

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**

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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 :

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.

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Trustees' 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 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.

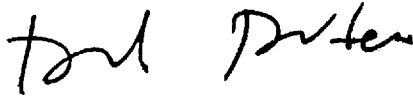
We thank our funders for their support throughout the year, and to Arts Council England and Haringey Council for their key role in enabling the capital works to progress through generous funding, and for enabling our vital community work to continue throughout the pandemic. We also want to recognise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

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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

A handwritten signature in black ink, appearing to read 'David Porter', written in a cursive style.

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.

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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.

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

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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 of 160 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

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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

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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

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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 at 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.

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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

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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.

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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.

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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 of 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

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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.

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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.

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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.

Jackson's Lane
(Limited by Guarantee)
Trustees' report

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

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Trustees' report

- 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.

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Trustees' report

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 than 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.

Jackson's Lane
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Trustees' report

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.

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Trustees' report

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.

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Trustees' report

- 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.

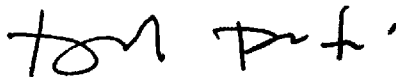
Auditor

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.

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

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	<u>19,840</u>		<u>78,818</u>	
		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	<u>6,009</u>		<u>130,302</u>	
		201,009		474,302
ACE - NPO funding	132,135		132,135	
LB Haringey - revenue funding	<u>110,000</u>		<u>110,000</u>	
		242,135		242,135
Income from donations and legacies carried forward		<u>490,987</u>		<u>805,853</u>

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	<u>97,979</u>		<u>12,374</u>	
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	<u>26,076</u>		<u>23,276</u>	
		110,877		115,221
		<u>329,814</u>		<u>134,760</u>
Other operating income				
Cafe and bar	12,817		-	
Sundry	<u>1,125</u>		<u>857</u>	
		13,942		857
		<u>343,756</u>		<u>135,617</u>
Investment income				
Bank interest received		<u>57</u>		<u>61</u>
Other income				
Theatre Tax Relief		<u>33,886</u>		-
		<u>33,886</u>		-

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	
	<u>852,764</u>		<u>777,372</u>	
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	<u>18,071</u>		<u>13,549</u>	
		34,311		15,278
		<u>1,060,330</u>		<u>914,110</u>

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).

Jackson's Lane
(Limited by Guarantee)
Year ended 31 March 2022

	2022	2021
	£	£
Support and governance costs		
Support costs		
Operation of The Centre	173,255	121,460
Other operating costs - finance	16,240	1,729
	<u>189,495</u>	<u>123,189</u>
Governance costs		
Professional/financial		
Legal/professional	7,421	7,449
Accountancy/other	3,650	1,500
Audit	7,000	4,600
	<u>18,071</u>	<u>13,549</u>

Jackson's Lane

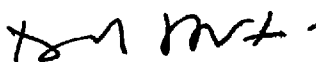
(Limited by Guarantee)

**Balance Sheet
31 March 2022**


		2022		2021	
	Notes	£	£	£	£
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	
		<u>773,045</u>		<u>705,941</u>	
Liabilities					
Creditors: amounts falling due within one year	11	(321,120)		(376,905)	
Net current assets			<u>451,925</u>		<u>329,036</u>
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			<u>4,779,663</u>		<u>1,605,548</u>
The funds of the charity					
Unrestricted funds	15				
- General fund			394,651		332,121
- Designated funds			140,000		80,000
			<u>534,651</u>		<u>412,121</u>
Restricted funds	16		4,245,012		1,193,427
Total charity funds			<u>4,779,663</u>		<u>1,605,548</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 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

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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.

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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 2022

- 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 2022**

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.

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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
	<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:

	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).

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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
	<u>424,694</u>	<u>443,940</u>

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	2021
	Number	Number
Operation of the Centre	<u>29</u>	<u>30</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 £8,479 (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.

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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 pursuant 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

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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
	<u>321,120</u>	<u>376,905</u>
12. Creditors: amounts falling due after more than one year	2022	2021
	£	£
CBILS loan	<u>157,168</u>	<u>-</u>
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		<u>87,249</u>
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.

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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
	<u>412,121</u>	<u>868,686</u>	<u>(761,390)</u>	<u>15,234</u>	<u>534,651</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.

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.

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2022

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
	<u>1,193,427</u>	<u>3,365,759</u>	<u>(298,940)</u>	<u>(15,234)</u>	<u>4,245,012</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 2022 is attributable to:

Property development costs	£
	<u>4,189,391</u>

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.

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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)
	<u>394,651</u>	<u>140,000</u>	<u>4,245,012</u>	<u>4,779,663</u>

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
	<u>543,241</u>	<u>566,375</u>

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.

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2022**

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
		<u>1,060,330</u>		<u>914,110</u>