekend on 2nd and 3rd April 2022.

C. Structure, Governance and Management

Governing Document

Jackson's Lane is incorporated as a company limited by guarantee and not having a capital divided by shares.

The organisation was incorporated on 3rd November 2006 (registered number 05987997) and registered as a charity on 21st May 2007 (registered number 1119318). The company's objects and powers are stated in its Memorandum of Association and it is governed by its Articles of Association which were updated in May 2020.

The Trustees

The governing body is the Board of Directors ("Board") who are elected by the charity's members at the Annual General Meeting and are directors for the purpose of company law and trustees for the purpose of charity law; in this report, they are referred to as Trustees, to

distinguish them from the Executive whom are referred to as Directors. The Board meets at least five times per year.

The Articles require that there is a minimum of 5 and maximum of 13 Trustees.
There are currently 11 Trustees and the Board is welcoming applications from potential new trustees who would offer diversity of experience and knowledge, in particular with a focus on representing the communities we work with through our Creative Engagement programmes. David Porter was appointed Chair on 13th May 2020.

The Trustees delegate the day to day operational management to the Joint CEO's (see below) but wish to retain direct responsibility for the final decision in respect of specific matters.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. All matters not specifically reserved for the Board but necessary for the day-to-day operations of the charity are delegated to the Executive.

Recruitment, Appointment and Induction of Trustees

There is a recruitment and induction process which is being updated in 2021-22 to support the recruitment of new Trustees. Trustee Recruitment needs have been assessed on the basis of conversations with existing Trustees. The new recruitment pack includes a role description, information about Jacksons Lane and our activities and how to apply as well as those skills we are seeking. Jacksons Lane is exploring appointing trustees from its youth board and those representing the east of the borough, where the majority of Jacksons Lane's creative learning work takes place.

The current Board has 11 Trustees of which over 30% are female. 20% are from Black/Black British communities, 20% are from Asian/Asian British communities. 40% are older adults and 30% live within the local community. Trustees are actively seeking to create a more diverse board and to recruit members from the east of the borough and under the age of 25.

All potential trustees attend a number of Board meetings as observers before being elected to the Board. A full induction process including Board and staff mentoring will be arranged for new trustees to help them understand the company and perform their duties effectively. New trustees are encouraged to visit the organisation's projects and to meet the staff. The progression of new trustees is monitored by the Chair or other nominated trustee, to ensure that they:

- Are fully aware of their roles and responsibilities.
- Are informed about the organisation to meaningfully input into discussion.
- Training needs are identified and addressed.

All trustees are informed of external training opportunities during the year. Charity Commission updates and news are also provided to them.

Trustee Biographies

The trustees in office during the year are set out on Page 2.

Details of the backgrounds of the Trustees who held office 31 March 2022 are as follows:

Chair: **David Porter.** David is an architect who designed housing for Camden Council then in the Netherlands. He became head of the Mackintosh School of Architecture and part of the executive team at the Glasgow School of Art. He taught urbanism and creative research at the Central Academy of Fine Art and was president of the Architectural Association, chairing its board of trustees.

Trustees:
Adrian Berry (see page 17)

John Bird. John has over 30 years' experience in the finance sector and was a partner at Deloitte. More recently he served on the Council of The Architectural Association where he chaired the Finance and Resources Committee and was a member of the Audit and Risk Committee.

Monique Deletant (see page 17)

Gillian Smith. Gillian was a partner of a leading City law firm, specialising in finance, and is now a consultant to an American law firm. Gillian has served as a trustee of Plan International UK since 2014, serving as Deputy Chair for the charity since 2019. Plan International UK works to improve the prospects of children in some of the world's poorest communities. Living and bringing up a family in Highgate for over 25 years, Gillian is convinced of and passionate about the value which Jacksons Lane brings to local communities.

Richard Webber. Richard is the originator of post code analysis systems used by many arts venues to discover from which neighbourhood people attend productions. He currently works to enable organisations to appeal more effectively to people from different cultural backgrounds.

Adrian Porter. Adrian is a former national squad gymnast who has been teaching circus for over 25 years. He oversaw acrobatic development for the Millennium Dome Show and went on to co-write the first iteration of the Foundation degree program at the National Centre for Circus Arts where is now works as the Head of Higher Education Delivery. He is a Board member of FEDEC and part of the Erasmus+ drive considering mobility around riggers and technicians across the world. Adrian has established a Research and Ethics committee whose aim is to drive the next stage of circus and performing arts research in the UK.

Pax Nindi. Pax is the founder and Chief Executive of Global Carnivalz Ltd. An experienced Carnival Director he has led Hackney Carnival, St Paul's Carnival and was Creative Director for UK Centre for Carnival Arts. Pax also wrote the Carnival strategy for the Arts Council, where he served as a senior member for 10 years and remains as an advisor. As a Fellow of the Royal Society of the Arts and an international carnival consultant, Pax is a keen advocate for the carnival artform and lectures at conferences around the world.

Reene Deba. Reene is the Strategic Finance Assistant Director for the Ministry of Justice. She has previously worked in finance and risk management. Reene is chair of the Finance Committee for Jacksons Lane.

Nathan Curry. Nathan is a theatre director, creative producer and arts programmer. He is the Co-Artistic Director and CEO of Tangled Feet theatre ensemble who make original physical theatre and image led work, as well as running an industry-leading participation and Dramatherapy programme with thousands of young people. Previously, he was the Associate Director of The Greenwich+Docklands International Festival, the Associate Director of The Bush Theatre and a Staff Director at The National Theatre.

Monica Comyns. Monica is a primary school teacher, with a previous career in financial compliance across multiple firms. She brings her corporate knowledge and passion for volunteering to the Jacksons Lane board.

Trustees Meetings and Interests

During the year, there were 5 Board meetings, all of which were quorate.

The Trustees have no beneficial interest in the company other than as members; Trustees are also Directors of the company. All the trustees are members of the company and guarantee to contribute £1.00 if the company is wound up.

All trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity by Trustees.

The charity's insurance cover includes Directors' and Officers' Indemnity Insurance for Trustees.

Board Sub-Committees

Development of a finance committee is in process, with an aim to begin regular meetings from August 2022.

Executive Management

Whilst the Trustees are responsible for all the charity's actions, day-to-day operations and decision-making continue to be delegated to the Executive, who report directly to the Board.

The current Executive as of 31 March 2022 comprises:

Monique Deletant (Executive Director). Monique is an experienced arts leader who has worked across the arts sector, most recently as Director of Dance Hub Birmingham/Deputy Director of Culture Central where she set up the new £2 million initiative with partners across the dance sector, and led on a number of wider projects including the Birmingham Cultural Education Partnership and Commonwealth Games events. She has led Stratford Circus Arts Centre and Rich Mix, successfully reapplying for Arts Council funding and developing new initiatives. She also works in a freelance capacity coaching, mentoring and supporting organisations through change. Prior to working in the arts, she worked for an MP and the Civil Service.

Monique Deletant left her position at Jacksons Lane in April 2022. Hannah Cox (bio below) has been appointed as of March 2022 and will start formally in May 2022.

Hannah Cox (Executive Director). Hannah is an experienced participatory arts producer and programmer, most recently working as the Young People's Programme Manager at National Theatre and previously led the schools programme at Southbank Centre. Hannah has worked extensively as a freelance producer and creative facilitator, as well as founding the award-winning event business Crafternoon Cabaret Club. She is a cohort of Clore Leadership Pulse 2020.

Adrian Berry (Artistic Director) has been Artistic Director since 2007 and has transformed Jacksons Lane into the UK's leading arts centre for contemporary circus and visual theatre, supporting over 150 emerging artists from a range of diverse backgrounds each year. Prior to this, he was Director of Trinity Theatre in Kent, The Bull Theatre North London has worked for the National Theatre, The Albany and Stratford Circus Arts Centre.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed above) which only it can ultimately exercise.

All matters not specifically reserved to the Board and necessary for the day-to-day operations of the charity are delegated to management. Examples of the responsibilities of management are:

a. Operate within delegated authority limits set by the Board
b. Reporting to the Board in a timely manner and against agreed criteria
c. Formulating and recommending the strategic direction of the charity
d. Translating the approved strategic plan into an annual operating and financial plans
e. Managing the human, physical and financial resources
f. Compliance of the charity with relevant laws and regulations
g. Deliver agreed performance measures

h. Develop, implement and manage risk management along with internal compliance and control systems
i. Develop, implement and update policies and procedures

Staff Team

Jackson's Lane is fortunate to have an incredible team of vibrant, dedicated, talented and charismatic employees who work hard to ensure the charity hums.

All staff have an induction and probation period at the start of their employment and an annual appraisal which outlines their performance against their key objectives in their job description.

All contracted staff receive at least the London Living Wage, and salary bands are reviewed annually in line with best practice employers.

Volunteers

Jackson's Lane works with over 160 volunteers. This includes the trustees who volunteer their time to oversee the strategic direction of the organisation and ensure that we are delivering services in line with our objectives and charitable purpose.

D. Principal Opportunities, Uncertainties and Risks

The trustees have a full risk register which is reviewed on a regular basis. This will be a key area of focus for the new financial sub-committee of the board. Our main risks and mitigations are as follows:
Building infrastructure: Our building has undergone a major capital refurbishment. We anticipate snagging issues to take place over the coming year and a rolling programme for repair and maintenance.

Revenue Fundraising: Fundraising continues to be challenging across the arts sector. We continue to work with trustees, trusts and foundation and our statutory funders to ensure we are providing good value for money, are appropriately resourcing our work and are documenting and communicating impact and positive outcomes. We have secured the next 5 years of funding from Haringey Council and confirmed NPO funding from the Arts Council for the next three years.. We have employed freelance fundraisers to support us in a series of multi-year grant applications to support our creative engagement work.

Continued impact of COVID-19, and the cost of living crisis on audiences and box office revenue. We are continuing to plan cautiously against box office revenue while we rebuild audiences, a challenge reflected across the arts sector. Our Christmas show is a large income generator but we are aware that the cost of living crisis may impact ticket sales. We are exploring tiered rates in pricing and have been cautious in our sales targets and forecasting to reflect this.

Increased need for our services: We recognise that the pandemic has created an economic downturn leading to greater poverty in our user groups and local residents. We continue to ensure our projects are responding to need and that we can scale up and/or adapt our offer if required. Our work with young people and socially isolated older adults is more in demand that ever before.

E. Review of Financial Position

In the financial year ended 31 March 2022, Jackson's Lane recorded total income of £4,234,445 (2021: £1,975,638). Total expenditure of £1,060,330 (2021: £914,110). This resulted in a surplus for the year of £3,174,115 (2021 surplus: £1,061,528).

Of this the restricted surplus was £3,051,585 (2021: £869,416) of which grants of £1,943,896 from the Arts Council England and the Lord Gavron Trust then formed part of the Capital Development Fund.

Our unrestricted funds increased by £122,530 (2021: £192,112) to £534,651 (2021: £412,121) of which £140,000 (2021: £80,000) is designated for various purposes; this leaves general unrestricted funds at £394,651 (2021: £332,121) at the 31 March 2022.

As a result, the total Funds attributed to Capital Development at 31 March 2022 increased by £3,007,262 to £4,189,391 (2021: £1,182.129).

General Reserves policy

During the year, the Trustees adopted a formal documented Reserves Policy which seeks to protect staff and operations by retaining sufficient free and unrestricted funds to weather periods when, for example, working capital is under pressure or an unforeseen deficit or significant adverse event occurs. Jacksons Lane currently defines these funds as free cash, the availability of which safeguarded the organisation during the first months of the COVID 19 pandemic.

Based on the 2019-20 Forecast for fixed and semi-fixed marketing, operational and core costs, the Board's initial assessment is that General Reserves should be maintained in a range between £200,000 and £400,000; at 31 March 2021 General Reserves were just inside this range at £332,121. At 31 March 2022 General Reserves were at £394,651.

The cash reserve position will be kept under scrutiny with the Trustees committed to maintaining 3 months of free cash based on pre pandemic operating costs to ensure the viability of the organisation.

Going concern

Beyond monitoring the financial performance and management for the immediate year through the monthly reporting cycle, the Trustees assess the financial wellbeing of the organisation by contributing to and reviewing the cashflow and budget. The Business Plan has been updated since the pandemic.

The going concern status of the charity is a key focus of reporting for the Executive Director and Treasurer who monitors actual and forecast cash flow and the robustness of the charity's income sources at monthly meeting; this is then reported on and discussed at each Trustees Meeting.

The latest forecast for 2022-23 indicates a deficit as the outcome for the year. This is due to the cost of living rises and wage reviews in line with LLW, as well as the effect on the centre coming out of a capital build project and Covid, whilst operating in an increasingly difficult funding environment. The deficit will be covered by reserves. We anticipate that the coming two years will be challenging for many arts centres, including Jacksons Lane.

Plans for future

The Trustees and the Executive Team have drafted a 4 year financial plan in light of the Covid-19 pandemic, recovery of the cultural sector and cost of living crisis. This plan covers the next NPO funding period from ACE, in line with our application to continue our NPO status. As of November 2022 we are delighted to have confirmed a further 3 years of funding as an NPO from Arts Council England; a total amount of £132,135 per year, a total of £396,405 across the next three years. We have also confirmed a further 5 years of funding from Haringey from 2022 - 2027. In recognition of the current challenges in the funding landscape, including increased competition for funding from grant givers, we are employing fundraisers to support applications, with a focus on multi-year funding, to allow longer term planning.

We have moved activity back to in person delivery, with some programmes remaining as digital offers, and we are planning sales targets across the Christmas period with continuing impact from Covid and now the cost of living crisis in mind. We anticipate an increase in demand in our services particularly for socially isolated older adults across the winter period and are developing new projects that can support a larger number of people with less reliance on volunteers, which we expect to become more difficult to recruit. We are expecting an increase in users of our space across the winter months as a response to increased utility bills (the scale of impact will become clearer as government support plans are announced with the new PM in post). We remain committed to ensuring our programmes and shows are accessible to children, young people and older adults experiencing greater financial difficulty, and will be seeking sponsorship to support free and subsidised ticket offers throughout the coming years.

We will continue to review the new income opportunities our recently refurbished building can provide, exploring and testing new hires packages and developing our income generating activity whilst retaining our commitment to remain accessible for our local community.

Our work building and leading the circus sector will continue, through co-commissioning, producing and presenting, for which we will look to secure project funding. We will build on our international collaborations and partnerships to showcase the best of circus and non verbal work to London.

Related parties and relationships with other organisations

We are committed to working in partnership with other providers. This has been a significant strategic aim and we are now working with 37 different organisations to deliver our services. Please see page 12 for examples of our partnerships.

Statement about Fundraising Practice

Jackson's Lane has established a Fundraising Strategy which works alongside our Strategic and Operational Plans.

Our fundraising strategy aims to address how we will achieve our Strategic Development target and the budgeted fundraised annual income. We are committed to diversifying our income, developing our services to new communities as well as expanding our area of benefit.

Ethical fundraising

We are committed to ethical fundraising, ensuring that we do not accept donations or support from companies who are in direct conflict with our aims.

F. Statement of the Responsibilities of Trustees

The trustees (who are also directors of Jacksons Lane 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:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2015 (FRS102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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.
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor
Breckman and Company was re-appointed as the charitable company's auditor during the year and have expressed their willingness to continue in that capacity.

Small Company Exemptions
This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

The trustees' annual report has been approved by the trustees on 6th December 2022 and signed on their behalf by

David Porter
Chair

Independent Auditors' Report to the Members of Jackson's Lane

Opinion

We have audited the financial statements of Jackson's Lane (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditors' Report to the Members of Jackson's Lane

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 21 & 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Discussions with and enquiries of management and those charged with governance were held with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mr Graham Berry FCCA (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Statutory Auditor
Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

6 December 2022

Jackson's Lane

(Limited by Guarantee)

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

	Notes	Unrestricted funds £	Restricted funds £	2022 Total £	Unrestricted funds £	Restricted funds £	2021 Total £
Income and endowments from:	2						
Donations and legacies - page 28		490,987	-	490,987	675,551	130,302	805,853
Charitable activities							
Operation of The Centre - pages 29-30		329,814	3,365,759	3,695,573	134,760	1,034,107	1,168,867
Other operating income - page 30		13,942	-	13,942	857	-	857
Investments - page 30		57	-	57	61	-	61
Other - page 30		33,886	-	33,886	-	-	-
Total		868,686	3,365,759	4,234,445	811,229	1,164,409	1,975,638
Expenditure on:							
Charitable activities:							
Operation of The Centre - page 31		734,500	298,940	1,033,440	611,288	294,993	906,281
Other operating expenditure - page 31		26,890	-	26,890	7,829	-	7,829
Total		761,390	298,940	1,060,330	619,117	294,993	914,110
Net movement in funds:							
Net income / (expenditure) carried forward	3	107,296	3,066,819	3,174,115	192,112	869,416	1,061,528
Transfers between funds	15, 16	15,234	(15,234)	-	-	-	-

Jackson's Lane

(Limited by Guarantee)

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

		Unrestricted funds £	Restricted funds £	2022 Total £	Unrestricted funds £	Restricted funds £	2021 Total £
Net income / (expenditure) brought forward	**3**	122,530	3,051,585	3,174,115	192,112	869,416	1,061,528
Reconciliation of funds:							
Total funds brought forward		412,121	1,193,427	1,605,548	220,009	324,011	544,020
Total funds carried forward	**15, 16**	534,651	4,245,012	4,779,663	412,121	1,193,427	1,605,548

The notes on pages 35 to 46 form an integral part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2022

	2022		2021	
	£	£	£	£
Income from donations and legacies				
Donations				
Donations	28,003		10,598	
Donated facilities	19,840		78,818	
		47,843		89,416
Grants				
COVID-19 emergency funding				
ACE - Emergency Response Fund	-		119,000	
ACE - Culture Recovery Fund	195,000		197,000	
LB Haringey - emergency grant	-		28,000	
HMRC Job Retention Scheme	6,009		130,302	
		201,009		474,302
ACE - NPO funding	132,135		132,135	
LB Haringey - revenue funding	110,000		110,000	
		242,135		242,135
Income from donations and legacies carried forward		490,987		805,853

Of the £490,987 (2021 - £805,853) income received from donations and legacies, £443,144 (2021 - £716,437) was grants provided by public bodies.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2022

	2022		2021	
	£	£	£	£
Income from donations and legacies brought forward		490,987		805,853
Grants				
Project specific funding				
ACE - Back to our Future	76,500		-	
ACE - Large Capital Grants	1,541,405		270,148	
ACE - Kickstart Capital Grant	372,491		-	
AKO Foundation	35,000		-	
Backstage Trust	-		20,000	
BBC Children in Need	40,781		44,304	
Cadent Foundation	18,967		5,633	
Capital grants - misc	20,000		25,500	
Christina Smith Foundation	-		25,000	
Christmas Day donations	34,980		36,291	
City Bridge Trust	51,365		11,818	
Corn Exchange	-		1,200	
Finnish Institute	36,881		-	
Foyle Foundation	25,000		-	
Foundation 4-22	7,518		-	
Garfield Weston Foundation	-		100,000	
Homes for Haringey	12,491		9,500	
London Borough of Barnet	-		1,800	
London Borough of Haringey	838,600		297,767	
Nordic Festival grants	7,700		-	
Participation (Community) - misc	44,410		220	
Participation (Youth) - misc	11,670		999	
Private donations	100,000		131,000	
Robert Gavron Trust	30,000		-	
Social Investment Business	60,000		-	
The 29th May Charitable Trust	-		5,000	
The National Lottery Community Fund	-		47,927	
		3,365,759		1,034,107
		3,856,746		1,839,960

Project specific grants of £3,365,759 (2021 - £1,034,107) were received in the year which were restricted in their use. £179,684 was received for Creative Learning projects, £34,980 for Christmas Lunch and £3,022,496 was received into the development fund for the capital project. See note 16, page 43.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2022

	2022		2021	
	£	£	£	£
Income from charitable activities				
Operation of The Centre				
Room, studio and regular hires	120,958		7,165	
Box office	97,979		12,374	
In kind support		218,937		19,539
Artists in Residence	30,000		55,010	
Emerging companies	24,000		25,000	
Classes and courses	30,801		11,935	
Christmas Day	26,076		23,276	
		110,877		115,221
		329,814		134,760
Other operating income				
Cafe and bar	12,817		-	
Sundry	1,125		857	
		13,942		857
		343,756		135,617
Investment income				
Bank interest received		57		61
Other income				
Theatre Tax Relief		33,886		-
		33,886		-

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2022

	2022		2021	
	£	£	£	£
Expenditure on charitable activities				
Operation of The Centre				
Direct costs	742,153		662,151	
In kind support	110,611		115,221	
	852,764		777,372	
Support costs - page 32	173,255		121,460	
		1,026,019		898,832
Other operating expenditure				
Support costs - page 32	16,240		1,729	
Governance costs - page 32	18,071		13,549	
		34,311		15,278
		1,060,330		914,110

Of £1,060,330 (2021 - £914,110) expenditure on charitable activities, £298,940 (2021 - £294,993) was expenditure of restricted fund grants. £164,192 was expenditure relating to Creative Learning projects. See note 16 (page 43).

Support and governance costs

	2022 £	2021 £
Support costs		
Operation of The Centre	173,255	121,460
Other operating costs - finance	16,240	1,729
	189,495	123,189
Governance costs		
Professional/financial		
Legal/professional	7,421	7,449
Accountancy/other	3,650	1,500
Audit	7,000	4,600
	18,071	13,549

Jackson's Lane

(Limited by Guarantee)

Balance Sheet
31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	**8**		4,484,906		1,276,512
Current assets					
Stocks	**9**	316		-	
Debtors	**10**	274,761		96,595	
Cash at bank and in hand		497,968		609,346	
		773,045		705,941	
Liabilities					
Creditors: amounts falling due within one year	**11**	(321,120)		(376,905)	
Net current assets			451,925		329,036
Total assets less current liabilities			4,936,831		1,605,548
Creditors: amounts falling due after more than one year	**12**		(157,168)		-
Net assets			4,779,663		1,605,548
The funds of the charity					
Unrestricted funds	**15**				
- General fund			394,651		332,121
- Designated funds			140,000		80,000
			534,651		412,121
Restricted funds	**16**		4,245,012		1,193,427
Total charity funds			4,779,663		1,605,548

The trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the Board of Trustees on 6 December 2022 and signed on its behalf by

David Porter
Chair of Trustees

John Bird
Trustee

The notes on pages 35 to 46 form an integral part of these financial statements.

Jackson's Lane

(Limited by Guarantee)

Cash Flow Statement
for the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities	21	2,924,724	1,301,026
Cash flows from investing activities:			
Dividends, interest and rents from investments		57	61
Purchase of property, plant and equipment		(3,226,159)	(910,066)
Net cash provided by investment activities		(3,226,102)	(910,005)
Cash inflows from new borrowing		190,000	-
Net cash provided by financing activities		190,000	-
Change in cash at bank and in hand in the reporting period		(111,378)	391,021
Cash at bank and in hand at the beginning of the reporting period		609,346	218,325
Cash at bank and in hand at the end of the reporting period		497,968	609,346

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charitable company 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).

1.2. Preparation of the accounts on a going concern basis.

The charitable company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Fund accounting

Funds held by the charitable company are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

1.4. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charitable company is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities
Earned income - income from box office, hires, operation of the centre and sundry other operational income is included in incoming resources in the period in which the relevant activity takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

- Donated services and facilities
Donated services or facilities are recognised as income when the charitable company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1.5. Expenditure
All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds
Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities
Operation of the Centre and other direct costs - costs incurred in the provision of a community centre and regional arts and arts education resource.

- Support costs
The administrative and overhead costs associated with running the office from which the charitable company operates as well as governance costs.

Support costs have been allocated to activities on a basis consistent with use of resources.

- Governance costs
Costs associated with the constitutional and statutory requirements of the charitable company.

1.6. Pensions

The charitable company operates a defined contribution scheme for the benefit of its employees where contributions payable are recognised as expenditure when due.

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Fixtures/fittings/equipment	-	20% - 33% on cost
Property development costs	-	Straight line over the life of the lease

1.8. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.9. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.10. Cash at bank and in hand

Cash at bank and 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.

1.11. Creditors and provisions

Creditors and provisions are recognised where the charitable company 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.

1.12. Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value, and subsequently measured at their settlement value.

1.13. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charitable company makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charitable company's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Net income/(expenditure) for the year is stated after charging:

	2022 £	2021 £
Depreciation of tangible fixed assets	17,765	1,461
Auditors' remuneration		
- external audit	7,000	4,600
- other services	3,650	1,500

4. Trustees' emoluments and reimbursed expenses

Trustees Adrian Berry and Monique Deletant were remunerated in the year as follows for their roles as Artistic Director and Executive Director respectively:

	2022 £
Artistic Director Salary	50,000
Artistic Director Pension	1,463
Executive Director Salary	50,090
Executive Director Pension	1,503

The aggregated amount reimbursed to Trustees during the year was £nil (2021 - £nil).

5. Staff costs and numbers

	2022	2021
	£	£
Staff costs		
Salaries and wages	386,867	406,410
Social security costs	29,348	29,000
Pension costs	8,479	8,530
	424,694	443,940

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

The key management personnel of the charitable company comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £103,055 (2021: £111,166).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2022 Number	2021 Number
Operation of the Centre	29	30

6. Pension costs

The charitable company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charitable company and amounted to £8,479 (2021 - £8,530).

7. Corporation taxation

The charitable company is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

8. Fixed assets - tangible assets

	Property development costs	Fixtures/ fittings/ equipment	Total
	£	£	£
Cost			
1 April 2021	1,273,590	88,119	1,361,709
Additions	3,226,089	70	3,226,159
31 March 2022	4,499,679	88,189	4,587,868
Depreciation			
1 April 2021	-	85,197	85,197
Charge for year	16,304	1,461	17,765
31 March 2022	16,304	86,658	102,962
Net book values			
31 March 2022	4,483,375	1,531	4,484,906
31 March 2021	1,273,590	2,922	1,276,512

There is a fixed charge on the property persuant to the capital funding agreement with Arts Council England.

9. Stocks

	2022	2021
	£	£
Stocks	316	-

10. Debtors

	2022	2021
	£	£
Trade debtors	39,901	23,029
Other debtors	130,785	47,623
Prepayments and accrued income	104,075	25,943
	274,761	96,595

11. Creditors: amounts falling due within one year	2022 £	2021 £
CBILS loan	32,832	-
Trade creditors	150,585	288,720
Other creditors	34,051	15,311
Accruals	16,403	7,152
Deferred income (note 13)	87,249	65,722
	321,120	376,905

12. Creditors: amounts falling due after more than one year	2022 £	2021 £
CBILS loan	157,168	-

13. Deferred income	£
Balance at 1 April 2021	65,722
Amount released to incoming resources	(65,722)
Amount deferred in the year	87,249
Balance at 31 March 2022	87,249

Deferred income relates to grants and other income from charitable activities received in advance.

14. Limited by guarantee

The charitable company is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charitable company should it be wound up. At 31 March 2022 there were 9 members.

15. **Unrestricted funds**

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	332,121	868,686	(761,390)	(44,766)	394,651
Designated funds:					
Capital development	15,000	-	-	-	15,000
Impact Assessment	30,000	-	-	-	30,000
Building repairs/maintenance	10,000	-	-	-	10,000
Hire liability	25,000	-	-	-	25,000
COVID recovery	-	-	-	60,000	60,000
	412,121	868,686	(761,390)	15,234	534,651

Capital development
A fund that was set aside in order to meet future costs relating to the renovation of the theatre building.

Impact Assessment
Provision of an economic impact study to show the impact of Jacksons Lane on the surrounding economy. This is a repeat of the 2013 study which has proved invaluable for demonstrating value.

Building repairs/maintenance
Funding to cover repairs to areas not updated by the capital development programme.

Hire liability
Provision for liability arising from no longer being able to honour hires contracts that have been moved due to the pandemic.

COVID recovery
Funding to cover the period following COVID, particularly in respect rises in energy costs as well as potential salary increases amidst the rise in the cost of living.

16. **Restricted funds**

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Development fund	1,182,129	3,022,496	-	(15,234)	4,189,391
Creative Learning	3,526	179,684	(164,192)	-	19,018
Christmas Lunch	7,772	34,980	(26,395)	-	16,357
Luminosa	-	76,500	(76,500)	-	-
Foundation 4-22	-	7,518	(7,518)	-	-
Nordic Exposure	-	44,581	(24,335)	-	20,246
	1,193,427	3,365,759	(298,940)	(15,234)	4,245,012

Development fund
This fund consists of grants and donations received specifically for the purchase of fixed assets. The funds will be transferred to the general fund over the expected useful life of the assets once the project is complete.

The balance at 31 March 2022 is attributable to:	£
Property development costs	4,189,391

Creative Learning
A fund for monies to support the costs participation, community and education activities with young people, women and older adults, principally projects like JL Circus, Together and Launch.

Christmas Lunch
Funds to support the Christmas Day event at Jacksons Lane providing a meal, entertainment and gifts for older adults who would otherwise be alone.

Luminosa
To develop an original performance with partner organisations to celebrate the reopening of Jacksons Lane with plans to tour venues across England.

Foundation 4-22
To support Jacksons Lane's involvement in the government funded Kickstart scheme: creating jobs for young people at risk of long-term unemployment, via 4 22 Foundation.

Nordic Exposure
Funding to support festival of performances from Nordic artists.

17. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	275,269	-	4,209,637	4,484,906
Net current assets	276,550	140,000	35,375	451,925
Long term (liabilities)	(157,168)	-	-	(157,168)
	394,651	140,000	4,245,012	4,779,663

18. Financial commitments

At 31 March 2022 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2022 £	2021 £
Due:		
Within one year	23,000	23,000
Between one and five years	92,000	92,000
In over five years	428,241	451,375
	543,241	566,375

19. Capital commitments

As at 31 March 2022 and with regards to the continuing redevelopment of Jacksons Lane supported by Arts Council England and London Borough of Haringey funding, there were capital commitments contracted but not provided for in the financial statements of £335,456 subject to fulfillment by contractors.

20. Related party transactions

During the year the charitable company had no further related party transactions that required disclosure, other than those already disclosed in note 4.

21. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2022 £	2021 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	3,174,115	1,061,528
Depreciation	17,765	1,461
Dividends, interest and rents from investments	(57)	(61)
(Increase) in stocks	(316)	3,618
(Increase) in debtors	(178,166)	(45,347)
(Decrease)/increase in creditors	(88,617)	279,827
Net cash inflow from operating activities	2,924,724	1,301,026

Appendix

The following page is for information only and does not form part of the financial statements

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2022

Charitable activities costs analysis	2022 £	£	2021 £	£
Production costs				
Staff and salary costs	387,951		446,387	
Social security costs	29,350		-	
Staff pension scheme costs	8,397		-	
Theatre and creative learning	292,999		153,609	
Cafe and bar hire costs	12,544		-	
Bar costs of sale	5,349		4,593	
Advertising and marketing	30,600		34,538	
Office consumables	-		89	
Sundries	-		1,293	
Irrecoverable VAT	(25,037)		21,642	
		742,153		662,151
Cost equivalent of support in kind				
In kind support - Artists in residence	30,000		55,010	
In kind support - Emerging companies	24,000		25,000	
In kind support - Classes and courses	30,535		11,935	
In kind support - Christmas Day	26,076		23,276	
		110,611		115,221
		852,764		777,372
Support and governance costs				
Operation of The Centre				
Office consumables	19,678		1,156	
Rent equivalent of donated facilities	19,840		78,818	
Premises expenses	103,828		39,812	
Sundries	12,144		213	
Depreciation of fixtures/fittings/equipment	17,765		1,461	
		173,255		121,460
Finance				
Bank charges	240		229	
Freelance fees - finance	16,000		1,500	
		16,240		1,729
Governance costs		189,495		123,189
Legal/professional	7,421		7,449	
Accountancy/other	3,650		1,500	
Audit	7,000		4,600	
		18,071		13,549
		1,060,330		914,110

JACKSON'S LANE

England & Wales - Charity number 1119318

Accounts

Company number 05987997
Charity number 1119318

Jackson's Lane

(Limited by Guarantee)

Report and Financial Statements

for the year ended 31 March 2021

Breckman & Company Limited
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

Jackson's Lane

(Limited by Guarantee)

Contents

	Page
Reference and Administrative Details	1
Trustees' Report	2 - 17
Auditors' Report	18 - 20
Statement of Financial Activities (including Income and Expenditure Account)	21 - 27
Balance Sheet	28
Cash Flow Statement	29
Notes to the Financial Statements	30 - 39
Appendix - charitable activities costs analysis	

Jackson's Lane

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is incorporated under the Companies Act, company number 05987997 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1119318.

Directors and Trustees

The Directors of the charitable company ("the charity") are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Policies and procedures adopted for the induction and training of Trustees are ongoing and incorporated indirectly into the regular Trustees meetings.

The Trustees during the year and since the year end, were :

Kate Anderson	resigned 27 May 2020
Adrian Berry	appointed 27 May 2020
John Bird (Treasurer)	
Tony Bonnar	resigned 13 May 2020
Caroline Carter	resigned 12 May 2020
George Danker	
Monique Deletant	appointed 27 May 2020
Adam Garfunkel	
David Porter (Chair)	
Alexandra Rowlands	resigned 14 May 2020
Paul Singh	
Gillian Smith	appointed 10 June 2020
Richard Smith-Bingham	resigned 8 May 2020
Richard Webber	

Joint CEOs

Monique Deletant (Executive Director)
Adrian Berry (Artistic Director)

Auditors

Breckman & Company Limited, 49 South Molton Street, London W1K 5LH.

Bankers

CAF Bank Limited, 25 Kings Hill Avenue, West Malling, Kent ME19 4JQ.

Registered office and operation address

269A Archway Road, London N6 5AA.

Jackson's Lane

(Limited by Guarantee)

Trustees' Report

The Trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative details set out on page 1 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association 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).

A. Chair's Introduction

I am delighted to present this Annual Report for 2020-2021 on behalf of the Board of Jacksons Lane.

Jacksons Lane transforms lives. A cultural and creative hub in the heart of North London, Jacksons Lane benefits a wide range of people every year, from all ages and backgrounds, offering the best in contemporary theatre and circus, a wide range of arts-based classes and courses, and a large-scale outreach programme for hard-to-reach communities.

The success of this enterprise is down to a highly dedicated team, led by Adrian Berry and Monique Deletant, who deliver our multifaceted agenda. We thank our funders for their support throughout the year enabling our work to continue. It is important also to recognise the dedication of the volunteers who support our community events and work with the team to ensure that those most in need are able to access our services.

During the year we have welcomed Gillian Smith to our board and are actively recruiting new board members to further strengthen and diversify our governance.

The pandemic has been an enormous challenge for Jacksons Lane and our continued success against this hugely difficult backdrop is a credit to everyone, including all our staff and our volunteers who have responded magnificently. We have been sorely tested and not only are we undiminished, but we are strengthened. Our resilience honed and our creativity challenged and extended. We eagerly await the completion of our capital project that is transforming our much-loved building, and therefore our capacity to respond to our communities.

And so, Jacksons Lane is undergoing another evolution which sees our commitment to artists and the local community burn as strongly as ever. Plans will protect the historic fabric and upgrade our spaces, both in terms of cultural opportunity and physical access, enabling us to shine more brightly on the Archway Road and welcome an even broader range of visitors and artists.

My colleagues and I welcome the engagement of everyone interested in our journey. I commend this report to you.

David Porter
Chair
24 September 2021

B. Strategic Report

Objectives

Jackson's Lane was incorporated in November 2006 to:

a. "primarily, but not exclusively, promote the benefit of people who live or work in the London Borough of Haringey and the surrounding areas without distinction of sex, political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

b. establish or secure the establishment of a community centre and to maintain and manage, or to co-operate with any local authority in the maintenance and management of such a centre for activities promoted by the association and its constituent bodies in furtherance of the above objects."

In 2020 the organisation updated its objects to:

The objects of the Charity are, for the benefit of the public, including but not limited to people who live and work in the London Borough of Haringey and the surrounding areas:

3.1.1 to establish, maintain and manage a Community Centre for activities promoted by the Charity to provide facilities for recreation and other leisure-time occupation in the interests of social welfare with the object of improving conditions of life;

3.1.2 to promote the arts, in particular but not exclusively the performing arts, including through the provision of arts facilities, awards and mentoring;

3.1.3 to promote education (including vocational and physical training) in such ways as the Trustees think fit; and

3.1.4 to support disadvantaged people and those who are at the edge of mainstream society.

Today, Jackson's Lane provides arts participation, performance, creative learning and education initiatives to Haringey, North London, pan-London and increasingly national audiences, promoting partnerships with a range of arts organisations, festivals, community groups and educational bodies. In addition, the organisation facilitates, promotes and hosts up to 60 community-led education initiatives, courses and socially based groups each week. Jackson's Lane creative learning programme serves everyone, from provision for young children to those over 75.

Public benefit statement

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees review the aims, objectives and activities of the charity each year. This report considers the charity's achievements and its outcomes in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it was established to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and performance

Since 1975, Jackson's Lane has grown to become the flagship arts and cultural venue in Haringey, offering a year-round programme that encompasses the best in contemporary performance, creative learning and community involvement.

We are the UK's leading venue and supporter for contemporary circus, working with hundreds of circus artists each year. By offering rehearsal space, financial support and advocacy, Jackson's Lane makes an unparalleled provision for the next generation of diverse artists and established talent. Through commissioning, producing, mentoring and year-round residencies, our creative partnerships stretch worldwide, supporting circus artists on tour both in the UK and overseas.

COVID-19 had an unpresented impact on our activities. Performances and workshops moved online and we were unable to open the building to the public in the first half of 2020-2021. Onsite work commenced In November 2021 to refurbish and rebuild Jacksons Lane as part of a £4 million project.

Though we weren't able to welcome many into our building, we were able to showcase our work online.

As an essential community hub, Jacksons Lane collaborates with community partners and funders to help overcome traditional barriers to the arts. As the key arts and outreach provider in Haringey, we develop projects across the borough and in neighbouring boroughs, particularly for those in economically challenged communities.

We focus on using the arts and creativity to increase confidence, reduce isolation and improve overall well-being. Our comprehensive Creative Learning programme, working directly with over 2,000 people each year, includes weekly circus workshops in community spaces (COVID permitting) across Tottenham and Wood Green, social activities with music and dance for older people in supported housing schemes, and wellbeing projects.

Since it began 45 years ago, Jacksons Lane opens every Christmas Day to offer lunch, festivities and entertainment to older people who do not have family or friends to spend the day with. In 2020-21 we were able to provide a delivery service to ensure we did not let our community down. We reached 243 people with this service.

Our activities past and planned

Jacksons Lane exists as a centre for the arts & the community. It is part-funded through grants from public finance supplemented by funds raised through charitable activities. The impact of COVID-19 meant that we were unable to open for the majority of the year although we were able deliver many of our activities online.

Our focus, as the pandemic took hold moved to support our communities, of young people, older adults, locally and artistically to ensure they were able to get through the challenges of the year. It was an extremely difficult year as our earned income plummeted meaning that regrettably we had to make 12 staff redundant, shrinking our team from 37 staff to 25 staff. We are particularly grateful to Arts Council England, Haringey Council and our main creative learning funders: City Bridge Trust, Children in Need, National Lottery Emergency COVID support and Cadent for their support, flexibility and understanding during this period.

In 2020/21 we:

- Reached estimated online audiences of 84,000 including participants and audience members
- Offered 38 artists residency, rehearsal, performance and development time to 93 artists
- Supported 7 new commissions and 1 international commission
- Saved 2 lives through our outreach work
- 5 online films for young people and 16 films for all ages
- Worked with over 160 volunteers (28 part time volunteers)
- Worked across our home borough Haringey to reach 831 young people and 1,282 older adults directly
- Ran our Christmas Day in person to provide a hot meal, entertainment and gifts to 243 older adults and disabled people who would otherwise be alone and fully covered the costs, directly to their homes
- Created a new online soap opera 'The Corona Sisters' as part of our outreach programme
- Began our building project

Artistic Excellence and Talent Development

Jackson's Lane is committed to the creation and presentation of theatre of the highest quality in all its forms, with a special focus on contemporary circus and a commitment to engaging audiences and participants wherever possible. We work across London, nationally and internationally to support artists to develop new productions and widen their audiences and continue to be the UK's leading circus venue.

In 2020-21 we commissioned a new circus film Closer across three countries, England, Finland and Germany, through a small commission from our partners 101 Outdoor Arts. This was a popular and well-publicised creation as well as giving work to three companies at a time when there was none.

We produced a series of films called Circolation, showing how artists had adapted during the pandemic, and with a strong focus on diversity. Our Artistic Director led workshops, talks and participated in seminars in 8 countries including Canada and Taiwan, reaching over 700 artists, also mentoring 20 artists over the year including graduates from National Centre for Circus Arts.

We also commissioned a new film created across our building-in-development Encore which gave vital work to 15 circus creatives, and provided a long-term record of our new spaces.

In September and October we gave over the entire building to circus artists, in order to develop the beginnings of 38 new pieces of work.

We hosted many online initiatives including the London International Mime Festival, the comedian Mark Thomas and Drag Queen Story Time. We also supported up to 200 circus artists internationally through presentations at online festivals and conferences in Holland, USA, Canada, Finland and Sweden.

Our work digitally

In 2020-21 our emphasis on digital content continued to develop more so than ever due to the pandemic, and superseded live performance almost totally.

We reached 13,958 people with our online social media campaigns, and overall just under 100,000 people in total through our various artistic and learning initiatives.

Once more, concerted effort was made to share engaging information about the circus industry, whilst highlighting thought leadership by sharing insights into the industry and highlighting industry events. On average, our tweets made 123,009 impressions per month in 2020-21, which represents an increase of 3,000 impressions per month.

We continued creating new content on Instagram, using their Stories feature. During 2020-21 we achieved 8,034 story views.

There was a noticeable fall in website visits (-24%) due to no ticketed events, but a substantial increase overall of 38% in our social media.

During both lockdowns, we provided a weekly 'Circus from Home' YouTube channel. This consisted of professional artists recording short videos demonstrating fitness and circus practice that young people could try out using household items. A total of 20 digital films were produced, with 1,800+ views so far. We produced 12 JL shorts, 2- minute films that show a new circus skills people could try at home and demonstrations and replacement 'scratch' night for circus showcasing 10 emerging artists.

The most successful campaigns were for our two circus films, Closer and Encore, our Broadway Brunch activities, our Christmas Day event and our Capital campaign. Much of our creative learning work over this period was delivered online. Please see below for further details.

Our audiences

Our audiences were almost entirely digital in 20-21 and featured pre-recorded events available for streaming. The exceptions to this were small number of live audiences for an event with the comedian Mark Thomas and Drag Queen Story Time, both streamed/performed on Zoom. We had a major increase in such activities as JL Circus and Broadway Brunch, and will look to integrate live with digital for such events in the future, creating greater access.

Audiences have been further developed through the Education, Participation/Outreach team organising excursions for the large numbers of schools, groups and communities that they work with across North London, even digitally.

We had 47 new Youtube uploads in 20-21, with total audience views of 19,387.

Local Community

Our visitors, volunteers and audiences are a key part of our work. As a local arts venue we seek to create the best experiences for our communities. Due to COVID lockdown and then the capital building works it was not possible to physically open Jacksons Lane in 2020-21 to the public.

In order to support local businesses and the community we developed two Local Resource newsletters detailing what services and shops were open during the first lockdown. We provided information to Haringey Council to populate their directory of services locally. We also provided signposting and online support for our class and course programme. This directed our local community to 10 classes and courses online and hosted 5 weekly online zoom classes in the first lockdown. Through our outreach and support projects we were able to update participants on social distancing requirements, sources items such as freezers and save two lives (alerting emergency medical services).

Though we weren't able to open to the public we were able to open the building to make NHS scrubs.

Volunteering

Our volunteers are a huge part of who we are: from our front of house volunteers, to our trustees, to our Christmas Day and community support teams. This year our volunteers have been instrumental in helping us support our older community through the pandemic. We implemented a new project where volunteers were matched with a beneficiary and worked with them to offer one to one support. We expanded our volunteer recruitment, training and support programme to include safeguarding, mental health first aid, inclusion and diversity and a listening module. We worked with over 160 volunteers throughout the year.

Children and Young People

Jacksons Lane has a rich history of engaging and supporting the development of children and young people, putting them at the very heart of the organisation. This work was even more important over the past year, as the communities we support were disproportionately affected by the pandemic. This year we reached 154 young people through 151 weekly sessions and 10 performances made by and for them.

JL Circus, funded by Children in Need, saw 57 young people aged 4-19 benefitting from weekly sessions during term time. This project increased wellbeing through much needed physical activity during lockdown, increasing confidence and supporting young people to feel connected. These activities were adapted for online and Covid secure delivery. Our provision was shaped by our Youth Board at the start of lockdown, and continuously throughout the year as regulations changed. Youth voice has been key over the past year. In October half term we delivered a skills day for our youth board members, culminating in the production of a film and we have been working with our senior leadership team and board of trustees to develop some of our youth board members into full board members to ensure there's a representation of diverse voices around the table.

Through the pandemic, we offered pastoral support and help to our families and young people, including mentoring opportunities for those entering post-18 education.

We also provided two face-to-face summer holiday activities for young people aged 7 - 13. In October half term, we delivered a three-day face-to-face activity for young people aged 7 - 13 where we participated in a blended approach Haringey Youth Festival - connecting with other youth arts organisations across the borough digitally. In the weeks leading to Christmas we worked with families across Haringey to produce our Winter Wander virtual performance.

We continued to be a key partner in Haringey Creates, the Cultural Education Partnership for Haringey and were successful in accessing funds from A New Direction to employ a Strategic Lead, provide CPD for schools and activities for young people across the borough, supporting the consolidation of the partnership. We are a registered Artsmark Partner and available to support Haringey schools in their Artsmark journey.

We welcomed two interns from Royal Central School of Speech and Drama and we continued to employ our Creative Access Intern, once their internship was finished.

We worked in partnership with a number of organisations reaching as far as Finland: Hackney Ark, Extraordinary Bodies, Drag Queen Story Time, Haringey Nurture Hub, Haringey Autism Hub, The Pappy Show, Haringey Sixth Form College, Haringey Shed, Collage Arts, Streetz Ahead, Sports and Fitness at Haringey Council and the Get Out Get Active events, Seven Sisters Primary School, Upswing, and Tiia-Mari Makinen and Kontiolahti Kulttuuri.

Outreach

In 2020/21, our three main areas of focus were children and young people, older adults and volunteering, but Jacksons Lane ensured its work was experienced by all members of its community, irrespective of age or socio-economic background. We worked with a total of 690 beneficiaries across all age groups, including some intergenerational work. National Lottery Emergency COVID support funding underwrote and supported activities enhancing and developing the offer for our beneficiaries.

Our Together project, funded by City Bridge Trust, aims to reduce loneliness and isolation among those living with dementia or those over 55. Through the pandemic we worked with Homes for Haringey and our pool of volunteers to support their most vulnerable residents via a phone and letter writing befriending scheme. We worked in partnership with the Royal Central School of Speech and Drama to produce 'This Is Me', an audio drama created from some of the stories of some of our participants captured via letters and conversations on the phone.

During Lockdown, we worked with Spare Tyre and Haynes Dementia Centre to deliver creative engagement with older adults living with dementia. Spare Tyre worked remotely creating 3 multisensory packs containing elements to stimulate the senses in the same way as our regular residency days at Haynes had done before the pandemic. The packs were created specifically with the beneficiaries in mind and were designed to be used again and again without any need for additional materials. We reached 23 older adults through this work.

Our City Bridge funding ended in August 2020, but we were able to secure continuation funding for a further 2 years starting February 2021. During the gap in funding, we continued to support our beneficiaries through our volunteers.

Feeling Good is our response to the pandemic and aims to support our older communities, who have been more isolated than ever. Feeling Good matches vulnerable and isolated older adults with a local volunteer through personality, interests and postcode. The programme consists of weekly contact within their pairs, which took the form of phone calls, outside walks and online creative workshops. 75 friendships started through our Feeling Good programme. We were particularly grateful to Cadent for their support of this project.

For many years we have been running our Social Lunch project for older adults at Jacksons Lane. This hasn't been possible during the pandemic. Lockdown Lunch was our pandemic offspring of Social Lunch. Participants are set a new theme every week and they use it as a stimulus to create poems, paintings, stories and songs to perform to the group online at our Thursday's Lockdown Lunch. We delivered 40 sessions reaching 32 participants, with an average of 20 participants per week. The group has created a weekly soap opera called 'Corona Sisters' acted by our participants in weekly instalments. The group are working on a radio play from it to be released in April 2021.
Christmas Day continues to be a mainstay of our work.

For the first time in over 40 years, because of COVID restrictions, we were not able to deliver our traditional sit-down meal and entertainment on Christmas Day at Jacksons Lane. Instead, we provided a hamper delivery service reaching 243 older adults across North London, who would otherwise have been alone. The hampers contained a full Christmas meal, sweets and desserts, a drink, a present and an activity pack. Our Christmas guests got to see someone on the day and have a socially distanced chat with our volunteers. The day would not have been possible without the support of our volunteers, 104 through the project. We are grateful to all our donors for supporting this project.

Participants were referred to our programmes by Homes for Haringey, Enfield, Barnet and Haringey Mental Health NHS Trust, local GPs, and NHS and Public Voice social prescribers.

Partnerships

To deliver our work across Haringey and beyond we worked in partnership with a number of organisations including Haynes Dementia Centre, Spare Tyre, Homes for Haringey, Bridge Renewal Trust, Finnish Institute in London, Future Arts Centres, STAMP Network, Sirkus Info Finland, Subtopia Sweden, Royal Central School of Speech and Drama, Hackney Social Radio, Thrive London, Chesnuts Community Centre, Deliveroo, Edible London, Girlguiding, Collectiv Food and Chick 'N' Sours.

Sustainability

We continue to look at ways of becoming increasingly sustainable. All in house materials are printed on recycled materials and in 20/21 we became paperless. We have increased our use of LEDs in the foyer and parts of the auditorium. Water saving taps are installed in the foyer and theatre toilets and we are working towards phasing out all consumption of single-use plastic.

Building Transformation

Jacksons Lane is now undertaking its along awaited Capital project. Our home, a Grade II listed building on Archway Road has been redesigned to ensure it is accessible. This includes levelling the floor, upgrading the ramp and installing a lift. This, along with upgraded wifi facilities and studios, will see Jacksons Lane become fit for a new generation of users and enable us to meet growing demand for our cultural and creative activities.

Thanks to the support of Arts Council England, the London Borough of Haringey, the Garfield Weston Foundation, Victoria Wood Foundation, Backstage Trust, and 29th May 1961 Charitable Trust among others, more than £4.3m has already been secured towards the costs of this exciting project.

Our project will improve our studios and theatre for both artists and audiences, upgrading our facilities so they are more welcoming to all visitors and users by:

- Making our building properly physically accessible
- Providing inspiring, well-equipped spaces to push the boundaries of artistic excellence
- Enhancing our financial and environmental sustainability
- Appealing and inspiring new generations of visitors

The work includes renovations to the theatre and existing studios and the creation of 2 new double-height creative spaces for the development of new work. In addition, the ground floor foyer and café area will be reconfigured to create a community space with appeal throughout the day and providing additional performance space in the evening. Extensive improvements to our mechanical, electrical and technical equipment, as well as repairing current structural issues, are vital to ensuring Jackson's Lane can continue to operate safely, effectively and efficiently.

C. Structure, Governance and Management

Governing Document

Jackson's Lane is incorporated as a company limited by guarantee and not having a capital divided by shares.

The organisation was incorporated on 3 November 2006 (registered number 05987997) and registered as a charity on 21 May 2007 (registered number 1119318). The company's objects and powers are stated in its Memorandum of Association and it is governed by its Articles of Association which were updated in May 2020.

The Trustees

The governing body is the Board of Directors ("Board") who are elected by the charity's members at the Annual General Meeting and are directors for the purpose of company law and trustees for the purpose of charity law; in this report, they are referred to as Trustees, to distinguish them from the Executive whom are referred to as Directors. The Board meets at least five times per year.

The Articles require that there is a minimum of 5 and maximum of 13 Trustees.

David Porter was appointed Chair on 13th May 2020.

The Trustees delegate the day to day operational management to the Joint CEO's (see below) but wish to retain direct responsibility for the final decision in respect of specific matters.

Executive Management

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. All matters not specifically reserved for the Board but necessary for the day-to-day operations of the charity are delegated to the Executive.

Recruitment, Appointment and Induction of Trustees

There is an undocumented recruitment and induction process which is being updated in 2021-2022 to support the recruitment of new Trustees. Trustee Recruitment needs have been assessed on the basis of conversations with existing Trustees. The new recruitment pack includes a role description, information about Jacksons Lane and our activities and how to apply as well as those skills we are seeking. Jacksons Lane has also taken steps to recruit Trustees from its youth board and it is anticipated they will officially join in Autumn 2021.

The current Board has 9 Trustees of which 25% are female and 75% male. 12.5% of members from are from Asian communities, 50% are older adults and 50% of members live within the local community. Trustees are actively seeking to create a more diverse board and to recruit members under the age of 25.

All potential trustees attend a number of Board meetings as observers before being elected to the Board. A full induction process including Board and staff mentoring will be arranged for new trustees to help them understand the company and perform their duties effectively. New trustees are encouraged to visit the organisation's projects and to meet the staff. The progression of new trustees is monitored by the Chair or other nominated trustee, to ensure that they:

- Are fully aware of their roles and responsibilities
- Are informed about the organisation to meaningfully input into discussion
- Training needs are identified and addressed

All Trustees are informed of external training opportunities during the year. Charity Commission updates and news are also provided to them.

Trustee Biographies

The Trustees in office during the year are set out on Page 1.

Details of the backgrounds of the Trustees who held office at 11th December 2020 are as follows:

Chair: David Porter

David is an architect who designed housing for Camden Council then in the Netherlands. He became head of the Mackintosh School of Architecture and part of the executive team at the Glasgow School of Art. He taught urbanism and creative research at the Central Academy of Fine Art and was president of the Architectural Association, chairing its board of trustees.

Adrian Berry

See page 13.

John Bird

John has over 30 years' experience in the finance sector and was a partner at Deloitte. More recently he served on the Council of The Architectural Association where he chaired the Finance and Resources Committee and was a member of the Audit and Risk Committee.

George Danker

George is a data scientist, private tutor and community activist. Since 2015 he has been the Chair of the Friends of Muswell Hill Library. George is also on the board of the Muswell Hill & Fortis Green Association and spends much of his spare time organising public events, talks and workshops with distinguished speakers, all free to the public.

Monique Deletant

See page 13.

Adam Garfunkel

Adam runs a consultancy practice advising on strategy, brand and communications for responsible businesses and social enterprises.

Paul Singh

Paul is co-founder of Equal Education, a tutoring organisation that works with children in social care. Educated at University of Birmingham, in Chemical Engineering. Paul is passionate about reducing inequality in education through better matching between logistics and resources. Prior to working in education, Paul worked for Unilever developing long term innovation in their ice cream division.

Gillian Smith

Gillian was a partner of a leading City law firm, specialising in finance, and is now a consultant to an American law firm. Gillian has served as a trustee of Plan International UK since 2014, serving as Deputy Chair for the charity since 2019. Plan International UK works to improve the prospects of children in some of the world's poorest communities. Living and bringing up a family in Highgate for over 25 years, Gillian is convinced of and passionate about the value which Jackson's Lane brings to local communities.

Richard Webber

Richard is the originator of post code analysis systems used by many arts venues to discover from which neighbourhood people attend productions. He currently works to enable organisations to appeal more effectively to people from different cultural backgrounds.

Trustees Meetings and Interests

During the year, there were 12 Board meetings, all of which were quorate.

The Trustees have no beneficial interest in the company other than as members; Trustees are also Directors of the company. All the Trustees are members of the company and guarantee to contribute £1 if the company is wound up.

All Trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity by Trustees.

The charity's insurance cover includes Directors' and Officers' Indemnity Insurance for Trustees.

Board Sub-Committees

During the pandemic, the Board met more regularly to guide the company through unchartered waters and provide support. All sub-committees were subsumed into the Board with only the Building Transformation Committee retained for adhoc advice and guidance.

As the situation stabilises for the organisation and following the capital project, Trustees will look again at the Sub-Committees required for the organisation and have indicated that a standing Finance and General Purposes committee will be formed. Other areas which need greater insight will be covered by working groups formed as and when required. The Board makes every effort to ensure all sub-committees comprise the right balance of appropriately skilled Trustees and, in order to ensure there is a cross communication and therefore consistency of approach.

Executive Management

Whilst the Trustees are responsible for all the charity's actions, day-to-day operations and decision-making continue to be delegated to the Executive, who report directly to the Board.

The current Executive comprises:

Monique Deletant (Executive Director)

Monique is an experienced arts leader who has worked across the arts sector, most recently as Director of Dance Hub Birmingham/Deputy Director of Culture Central where she set up the new £2 million initiative with partners across the dance sector, and led on a number of wider projects including the Birmingham Cultural Education Partnership and Commonwealth Games events. She has led Stratford Circus Arts Centre and Rich Mix, successfully reapplying for Arts Council funding and developing new initiatives. She also works in a freelance capacity coaching, mentoring and supporting organisations through change. Prior to working in the arts, she worked for an MP and the Civil Service.

Adrian Berry (Artistic Director)

Adrian has been Artistic Director since 2007 and has transformed Jackson's Lane into the UK's leading arts centre for contemporary circus and visual theatre, supporting over 150 emerging artists from a range of diverse backgrounds each year. Prior to this, he was Director of Trinity Theatre in Kent, The Bull Theatre North London has worked for the National Theatre, The Albany and Stratford Circus Arts Centre.

The Board has established appropriate controls and reporting mechanisms to ensure that the Executive operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed above) which only it can ultimately exercise.

All matters not specifically reserved to the Board and necessary for the day-to-day operations of the charity are delegated to management. Examples of the responsibilities of management are:

a. Operate within delegated authority limits set by the Board
b. Reporting to the Board in a timely manner and against agreed criteria
c. Formulating and recommending the strategic direction of the charity
d. Translating the approved strategic plan into an annual operating and financial plans
e. Managing the human, physical and financial resources
f. Compliance of the charity with relevant laws and regulations
g. Deliver agreed performance measures
h. Develop, implement and manage risk management along with internal compliance and control systems
i. Develop, implement and update policies and procedures

Staff Team

Jackson's Lane is fortunate to have an incredible team of vibrant, dedicated, talented and committed employees who work hard to ensure the charity delivers across its multiple areas of activity.

All staff have an induction and probation period at the start of their employment and an annual appraisal which outlines their performance against their key objectives in their job description.

We are committed to fully become a London Living Wage employer for all members of staff as soon as this is financially possible and will commence on that journey in 2021-22.

Volunteers

Jackson's Lane works with over 160 volunteers. This includes the trustees who volunteer their time to oversee the strategic direction of the organisation and ensure that we are delivering services in line with our objectives and charitable purpose.

D. Principal Opportunities, Uncertainties and Risks

The Trustees have a full risk register which is reviewed on a regular basis, however it did not anticipate a pandemic. Our main risks and mitigations are as follows:

Operating a venue for hire and theatre: Social distancing has severely impacted our ability to generate income and we continue to monitor the response to the COVID 19 pandemic to make our building fit for purpose and encourage customers to feel safe in the building.

Building infrastructure: Our building is undergoing a major capital renewal. We anticipate snagging issues to take place over the coming year and a rolling programme for repair and maintenance.

Revenue fundraising: Fundraising continues to be challenging across the arts sector. We continue to work with trustees, trust and foundations and our statutory funders to ensure we are providing good value for money, are appropriate resourcing our work and are demonstrating good outcomes. We anticipate this will be a major challenge in the coming years.

Increased need for our services: We recognise that the pandemic has created an economic downturn leading to greater poverty in our user groups and local residents. We continue to ensure our projects are responding to need and that we can scale up if required. Our work with young people and socially isolated older adults is more in demand that ever before.

Impact of Brexit and COVID on the arts sector: International artists and touring work both to and from the UK has been hit hard by Brexit and COVID. We continue to assess the impact of visas, right to work and decline in international students to our business. Currently less work is on offer for programming.

E. Review of Financial Position

In the financial year ended 31 March 2021, Jackson's Lane recorded total income of £1,975,638 (2020: £1,267,880). Total expenditure of £914,110 (2020: £1,297,295). This resulted in a surplus for the year of £1,061,528 (2020 deficit: £29,415).

The restricted fund surplus was £869,416 (2020: £34,928) of which grants of £874,415 formed part of the Capital Development Fund.

Our unrestricted funds increased by £192,112 (2020: decrease of £64,343) to £412,121 (2020: £220,009) of which £15,000 (2020: £15,000) is designated to the Capital Development Fund, £30,000 to Impact Assessment, £10,000 to Building repairs & maintenance and £25,000 to Hire liability; this leaves general unrestricted funds at £332,121 (2020: £205,009) at 31 March 2021.

As a result, the total restricted funds attributed to Capital Development at 31 March 2021 increased by £874,415 to £1,182,129 (2020: £307,714).

General Reserves policy

During the year, the Trustees adopted a formal documented Reserves Policy which seeks to protect staff and operations by retaining sufficient free and unrestricted funds to weather periods when, for example, working capital is under pressure or an unforeseen deficit or significant adverse event occurs. Jacksons Lane currently defines these funds as free cash, the availability of which safeguarded the organisation during the first months of the COVID 19 pandemic.

Based on the 2019-20 Forecast for fixed and semi-fixed marketing, operational and core costs, the Board's initial assessment is that General Reserves should be maintained in a range between £200,000 and £400,000; at 31st March 2021 General Reserves were just inside this range at £315,000.

The cash reserve position will be kept under scrutiny with the Trustees committed to maintaining 3 months of free cash based on pre pandemic operating costs to ensure the viability of the organisation.

Going concern

Beyond monitoring the financial performance and management for the immediate year through the monthly reporting cycle, the Trustees assess the financial wellbeing of the organisation by contributing to and reviewing the cashflow and budget. The Business Plan has been updated since the pandemic.

The going concern status of the charity is a key focus of reporting for the Executive Director and Treasurer who monitors actual and forecast cash flow and the robustness of the charity's income sources at monthly meeting; this is then reported on and discussed at each Trustees Meeting.

Whilst the latest Forecast for 2021-22 indicates a deficit as the outcome for the year, due to the impact of COVID 19 and the Capital Project. The deficit will be covered by reserves. We anticipate that the coming two years will be challenging for many arts centres, including Jacksons Lane.

Plans for the future

The Trustees and the Executive Team have drafted a 3 year plan in light of the COVID 19 pandemic. For the foreseeable future we anticipate working in a blended way with activities delivered online and when safe in person. In Autumn 2021 we anticipate reopening Jacksons Lane for performances, artist development, classes and participation work. We anticipate a demand in our services particularly for socially isolated older adults and are piloting how to deliver this work online or through different ways. The demand in services is expected to be matched by increased competition for funding from grant givers and we are aware that we will need to plan carefully to ensure that we reach most in need.

With a refurbished building comes the opportunity to review activities and we are actively considering how best to maximise revenue when we reopen, balancing this with the need to remain accessible for our local community.

Our work building and leading the circus sector will continue, through co-commissioning, producing and presenting and we will build on our international collaborations to showcase the best of circus and non verbal theatre work to London.

Relationships with other organisations

We are committed to working in partnership with other providers. This has been a significant strategic aim and we are now working with 18 different organisations to deliver our services. Please see page 9 for examples of our partnerships.

Statement about Fundraising Practice

Jackson's Lane has established a Fundraising Strategy which works alongside our Strategic and Operational Plans.

Our fundraising strategy aims to address how we will achieve our Strategic Development target and the budgeted fundraised annual income. We are committed to diversifying our income, developing our services to new communities as well as expanding our area of benefit.

Ethical fundraising

We are committed to ethical fundraising, ensuring that we do not accept donations or support from companies who are in direct conflict with our aims. We have an Ethical Fundraising Policy that will support this strategy and be embedded into any fundraising activities.

F. Statement of the Responsibilities of Trustees

The Trustees (who are also directors of Jackson's Lane 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:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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.

In so far as the Trustees are aware:

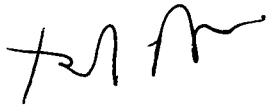
- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware; and
- The Trustees, having made enquiries of fellow directors and the charitable company's auditor that they ought to have individually taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small company exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 24 September 2021 and signed on its behalf by



David Porter
Chair of Trustees

Independent Auditors' Report to the Members of Jackson's Lane

Opinion

We have audited the financial statements of Jackson's Lane (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mr Graham Berry FCCA, Senior Statutory Auditor
For and on behalf of Breckman & Company Limited

Chartered Certified Accountants

49 South Molton Street
London W1K 5LH

24 September 2021

Jackson's Lane

(Limited by Guarantee)

Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Income and endowments from:	2						
Donations and legacies - pages 23		675,551	130,302	805,853	353,210	8,342	361,552
Charitable activities							
Operation of The Centre - pages 24-25		134,760	1,034,107	1,168,867	555,360	247,342	802,702
Other operating income - page 25		857	-	857	71,432	-	71,432
Other trading activities							
Fundraising - page 25		-	-	-	5,442	-	5,442
Investments - page 25		61	-	61	646	-	646
Other - page 25		-	-	-	26,106	-	26,106
Total		811,229	1,164,409	1,975,638	1,012,196	255,684	1,267,880
Expenditure on:							
Raising funds:							
Fundraising - page 26		-	-	-	2,360	-	2,360
Charitable activities:							
Operation of The Centre - page 26		611,288	294,993	906,281	1,035,978	220,756	1,256,734
Other operating expenditure - page 26		7,829	-	7,829	38,201	-	38,201
Total		619,117	294,993	914,110	1,076,539	220,756	1,297,295
Net movement in funds:							
Net income / (expenditure) carried forward	3	192,112	869,416	1,061,528	(64,343)	34,928	(29,415)

Jackson's Lane

(Limited by Guarantee)

Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2021

		Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Net income / (expenditure) brought forward	3	192,112	869,416	1,061,528	(64,343)	34,928	(29,415)
Reconciliation of funds:							
Total funds brought forward		220,009	324,011	544,020	284,352	289,083	573,435
Total funds carried forward	14, 15	412,121	1,193,427	1,605,548	220,009	324,011	544,020

The notes on pages 30 to 39 form an integral part of these financial statements.
The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

	2021		2020	
	£	£	£	£
Income from donations and legacies				
Donations				
Donations	10,598		28,653	
Donated facilities	78,818		78,821	
		89,416		107,474
Grants				
COVID-19 emergency funding				
ACE - Emergency Response Fund	119,000		-	
ACE - Culture Recovery Fund	197,000		-	
LB Haringey - emergency grant	28,000		-	
HMRC Job Retention Scheme	130,302		8,342	
		474,302		8,342
ACE - NPO funding	132,135		129,748	
LB Haringey - revenue funding	110,000		110,000	
Finnish Institute	-		5,988	
		242,135		245,736
Income from donations and legacies carried forward		805,853		353,210

Of the £805,853 (2020 - £353,210) income received from donations and legacies, £716,437 (2020 - £245,736) was grants provided by public bodies. Only the HMRC Coronavirus Job Retention Scheme income £130,302 (2020 - £8,342) was restricted in its use.

	2021		2020	
	£	£	£	£
Income from donations and legacies brought forward		805,853		353,210
Grants				
Project specific funding				
ACE - Large Capital Grants	270,148		-	
ACE - Development Fund	-		31,654	
Backstage Trust	20,000		-	
Barnet Summer Activities	-		5,189	
BBC Children in Need	44,304		35,695	
Cadent Foundation	5,633		-	
Capital grants - misc	25,500		-	
Christina Smith Foundation	25,000		-	
Christmas Day donations	36,291		-	
City Bridge Trust	11,818		42,275	
Corn Exchange	1,200		-	
DDCMS Tampon Tax	-		45,996	
Ernest Hecht Foundation	-		2,000	
Francis Winham Foundation	-		2,450	
Garfield Weston Foundation	100,000		-	
Homes for Haringey	9,500		-	
Hornsey Parochial Charities	-		2,385	
Jack Petchey Foundation	-		750	
London Borough of Barnet	1,800		-	
London Borough of Haringey	297,767		11,441	
Participation (Community) - misc	220		-	
Participation (Youth) - misc	999		-	
Paul Rodgers	-		280	
Private donations	131,000		-	
Social Lunch	-		566	
The 29th May Charitable Trust	5,000		-	
The National Lottery Community Fund	47,927		-	
Tottenham Grammar School Foundation	-		6,275	
Victoria Wood Trust	-		60,000	
Young Barnet Foundation	-		386	
		1,034,107		247,342
		1,839,960		600,552

Project specific grants of £1,034,107 (2020 - £247,342) were received in the year which were restricted in their use. £123,401 was received for Creative Learning projects, £36,291 for Christmas Lunch and £874,415 was received into the development fund for the capital project. See note 15, page 38.

	2021		2020	
	£	£	£	£
Income from charitable activities				
Operation of The Centre				
Room, studio and regular hires	7,165		114,457	
Classes and courses	-		53,887	
Box office	12,374		225,630	
Theatre hire	-		55,558	
In kind support		19,539		449,532
Artists in Residence	55,010		30,000	
Emerging companies	25,000		45,000	
Transmission	-		18,252	
Classes and courses	11,935		12,576	
Christmas Day	23,276		-	
		115,221		105,828
		134,760		555,360
Other operating income				
Cafe and bar	-		40,308	
Sundry	857		31,124	
		857		71,432
		135,617		626,792
Income from other trading activities				
Fundraising				
Fundraising events		-		5,442
Investment income				
Bank interest received		61		646
Other income				
Theatre Tax Relief		-		26,106
		-		26,106

	2021		2020	
	£	£	£	£
Expenditure on raising funds				
Fundraising				
Fundraising costs		-		2,360
Commercial trading operations				
Purchase costs		-		-
		-		2,360
Expenditure on charitable activities				
Operation of The Centre				
Direct costs	662,151		1,022,570	
In kind support	115,221		105,948	
	777,372		1,128,518	
Support costs - page 27	128,909		128,216	
		906,281		1,256,734
Other operating expenditure				
Support costs - page 27	1,729		33,451	
Governance costs - page 27	6,100		4,750	
		7,829		38,201
		914,110		1,294,935

Of £914,110 (2020 - £1,294,935) expenditure on charitable activities, £284,574 (2020 - £220,756) was expenditure of restricted fund grants. £125,753 was expenditure relating to Creative Learning projects while £130,302 was expenditure relating to the HMRC Job Retention Scheme. See note 15 (page 38).

	2021 £	2020 £
Support and governance costs		
Support costs		
Operation of The Centre	128,909	128,216
Other operating costs - management costs	-	9,600
Other operating costs - finance	1,729	23,851
	130,638	161,667
Governance costs		
Professional/financial		
Accountancy/other	1,500	1,500
Audit	4,600	3,250
	6,100	4,750

Jackson's Lane

(Limited by Guarantee)

Balance Sheet
31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	8		1,276,512		367,907
Current assets					
Stocks	9	-		3,618	
Debtors	10	96,595		51,248	
Cash at bank and in hand		609,346		218,325	
		705,941		273,191	
Liabilities					
Creditors: amounts falling due within one year	11	(376,905)		(97,078)	
Net current assets			329,036		176,113
Total assets less current liabilities			1,605,548		544,020
The funds of the charity					
Unrestricted funds	14				
- General fund			332,121		205,009
- Designated funds			80,000		15,000
			412,121		220,009
Restricted funds	15		1,193,427		324,011
Total charity funds			1,605,548		544,020

The trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The accounts were approved by the Board of Trustees on 24 September 2021 and signed on its behalf by

David Porter
Chair of Trustees

John Bird
Trustee

The notes on pages 30 to 39 form an integral part of these financial statements.

Jackson's Lane

(Limited by Guarantee)

Cash Flow Statement
for the year ended 31st March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities	20	1,301,026	(56,508)
Cash flows from investing activities:			
Dividends, interest and rents from investments		61	646
Purchase of property, plant and equipment		(910,066)	(99,020)
Net cash provided by investment activities		(910,005)	(98,374)
Change in cash and cash equivalents in the reporting period		391,021	(154,882)
Cash and cash equivalents at the beginning of the reporting period		218,325	373,207
Cash and cash equivalents at the end of the reporting period		609,346	218,325

1. Accounting policies

1.1. Basis of preparing the financial statements

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 2019) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charitable company 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).

1.2. Preparation of the accounts on a going concern basis.

The charitable company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Fund accounting

Funds held by the charitable company are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

1.4. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charitable company is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Earned income - income from box office, hires, operation of the centre and sundry other operational income is included in incoming resources in the period in which the relevant activity takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

- Donated services and facilities

Donated services or facilities are recognised as income when the charitable company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1.5. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Operation of the Centre and other direct costs - costs incurred in the provision of a community centre and regional arts and arts education resource.

- Support costs

The administrative and overhead costs associated with running the office from which the charitable company operates as well as governance costs.

Support costs have been allocated to activities on a basis consistent with use of resources.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charitable company.

1.6. Pensions

The charitable company operates a defined contribution scheme for the benefit of its employees where contributions payable are recognised as expenditure when due.

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Fixtures/fittings/equipment - 20% - 33% on cost

Jackson's Lane is embarking upon a capital project which commenced in 2017/18. The related development expenditure is work in progress and to date has been capitalised. Depreciation will be allocated after all capital works have been completed.

1.8. Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised on receipt at fair value which is the amount the charity would have been willing to pay for the items on the open market

1.9. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.10. Cash at bank and in hand

Cash at bank and 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.

1.11. Creditors and provisions

Creditors and provisions are recognised where the charitable company 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.

1.12. Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value, and subsequently measured at their settlement value.

1.13. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charitable company makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charitable company's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Net income/(expenditure) for the year is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets	1,461	1,461
Auditors' remuneration		
- external audit	4,600	3,250
- other services	1,500	1,500

4. Trustees' emoluments and reimbursed expenses

Trustees Adrian Berry and Monique Deletant were remunerated in the year as follows for their roles as Artistic Director and Executive Director respectively:

	2021 £
Artistic Director Salary	55,244
Artistic Director Pension	395
Executive Director Salary	53,910
Executive Director Pension	1,617

The aggregated amount reimbursed to Trustees during the year was £nil (2020 - £nil).

5. Staff costs and numbers

	2021	2020
	£	£
Staff costs		
Salaries and wages	406,410	489,689
Social security costs	29,000	36,620
Pension costs	8,530	10,263
	443,940	536,572

No employee earned £60,000 or more during the year (2020 - nil).

The key management personnel of the charitable company comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £111,166 (2020: £94,508).

There were redundancy costs of £12,744 in the year.

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2021	2020
	Number	Number
Operation of the Centre	30	39

6. Pension costs

The charitable company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charitable company and amounted to £8,530 (2020 - £10,263).

7. Corporation taxation

The charitable company is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

8. Fixed assets - tangible assets

	Property development costs	Fixtures/ fittings/ equipment	Total
	£	£	£
Cost			
1 April 2020	363,524	88,119	451,643
Additions	910,066	-	910,066
31 March 2021	1,273,590	88,119	1,361,709
Depreciation			
1 April 2020	-	83,736	83,736
Charge for year	-	1,461	1,461
31 March 2021	-	85,197	85,197
Net book values			
31 March 2021	1,273,590	2,922	1,276,512
31 March 2020	363,524	4,383	367,907

There is a fixed charge on the property persuant to the capital funding agreement with Arts Council England.

9. Stocks

	2021	2020
	£	£
Stocks	-	3,618

10. Debtors

	2021	2020
	£	£
Trade debtors	23,029	1,746
Other debtors	47,623	44,155
Prepayments and accrued income	25,943	5,347
	96,595	51,248

11. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	288,720	32,581
Other taxation/social security	-	8,933
Other creditors	15,311	22,755
Accruals	7,152	13,115
Deferred income (note 12)	65,722	19,694
	376,905	97,078

12. Deferred income

	£
Balance at 1 April 2020	19,694
Amount released to incoming resources	(19,694)
Amount deferred in the year	65,722
Balance at 31 March 2021	65,722

Deferred income relates to grants and other income from charitable activities received in advance.

13. Limited by guarantee

The charitable company is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charitable company should it be wound up. At 31 March 2021 there were 9 members.

14. Unrestricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	205,009	811,229	(619,117)	(65,000)	332,121
Designated funds:					
Capital development	15,000	-	-	-	15,000
Impact Assessment	-	-	-	30,000	30,000
Building repairs/maintenance	-	-	-	10,000	10,000
Hire liability	-	-	-	25,000	25,000
	220,009	811,229	(619,117)	-	412,121

Capital development
A fund that was set aside in order to meet future costs relating to the renovation of the theatre building.

Impact Assessment
Provision of an economic impact study to show the impact of Jacksons Lane on the surrounding economy. This is a repeat of the 2013 study which has proved invaluable for demonstrating value.

Building repairs/maintenance
Funding to cover repairs to areas not updated by the capital development programme.

Hire liability
Provision for liability arising from no longer being able to honour hires contracts that have been moved due to the pandemic.

15. Restricted funds

	Brought forward £	Incoming resources £	Outgoing resources £	Carried forward £
Development fund	307,714	874,415	-	1,182,129
Creative Learning	16,297	123,401	(136,172)	3,526
HMRC Job Retention Scheme	-	130,302	(130,302)	-
Christmas Lunch	-	36,291	(28,519)	7,772
	324,011	1,164,409	(294,993)	1,193,427

Development fund

This fund consists of grants and donations received specifically for the purchase of fixed assets. The funds will be transferred to the general fund over the expected useful life of the assets once the project is complete.

The balance at 31 March 2021 is attributable to:	£
Property development costs	1,182,129

Creative Learning

A fund for monies to support the costs participation, community and education activities with young people, women and older adults, principally projects like JL Circus, Together and Launch.

HMRC Job Retention Scheme

This fund was provided by HMRC to help cover payroll costs during the COVID-19 pandemic.

Christmas Lunch

Funds to support the Christmas Day event at Jacksons Lane providing a meal, entertainment and gifts for older adults who would otherwise be alone.

16. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2021 are represented by:				
Tangible fixed assets	94,383	-	1,182,129	1,276,512
Net current assets	237,738	80,000	11,298	329,036
	332,121	80,000	1,193,427	1,605,548

17. Financial commitments

At 31 March 2021 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2021	2020
	£	£
Due:		
Within one year	23,000	-
Between one and five years	92,000	-
In over five years	451,375	-
	566,375	-

18. Capital commitments

As at 31 March 2021 and with regards to the continuing redevelopment of Jacksons Lane supported by Arts Council England and London Borough of Haringey funding, there were capital commitments contracted but not provided for in the financial statements of £2,535,454, subject to fulfillment by contractors.

19. Related party transactions

During the year the charitable company had no further related party transactions that required disclosure, other than those already disclosed in note 4.

20. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2021	2020
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	1,061,528	(29,415)
Depreciation	1,461	1,461
Dividends, interest and rents from investments	(61)	(646)
Decrease in stocks	3,618	(191)
(Increase)/decrease in debtors	(45,347)	(8,767)
Increase/(decrease) in creditors	279,827	(18,950)
Net cash inflow from operating activities	1,301,026	(56,508)

Appendix

The following page is for information only and does not form part of the financial statements

Charitable activities costs analysis	2021 £	2021 £	2020 £	2020 £
Production costs				
Staff and salary costs	446,387		523,658	
Freelance fees	-		28,283	
Theatre and creative learning	153,609		385,826	
Bar costs of sale	4,593		20,955	
Advertising and marketing	34,538		37,169	
Office consumables	89		1,052	
Sundries	1,293		4,134	
Irrecoverable VAT	21,642		21,493	
		662,151		1,022,570
Cost equivalent of support in kind				
In kind support - Artists in residence	55,010		45,000	
In kind support - Emerging companies	25,000		30,000	
In kind support - Transmission	-		18,252	
In kind support - Classes and courses	11,935		12,696	
In kind support - Christmas Day	23,276		-	
		115,221		105,948
		777,372		1,128,518
Support and governance costs				
Operation of The Centre				
Office consumables	1,156		7,081	
Rent equivalent of donated facilities	78,818		78,821	
Premises expenses	39,812		35,773	
Sundries	213		5,080	
Depreciation of fixtures/fittings/equipment	1,461		1,461	
		121,460		128,216
Management				
Management costs	-		9,600	
		-		9,600
Finance				
Legal/professional	7,449		-	
Bank charges	229		173	
Freelance fees - finance	1,500		23,678	
		9,178		23,851
		130,638		161,667
Governance costs				
Accountancy/other	1,500		1,500	
Audit	4,600		3,250	
		6,100		4,750
		914,110		1,294,935