

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

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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.

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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

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Trustees' Report

## 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.

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**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 unrepresented 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.

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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.

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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.



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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.

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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.

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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 long 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.

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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.

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### Trustees' Report

#### 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.

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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 uncharted waters and provide support. All sub-committees were subsumed into the Board with only the Building Transformation Committee retained for adhoc advice and guidance.

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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

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Trustees' Report

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 appropriately 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 than 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).



Jackson's Lane  
(Limited by Guarantee)

Trustees' Report

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.

## Jackson's Lane

(Limited by Guarantee)

### Trustees' Report

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.

Jackson's Lane  
(Limited by Guarantee)

Trustees' Report

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.

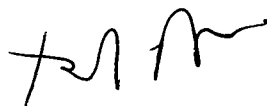
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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.

## 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 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.

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

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](http://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 2	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Income and endowments from:							
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		-	-	-	5,442	-	5,442
Fundraising - page 25		61	-	61	646	-	646
Investments - page 25		-	-	-	26,106	-	26,106
Other - page 25		-	-	-	-	-	-
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.



Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2021

	2021		2020	
	£	£	£	£
Income from donations and legacies				
Donations				
Donations	10,598		28,653	
Donated facilities	<u>78,818</u>		<u>78,821</u>	
		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	<u>130,302</u>		<u>8,342</u>	
		474,302		8,342
ACE - NPO funding	132,135		129,748	
LB Haringey - revenue funding	110,000		110,000	
Finnish Institute	<u>-</u>		<u>5,988</u>	
		242,135		245,736
Income from donations and legacies carried forward		<u>805,853</u>		<u>353,210</u>

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.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2021

	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
		<u>1,839,960</u>		<u>600,552</u>

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.

Jackson's Lane  
(Limited by Guarantee)  
Year ended 31 March 2021

	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	
	<u>          </u>		<u>          </u>	
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		-	
	<u>          </u>		<u>          </u>	
		115,221		105,828
		<u>          </u>		<u>          </u>
		134,760		555,360
Other operating income				
Cafe and bar	-		40,308	
Sundry	857		31,124	
	<u>          </u>		<u>          </u>	
		857		71,432
		<u>          </u>		<u>          </u>
		135,617		626,792
		<u>          </u>		<u>          </u>
Income from other trading activities				
Fundraising				
Fundraising events		-		5,442
		<u>          </u>		<u>          </u>
Investment income				
Bank interest received		61		646
		<u>          </u>		<u>          </u>
Other income				
Theatre Tax Relief		-		26,106
		<u>          </u>		<u>          </u>
		-		26,106
		<u>          </u>		<u>          </u>

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2021

	2021		2020	
	£	£	£	£
Expenditure on raising funds				
Fundraising				
Fundraising costs		-		2,360
Commercial trading operations				
Purchase costs		-		-
		<u>-</u>		<u>2,360</u>
		<u>-</u>		<u>2,360</u>
Expenditure on charitable activities				
Operation of The Centre				
Direct costs	662,151		1,022,570	
In kind support	115,221		105,948	
	<u>777,372</u>		<u>1,128,518</u>	
Support costs - page 27	128,909		128,216	
	<u>128,909</u>		<u>128,216</u>	
		906,281		1,256,734
Other operating expenditure				
Support costs - page 27	1,729		33,451	
Governance costs - page 27	6,100		4,750	
	<u>7,829</u>		<u>38,201</u>	
		7,829		38,201
		<u>914,110</u>		<u>1,294,935</u>
		<u>914,110</u>		<u>1,294,935</u>

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).

Jackson's Lane  
(Limited by Guarantee)  
Year ended 31 March 2021

	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
	<u>130,638</u>	<u>161,667</u>
Governance costs		
Professional/financial		
Accountancy/other	1,500	1,500
Audit	4,600	3,250
	<u>6,100</u>	<u>4,750</u>

Jackson's Lane

(Limited by Guarantee)

Balance Sheet  
31 March 2021

	Notes	£	2021 £	£	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	
		<u>705,941</u>		<u>273,191</u>	
Liabilities					
Creditors: amounts falling due within one year	11	(376,905)		(97,078)	
Net current assets			<u>329,036</u>		<u>176,113</u>
Total assets less current liabilities			<u>1,605,548</u>		<u>544,020</u>
The funds of the charity					
Unrestricted funds	14				
- General fund			332,121		205,009
- Designated funds			80,000		15,000
			<u>412,121</u>		<u>220,009</u>
Restricted funds	15		<u>1,193,427</u>		<u>324,011</u>
Total charity funds			<u>1,605,548</u>		<u>544,020</u>

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	<u>1,301,026</u>	<u>(56,508)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		61	646
Purchase of property, plant and equipment		<u>(910,066)</u>	<u>(99,020)</u>
Net cash provided by investment activities		<u>(910,005)</u>	<u>(98,374)</u>
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		<u>218,325</u>	<u>373,207</u>
Cash and cash equivalents at the end of the reporting period		<u><u>609,346</u></u>	<u><u>218,325</u></u>

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements  
for the year ended 31 March 2021

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.



Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements  
for the year ended 31 March 2021

- 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.

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements  
for the year ended 31 March 2021

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.

Jackson's Lane

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Notes to the Financial Statements  
for the year ended 31 March 2021

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
	<u>          </u>	<u>          </u>

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).

Jackson's Lane

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Notes to the Financial Statements  
for the year ended 31 March 2021

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
		<u>443,940</u>	<u>536,572</u>

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	<u>30</u>	<u>39</u>

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.

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements  
for the year ended 31 March 2021

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	<u>1,273,590</u>	<u>88,119</u>	<u>1,361,709</u>
Depreciation			
1 April 2020	-	83,736	83,736
Charge for year	-	1,461	1,461
31 March 2021	<u>-</u>	<u>85,197</u>	<u>85,197</u>
Net book values			
31 March 2021	<u>1,273,590</u>	<u>2,922</u>	<u>1,276,512</u>
31 March 2020	<u>363,524</u>	<u>4,383</u>	<u>367,907</u>

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

9. Stocks	2021 £	2020 £
Stocks	<u>-</u>	<u>3,618</u>
10. Debtors	2021 £	2020 £
Trade debtors	23,029	1,746
Other debtors	47,623	44,155
Prepayments and accrued income	25,943	5,347
	<u>96,595</u>	<u>51,248</u>

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements  
for the year ended 31 March 2021

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
	<u>376,905</u>	<u>97,078</u>
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		<u>65,722</u>

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.

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements  
for the year ended 31 March 2021

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
	<u>220,009</u>	<u>811,229</u>	<u>(619,117)</u>	<u>-</u>	<u>412,121</u>

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.

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements  
for the year ended 31 March 2021

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
	<u>324,011</u>	<u>1,164,409</u>	<u>(294,993)</u>	<u>1,193,427</u>

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
	<u>332,121</u>	<u>80,000</u>	<u>1,193,427</u>	<u>1,605,548</u>



Jackson's Lane

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Notes to the Financial Statements  
for the year ended 31 March 2021

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	-
	<u>566,375</u>	<u>-</u>

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	<u>1,301,026</u>	<u>(56,508)</u>

## 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 2021

	2021		2020	
Charitable activities costs analysis	£	£	£	£
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
		<u>777,372</u>		<u>1,128,518</u>
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
Governance costs		130,638		161,667
Accountancy/other	1,500		1,500	
Audit	4,600		3,250	
		6,100		4,750
		<u>914,110</u>		<u>1,294,935</u>

