

Company number 05987997
Charity number 1119318

Jackson's Lane
(Limited by Guarantee)

Report and Financial Statements
for the year ended 31 March 2023

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

Jackson's Lane
(Limited by Guarantee)

Contents

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

Jackson's Lane

(Limited by Guarantee)

Reference and Administrative Details

Constitution

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

Directors and Trustees

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

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

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

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

Joint CEOs

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

Auditors

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

Bankers

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

Registered office and operation address

269A Archway Road, London N6 5AA.

Trustees' Annual Report

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

The reference and administrative details set out on page 1 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

A. Chair's Introduction

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

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

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

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

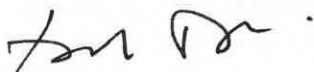
The success of the capital project and subsequent reopening of Jacksons Lane was down to a highly dedicated and skilled team, led initially by Monique Deletant, and then Hannah Cox our Executive Director and Adrian Berry our Artistic Director.

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

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

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

David Porter
Chair



B. Strategic Report

Objectives

Jacksons Lane was incorporated in November 2006 to:

- a. "primarily, but not exclusively, promote the benefit of people who live or work in the London Borough of Haringey and the surrounding areas without distinction of sex, political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.
- b. establish or secure the establishment of a community centre and to maintain and manage, or to co-operate with any local authority in the maintenance and management of such a centre for activities promoted by the association and its constituent bodies in furtherance of the above objects."

In 2020 the organisation updated its objects to:

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

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

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

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

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

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

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

Public benefit statement

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

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

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

Achievements and performance

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

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

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

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

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

Our Activities Past and Planned

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

In 2022/23 we:

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

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

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

Building Transformation and reopening

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

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

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

Artistic Excellence

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

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

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

Key Stats & Data

Theatre & Circus Productions hosted (adult): 38

Theatre & circus total performances (adult): 67

Tickets sold: 6,232

Touring productions supported: 13

Artists Presented & supported: 168

Support For Artists

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

Key Stats & Data

In-kind hours of artist space: 1,540

Artists in residency & supported: 72

Artist Scratch/work-in progress performances: 14

Working Internationally

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

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

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

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

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

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

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

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

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

Key Stats & Data

International artists presented and supported: 120

International Performances: 42

Audiences for international work: 4,480

Theatre For Children and Young People

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

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

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

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

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

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

Key Stats & Data

Family weekend and holiday performances: 54

Christmas show performances: 36

Artists presented: 68

Total Family show audiences: 9,358

Creative Engagement: Young People

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

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

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

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

Key Stats & Data

3,600 Engagement Opportunities

117 children and young people attending weekly workshops and holiday projects

10 professional circus artists

8 Youth Board Members

Creative Engagement: Working with Schools

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

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

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

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

Creative Engagement: Older Adults

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

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

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

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

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

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

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

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

Christmas Day At Jacksons Lane

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

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

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

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

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

A Community Hub For Haringey

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

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

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

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

Key Stats & Data

23 events and workshops

Over 350 participants

122 days of Warm Welcome

Environmental Sustainability

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

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

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

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

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

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

Audiences

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

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

Partnerships

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

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

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

Hires

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

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

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

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

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

C. Structure, Governance and Management

Governing Document

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

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

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

The Trustees

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

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

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

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

Recruitment, Appointment and Induction of Trustees

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

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

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

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

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

Our current board is made up of 13 members, 50% of whom demonstrate protected characteristics:

30% have experience of racial inequality

23% identify as Disabled or Neurodiverse

38% female, 54% male, 8% non-binary

Trustee Biographies

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

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

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

Trustees:

Adrian Berry (see page 18)

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

Hannah Cox (see page 18)

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

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

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

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

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

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

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

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

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

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

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

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

Trustees Meetings and Interests

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

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

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

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

Board Sub-Committees

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

Executive Management

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

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

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

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

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

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

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

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

Staff Team

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

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

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

Volunteers

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

D. Principal Opportunities, Uncertainties and Risks

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

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

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

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

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

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

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

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

E. Review of Financial Position

- a. In the financial year ended 31 March 2023, Jacksons Lane recorded total income of £1,465,767 (2022: £4,234,445). Total expenditure of £1,329,938 (2022: £1,060,330). This resulted in a surplus for the year of £135,829 (2022 surplus: £3,174,115).
- b. Of this the restricted surplus was £224,457 (2022: £3,051,585) of which grants of £335,457 from the Arts Council England and £113,633 from London Borough of Haringey formed part of the Capital Development Fund.
- c. Our unrestricted funds decreased by £88,628 (2022: £101,287 increase) to £446,023 (2022: £534,651) of which £80,000 (2022: £140,000) is designated; this leaves general unrestricted funds at £366,023 (2022: £394,651) at 31 March 2023.
- d. As a result, the total Funds attributed to Capital Development at 31 March 2023 increased by £250,022 to £4,439,413 (2022: £4,189,391).

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

General Reserves policy

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

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

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

Going concern

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

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

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

Plans for future

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

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

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

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

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

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

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

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

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

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

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

Related parties and relationships with other organisations

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

Statement about Fundraising Practice

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

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

Ethical fundraising

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

F. Statement of the Responsibilities of Trustees

The trustees (who are also directors of Jacksons Lane for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

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

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

Auditor

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

Small Company Exemptions

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

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



David Porter
Chair

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

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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:

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

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

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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

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

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

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

Use of our report

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



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

49 South Molton Street
London W1K 5LH

14 September 2023

Jackson's Lane

(Limited by Guarantee)

Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2023

	Notes	Unrestricted funds	Restricted funds	2023 Total	Unrestricted funds	Restricted funds	2022 Total
	2	£	£	£	£	£	£
Income and endowments from:							
Donations and legacies - page 31		279,393	-	279,393	490,987	-	490,987
Charitable activities:							
Operation of The Centre - pages 32-33		511,752	605,466	1,117,218	329,814	3,365,759	3,695,573
Other operating income - page 33		32,503	-	32,503	13,942	-	13,942
Investments - page 33		1,549	-	1,549	57	-	57
Other - page 33		35,104	-	35,104	33,886	-	33,886
Total		860,301	605,466	1,465,767	868,686	3,365,759	4,234,445
Expenditure on:							
Charitable activities:							
Operation of The Centre - page 34		1,131,258	181,942	1,313,200	734,500	298,940	1,033,440
Other operating expenditure - page 34		8,621	-	8,621	26,890	-	26,890
Other	3	8,117	-	8,117	-	-	-
Total		1,147,996	181,942	1,329,938	761,390	298,940	1,060,330
Net movement in funds:							
Net income / (expenditure) carried forward	4	(287,695)	423,524	135,829	107,296	3,066,819	3,174,115
Transfers between funds	16, 17	199,067	(199,067)	-	15,234	(15,234)	-

Jackson's Lane

(Limited by Guarantee)

**Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2023**

		Unrestricted funds £	Restricted funds £	2023 Total £	Unrestricted funds £	Restricted funds £	2022 Total £
Net income / (expenditure) brought forward	4	(88,628)	224,457	135,829	122,530	3,051,585	3,174,115
Reconciliation of funds:							
Total funds brought forward		534,651	4,245,012	4,779,663	412,121	1,193,427	1,605,548
Total funds carried forward	16, 17	446,023	4,469,469	4,915,492	534,651	4,245,012	4,779,663

The notes on pages 38 to 48 form an integral part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2023

	2023		2022	
	£	£	£	£
Income from donations and legacies				
Donations				
Donations	17,419		28,003	
Donated facilities	19,840		19,840	
		37,259		47,843
Grants				
COVID-19 emergency funding				
ACE - Culture Recovery Fund	-		195,000	
HMRC Job Retention Scheme	-		6,009	
		-		201,009
ACE - NPO funding	132,134		132,135	
LB Haringey - revenue funding	110,000		110,000	
		242,134		242,135
		<u>279,393</u>		<u>490,987</u>

Of the £279,393 (2022 - £490,987) income received from donations and legacies, £242,134 (2022 - £443,144) was grants provided by public bodies.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2023

	2023		2022	
	£	£	£	£
Income from charitable activities				
Grants				
Project specific funding				
ACE - Back to our Future	8,500		76,500	
ACE - Large Capital Grants	335,457		1,541,405	
ACE - Kickstart Capital Grant	-		372,491	
AKO Foundation	-		35,000	
BBC Children in Need	34,352		40,781	
Cadent Foundation	-		18,967	
Capital grants - misc	-		20,000	
Channing School	4,000		-	
Charcoal Blue	1,000		-	
Christmas Day donations	24,480		34,980	
City Bridge Trust	40,342		51,365	
Finnish Institute	-		36,881	
Foyle Foundation	-		25,000	
Foundation 4-22	4,644		7,518	
Greater London Authority	6,000		-	
Homes for Haringey	7,490		12,491	
London Borough of Haringey	118,179		838,600	
Morrisons Foundation	2,047		-	
Nordic Festival grants	-		7,700	
Participation (Community) - misc	6,620		44,410	
Participation (Youth) - misc	12,355		11,670	
Private donations	-		100,000	
Robert Gavron Trust	-		30,000	
Social Investment Business	-		60,000	
		605,466		3,365,759

Project specific grants of £605,466 (2022 - £3,365,759) were received in the year which were restricted in their use. £117,953 was received for Creative Learning projects, £24,280 for Christmas Lunch and £419,089 was received into the development fund for the capital project. See note 17, page 46.

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2023

	2023		2022	
	£	£	£	£
Operation of The Centre				
Room, studio and regular hires	238,304		120,958	
Box office	201,646		97,979	
In kind support		447,091		218,937
Artists in Residence	21,399		30,000	
Emerging companies	-		24,000	
Classes and courses	13,120		30,801	
Christmas Day	30,142		26,076	
		64,661		110,877
		511,752		329,814
Other operating income				
Cafe and bar	27,709		12,817	
Sundry	4,794		1,125	
		32,503		13,942
		544,255		343,756
Investment income				
Bank interest received		1,549		57
Other income				
Theatre Tax Relief		35,104		33,886
		35,104		33,886

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2023

	2023		2022	
	£	£	£	£
Expenditure on charitable activities				
Operation of The Centre				
Direct costs	870,942		742,153	
In kind support	64,661		110,611	
	<u>935,603</u>		<u>852,764</u>	
Support costs - page 35	372,362		173,255	
		1,307,965		1,026,019
Other operating expenditure				
Support costs - page 35	121		16,240	
Governance costs - page 35	<u>13,735</u>		<u>18,071</u>	
		13,856		34,311
		<u>1,321,821</u>		<u>1,060,330</u>

Of £1,321,821 (2022 - £1,060,330) expenditure on charitable activities, £181,942 (2022 - £298,940) was expenditure of restricted fund grants. £106,938 was expenditure relating to Creative Learning projects. See note 17 (page 46).

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2023

	2023	2022
	£	£
Support and governance costs		
Support costs		
Operation of The Centre	372,362	173,255
Other operating costs - finance	121	16,240
	<u>372,483</u>	<u>189,495</u>
Governance costs		
Professional/financial		
Legal/professional	5,235	7,421
Accountancy/other	500	3,650
Audit	8,000	7,000
	<u>13,735</u>	<u>18,071</u>

Jackson's Lane

(Limited by Guarantee)

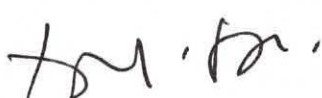
Balance Sheet
31 March 2023

	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	9	4,352,500	4,484,906
Current assets			
Stocks	10	247	316
Debtors	11	184,630	274,761
Cash at bank and in hand		756,480	497,968
		<u>941,357</u>	<u>773,045</u>
Liabilities			
Creditors: amounts falling due within one year	12	(266,189)	(321,120)
Net current assets		<u>675,168</u>	<u>451,925</u>
Total assets less current liabilities		5,027,668	4,936,831
Creditors: amounts falling due after more than one year	13	(112,176)	(157,168)
Net assets		<u>4,915,492</u>	<u>4,779,663</u>
The funds of the charity			
Unrestricted funds	16		
- General fund		366,023	394,651
- Designated funds		80,000	140,000
		<u>446,023</u>	<u>534,651</u>
Restricted funds	17	4,469,469	4,245,012
Total charity funds		<u>4,915,492</u>	<u>4,779,663</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 14 September 2023 and signed on its behalf by

David Porter
Chair of Trustees



John Bird
Trustee



The notes on pages 38 to 48 form an integral part of these financial statements.

Jackson's Lane

(Limited by Guarantee)

**Cash Flow Statement
for the year ended 31 March 2023**

	Notes	2023 £	2022 £
Cash flows from operating activities	23	357,250	2,924,724
Cash flows from investing activities:			
Dividends, interest and rents from investments		1,549	57
Purchase of property, plant and equipment		(67,455)	(3,226,159)
Net cash provided by investment activities		(65,906)	(3,226,102)
Repayments of borrowing		(32,832)	-
Cash inflows from new borrowing		-	190,000
Net cash provided by financing activities		(32,832)	190,000
Change in cash at bank and in hand in the reporting period		258,512	(111,378)
Cash at bank and in hand at the beginning of the reporting period		497,968	609,346
Cash at bank and in hand at the end of the reporting period		756,480	497,968

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

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 2023**

1.4. Incoming resources

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

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

- Donations and legacies

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

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

- Charitable activities

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

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

- Donated services and facilities

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

- Investment income

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

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

1.5. Expenditure

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

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

- Costs of raising funds

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

- Charitable activities

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

- Support costs

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

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

- Governance costs

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

1.6. Pensions

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

1.7. Tangible fixed assets and depreciation

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

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

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

1.8. Stock

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

1.9. Debtors

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

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

1.10. Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.11. Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.12. Financial Instruments

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

1.13. Significant Accounting Estimates and Judgements

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

2. Incoming resources

The total theatrical income for the year has been derived from the principal activity. The proportion of theatrical income derived from outside the UK amounted to 2% (2022 - nil%).

3. Interest payable

	2023	2022
	£	£
On loans/overdrafts	8,117	-
	<u> </u>	<u> </u>

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

	2023	2022
	£	£
Depreciation of tangible fixed assets	199,861	17,765
Bank interest payable	8,117	-
Auditors' remuneration		
- external audit	7,500	7,000
- external audit underaccrual from previous year	500	-
- other services	500	1,500
	<u> </u>	<u> </u>

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

5. Trustees' emoluments and reimbursed expenses

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

	2023
	£
Artistic Director Salary	50,000
Artistic Director Pension	1,500
Executive Director Salary	50,654
Executive Director Pension	1,520

The aggregated amount reimbursed to Trustees during the year was £nil (2022 - £nil).

6. Staff costs and numbers

	2023	2022
	£	£
Staff costs		
Salaries and wages	519,458	387,951
Social security costs	36,534	29,350
Pension costs	10,235	8,397
	<u>566,227</u>	<u>425,698</u>

No employee earned £60,000 or more during the year (2022 - nil).

The key management personnel of the charitable company comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £103,674 (2022: £103,055).

Staff numbers

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

	2023	2022
	Number	Number
Operation of the Centre	<u>43</u>	<u>29</u>

Jackson's Lane

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

7. Pension costs

The charitable company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charitable company and amounted to £10,235 (2022 - £8,397).

8. Corporation taxation

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

9. Fixed assets - tangible assets

	Property development costs £	Fixtures/ fittings/ equipment £	Total £
Cost			
1 April 2022	4,499,679	88,189	4,587,868
Additions	65,789	1,666	67,455
31 March 2023	<u>4,565,468</u>	<u>89,855</u>	<u>4,655,323</u>
Depreciation			
1 April 2022	16,304	86,658	102,962
Charge for year	197,997	1,864	199,861
31 March 2023	<u>214,301</u>	<u>88,522</u>	<u>302,823</u>
Net book values			
31 March 2023	<u>4,351,167</u>	<u>1,333</u>	<u>4,352,500</u>
31 March 2022	<u>4,483,375</u>	<u>1,531</u>	<u>4,484,906</u>

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

10. Stocks

	2023 £	2022 £
Stocks	<u>247</u>	<u>316</u>

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements
for the year ended 31 March 2023

11. Debtors	2023	2022
	£	£
Trade debtors	25,205	39,901
Other debtors	1,219	130,785
Prepayments and accrued income	158,206	104,075
	<u>184,630</u>	<u>274,761</u>
12. Creditors: amounts falling due within one year	2023	2022
	£	£
CBILS loan	44,992	32,832
Trade creditors	57,351	150,585
Other taxation/social security	13,543	-
Other creditors	52,393	34,051
Accruals	8,407	16,403
Deferred income (note 14)	89,503	87,249
	<u>266,189</u>	<u>321,120</u>
13. Creditors: amounts falling due after more than one year	2023	2022
	£	£
CBILS loan	<u>112,176</u>	<u>157,168</u>
14. Deferred income		£
Balance at 1 April 2022		87,249
Amount released to incoming resources		(87,249)
Amount deferred in the year		89,503
Balance at 31 March 2023		<u>89,503</u>

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

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

15. Limited by guarantee

The charitable company is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charitable company should it be wound up. At 31 March 2023 there were 12 members.

16. Unrestricted funds	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	394,651	860,301	(1,147,996)	259,067	366,023
Designated funds:					
Capital development	15,000	-	-	-	15,000
Impact Assessment	30,000	-	-	-	30,000
Building repairs/maintenance	10,000	-	-	-	10,000
Hire liability	25,000	-	-	-	25,000
COVID recovery	60,000	-	-	(60,000)	-
	<u>534,651</u>	<u>860,301</u>	<u>(1,147,996)</u>	<u>199,067</u>	<u>446,023</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 2023

17. Restricted funds	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Development fund	4,189,391	449,089	-	(199,067)	4,439,413
Creative Learning	19,018	117,953	(106,938)	-	30,033
Christmas Lunch	16,357	24,280	(40,614)	-	23
Luminosa	-	8,500	(8,500)	-	-
Foundation 4-22	-	4,644	(4,644)	-	-
Nordic Exposure	20,246	-	(20,246)	-	-
TENT	-	1,000	(1,000)	-	-
	<u>4,245,012</u>	<u>605,466</u>	<u>(181,942)</u>	<u>(199,067)</u>	<u>4,469,469</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 2023 is attributable to:

	£
Property development costs	4,351,167
Future development fund expenditure	88,246
	<u>4,439,413</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 2023**

TENT

Funds from TENT, a circus production company in Amsterdam, to support a knowledge exchange trip between staff team.

18. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2023 are represented by:				
Tangible fixed assets	1,333	-	4,351,167	4,352,500
Net current assets	476,866	80,000	118,302	675,168
Long term (liabilities)	(112,176)	-	-	(112,176)
	<u>366,023</u>	<u>80,000</u>	<u>4,469,469</u>	<u>4,915,492</u>

19. Financial commitments

At 31 March 2023 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2023 £	2022 £
Due:		
Within one year	23,000	23,000
Between one and five years	92,000	92,000
In over five years	405,241	428,241
	<u>520,241</u>	<u>543,241</u>

20. Capital commitments

As at 31 March 2023 and with regards to the continuing redevelopment of Jacksons Lane supported by Arts Council England and London Borough of Haringey funding, there were capital commitments contracted but not provided for in the financial statements of £179,625 subject to fulfillment by contractors.

21. Related party transactions

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

Jackson's Lane

(Limited by Guarantee)

Notes to the Financial Statements
for the year ended 31 March 2023

22. Analysis of changes in net funds

	Opening balance	Cash flows	Other changes	Closing balance
	£	£	£	£
Cash at bank and in hand	497,968	258,512		756,480
Debt due within one year	(32,832)	32,832	(44,992)	(44,992)
Debt due after one year	(157,168)	-	44,992	(112,176)
	(190,000)	32,832	-	(157,168)
Net funds	307,968	291,344	-	599,312

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

	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	135,829	3,174,115
Depreciation	199,861	17,765
Dividends, interest and rents from investments	(1,549)	(57)
Decrease/(increase) in stocks	69	(316)
Decrease/(increase) in debtors	90,131	(178,166)
(Decrease) in creditors	(67,091)	(88,617)
Net cash inflow from operating activities	357,250	2,924,724

Appendix

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

Jackson's Lane

(Limited by Guarantee)

Year ended 31 March 2023

Charitable activities costs analysis	2023		2022	
	£	£	£	£
Production costs				
Staff and salary costs	519,458		387,951	
Freelance fees	255		-	
Social security costs	36,534		29,350	
Staff pension scheme costs	10,235		8,397	
Theatre and creative learning	232,496		292,999	
Cafe and bar hire costs	35,108		12,544	
Bar costs of sale	5,167		5,349	
Advertising and marketing	30,712		30,600	
Irrecoverable VAT	977		(25,037)	
		870,942		742,153
Cost equivalent of support in kind				
In kind support - Artists in residence	21,399		30,000	
In kind support - Emerging companies	-		24,000	
In kind support - Classes and courses	13,120		30,535	
In kind support - Christmas Day	30,142		26,076	
		64,661		110,611
		935,603		852,764
Support and governance costs				
Operation of The Centre				
Office consumables	16,008		19,678	
Subscriptions/licences	546		-	
Rent equivalent of donated facilities	19,840		19,840	
Premises expenses	121,403		103,828	
Insurance	4,375		-	
Sundries	10,329		12,144	
Depreciation of fixtures/fittings/equipment	199,861		17,765	
		372,362		173,255
Finance				
Bank charges	121		240	
Freelance fees - finance	-		16,000	
		121		16,240
Governance costs		372,483		189,495
Legal/professional	5,235		7,421	
Accountancy/other	500		3,650	
Audit	8,000		7,000	
		13,735		18,071
		1,321,821		1,060,330

14 September 2023

Restricted grants and donations:

ACE – Back to our Future £8,500
ACE – Large Capital Grants £335,457
BBC Children in Need £34,352
Channing School £4,000
Charcoal Blue £1,000
Christmas Day donations £24,480
City Bridge Trust £40,342
Foundation 4-22 £4,644
Greater London Authority £6,000
Homes for Haringey £7,490
London Borough of Haringey £118,179
Morrisons Foundation £2,047
Participation (Community) – misc £6,620
Participation (Youth) – misc £12,355

