



Trustees' Annual Report

For the period from 1st January 2024 to 31st December 2024

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Summary

JUSTICE IN MOTION is a professional Oxford-based physical theatre company, founded by Artistic Director Anja Meinhardt. It is dedicated to raising awareness about social injustice through a combination of captivating performances, workshops and talks, run in conjunction with partner organisations.

Since 2013, we have been creating dynamic theatre about relevant social issues, such as county lines drug dealing, human trafficking, poverty, migration, and sexual violence. Justice in Motion uses a combination of movement, theatre, music, parkour, trials biking, aerial acrobatics, dance, spoken word and multimedia, to create spectacular performances that enrapture its audiences, and encourage debate and dialogue. We have found this approach to reaching communities and inspiring activism through performance, to be highly effective.

Justice in Motion is one of Oxford City's Cultural Partners, has been an Evolve Company at Oxford Playhouse, and has been supported by Arts Council England, Oxford City Council, The Chartered Institute of Building, Oxford Dance Forum, 101 Outdoor Arts Creation Space, and Out There Arts.

Vision and Values

OUR VISION

A standout physical theatre company powerfully changing lives.

OUR MISSION

To inspire people through the performing arts, to impact the world for the better.

To advance our mission:

1. WE CREATE HIGH QUALITY WORK ACROSS ART FORMS

We investigate, explore, and tell hidden stories predominately through the performing arts, inspired by true accounts of social injustice. Our work is exciting, engaging, thought-provoking, and always packs a punch.

2. WE RAISE AWARENESS ABOUT SOCIAL INJUSTICE ISSUES

We shine a light on things kept in the dark. We bring hope to a broken world and give a voice to those unheard. We reveal the uncomfortable reality of issues that concern our society and highlight areas of inequality with great sensitivity.

3. WE ENGAGE, INSPIRE AND CONNECT

We excite and challenge you through our performances, to become an advocate for social change. We provide facts and access to information through our research. We signpost to ways you can take action and find opportunities for conversations to continue.

4. WE DEVELOP PERFORMING ARTS PRACTISE

We provide high quality training as well as sharing opportunities, for artists and participants of all levels. These aid you in developing knowledge, gaining skills, and enhancing technique within the performing arts.

Year in Summary

2024 was a big year for Justice in Motion as we concluded our 10 Year Anniversary celebrations with a six week-long Exhibition at the Old Fire Station in Oxford at the beginning of the year, and delivered a full programme of events alongside it. Under the title '10 Years in Motion', we curated an exhibition of all the projects we had worked on to date, showcasing the vast variety of Justice in Motion's projects and their impact. We created a booklet alongside the exhibition capturing everything about our first 10 years which can be seen [HERE](#). As part of the Events Programme to enhance people's experience of the exhibition and give further opportunities to dive into the worlds of Justice in Motion, we held an Opening Event for the exhibition, bringing together longstanding supporters

and new friends, partners and artists we have worked with over the years to celebrate. First up in our events series were our friends Uusikuu, who wowed audiences with a concert of Finnish Tango. We then brought in Sky News Home Editor Jason Farrell, to present his book *County Lines*, which had been part of our research for CODE. We taught Rap Workshops to participants of all ages, and hosted a Pub Quiz with a twist based on our production of *POVERTY ON THE TABLE*, seeing players learn more about the facts around poverty whilst hearing from our partners at OPHI, OXFAM and CAP. One highlight certainly was our Deca-Thon, a 10h dance-a-thon in conjunction with Dancin' Oxford, which offered taster sessions in Bollywood, Tap, Ballet, African Dance, Lindy Hop, Bachata, Contemporary Dance, Breakdancing, All Inclusive, and a Freestyle DJ set, and got 133 people dancing across the day. The following event was an Anti-Slavery Panel which brought together our partners from Unseen, The Salvation Army, ASIOX, and Rapper Matt 'Blessed'. We then screened our entire collection of *MOVING TOGETHER* films on the big screen as part of a Loneliness event held with partners from the Archway Foundation, Beyond Loneliness, and TORA. Lastly, we invited photographer Vadym Gurewych back to take people's portraits within the gallery. The final event saw us close the exhibition with a Treasure Trail across all projects, for the whole family. Across the six weeks, Artistic Director Anja led many tours through the gallery, giving deeper insights into each of the projects, the research, and the creative process. A full evaluation report can be read [HERE](#), as well as a highlights video of 10 Years in Motion [HERE](#).

For the remainder of the year we fully focused on the remount of CODE and creation of our Youth Engagement programme alongside the production which we developed in partnership with The Mill in Banbury. Pilot days in three different schools across Oxfordshire where we trialled our interactive Assembly Presentation on knife crime and county lines, each followed by several Skill Workshops, proved very successful and immediately made an impact on students and teachers alike.

Then we took CODE on tour reaching nearly 15,000 audience members, and delivered several more school workshops alongside the show, as well as youth residencies in Bicester, Hull and Deventer, working with nearly 2,500 participants. This year also took us across to Europe for the first time with performances in the Netherlands.

Just before the tour, Artistic Director Anja was interviewed by the magazine 'Fostering Families' on her journey into founding Justice in Motion, the research that goes into each of our productions, and of course CODE. The full article can be found [HERE](#).

Furthermore we were commissioned by B-Corp to create the opening piece for their global festival at the New Theatre in Oxford. Under its title 'Louder than Words', we created and performed a bespoke piece of parkour theatre to an audience of 2,000 people, both in person and online. We also contributed a bespoke rap to one of the sessions across the festival on the theme of Homelessness for B-Local by Marcus 'Matic Mouth' Smith; the rap was subsequently performed again at the OXLEP Annual Award Celebration at the Examination School later in the summer. And finally we were responsible for the entire entertainment around the sessions across the festival, and brought in jugglers and acrobats from Brain Fools, as well as musicians, and magicians.

Last but not least, we were invited to participate at ITV's Big Bash, once again creating a bespoke piece of parkour theatre, in celebration alongside other organisations that receive funding through the National Lottery, which aired on New Year's Eve, reaching over 2 million people in person, online and on broadcast.

Financial Review

Review of the charity's financial position at the end of the period.

1 January 2024 - 31st December 2024

Note 1: Income increased from £201,009 to £333,559. This increase was directly due to the expansion and national touring of our new project CODE in this financial year.

Note 2: Expenditure increased from £195,868 to £333,407. This increase is due to the direct expenditure incurred for remounting and touring CODE.

Funds at the start of the year were £8,767 and increased to £8,919 at the end of the year.

Justice in Motion	Charity No	1166800		
	Company No			
Annual accounts for the period				
Period start date	01/01/2024	To	Period end date	

Statement of financial activities (including summary income and expenditure account)

Recommended categories by activity	Notes	Unrestricted funds	Restricted income funds	Endowment funds	Total funds	Prior year funds
		£	£	£	£	£
Income (Note 1)		F01	F02	F03	F04	F05
Income and endowments from:						
Donations and grants		38,636	80,755	-	119,391	146,512
Fees for charitable services		25,950	64,087	-	90,037	2,000
Other trading activities				-	-	750
Other Income		40,511			40,511	14,558
Performance Fees		83,620		-	83,620	37,189
Total		188,717	144,842	-	333,559	201,009
Expenditure (Note 2)						
Expenditure on:						
Core Freelancers and Contractors		50,790	38,316	-	89,106	51,616
Insurance		2,366	-	-	2,366	1,480
Direct Project Costs		30,976	180,903		211,879	127,311
Office Expenditure		5,444			5,444	4,791
Marketing		928			928	464
Venue Hire		6,010			6,010	5,974
Production Costs		3,195			3,195	4,033
Professional Fees		14,479	-		14,479	200
Entertainment		-			-	-
Assets					-	-
Other				-	-	-
Total		114,188	219,219	-	333,407	195,868
Net income/(expenditure) before tax for the reporting period		74,529	(74,377)	0	153	5,140
Tax payable		0	0	0	0	0
Net income/(expenditure) after tax before investment gains/(losses)		74,529	(74,377)	0	153	5,140
Net gains/(losses) on investments		0	0	0	0	0
Net income/(expenditure)		74,529	(74,377)	0	153	5,140
Extraordinary items		0	0	0	0	0
Transfers between funds		(74,376)	74,376	0	0	0
Other recognised gains/(losses):						
Gains and losses on revaluation of fixed assets for the charity's own use		0	0	0	0	0
Other gains/(losses)		0	0	0	0	0
Net movement in funds		153	(1)	0	153	5,140
Reconciliation of funds:						
Total funds brought forward		8,766	0	0	8,766	3,627
Total funds carried forward		8,919	(1)	0	8,919	8,767

Additional information

Justice in Motion's principal sources of funds come from

Arts Council England

Trusts & Foundations

Public Crime Prevention Funding (community safety partnerships, police and crime commissioners)

Private Donations

Corporate Giving

Earned income through classes, workshops, and performances

Commission Fees

Performance Fees / Box Office Splits

Structure, Governance and Management

Constitution

Charitable Incorporated Organisation – 27th April 2016

Organisational policy

The day-to-day administration is carried out by the Artistic Director of Justice in Motion, who is employed by the organisation, and appointed Producer, on a freelance contract. A Marketer and a Social Media Manager are also employed on a freelance contract, with increased engagement during project periods. Further employed on a freelance contract is an Education Manager, to support all educational activities of the organisation. The Producer, Marketer, Social Media Manager and Education Manager have been selected through an interview process.

Artists and Collaborators (designers, composers, production manager, stage manager and technicians) are employed on freelance contracts based on Equity rates, during a specified project period. Performers are also employed on freelance contracts based on Equity rates,

and mostly selected via a rigorous auditioning process. Workshop facilitators are further employed on a freelance basis.

All selection processes are based on an Equal Opportunities Policy.

The trustees meet four times a year, in February, May, August and November, to review all relevant aspects of the CIO's affairs. The main meeting is in August and generally this meeting will review the Business Plan and Strategies going forwards.

Appointment of Trustees

Trustees are nominated by existing trustees. Every charity trustee must be appointed for a term of two years by a resolution passed at a properly convened meeting of the charity trustees. In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

Trustee Induction & Training

The trustees deal appropriately as regards induction and training of any new trustees appointed. This includes awareness of a trustee's responsibilities, the governing document, administrative procedures, and the history and philosophical approach of the charity. New trustees receive access to the previous year's accounts and minutes of recent trustee meetings. Appropriate training is offered to current trustees as and when required.

Statement of Trustees Responsibilities

The trustees are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the guidance issued by the Charity Commission on public benefit. In preparing these accounts, the trustees confirm that:

- suitable accounting policies have been consistently applied;
- appropriate methods and principles have been observed in the Charities SORP;
- judgments and estimates have been made that are reasonable and prudent;
- applicable accounting standards have been followed;
- accounts have been prepared on a going concern basis.

Related Parties Statement

Our constitution has provisions, agreed with the Charity Commission, to allow any charity trustee or connected person to enter into a contract for the supply of services or of goods that are supplied in connection with the provision of services, to the CIO, where that is permitted in accordance with, and subject to the conditions in, section 185 to 188 of the Charities Acts 2011.

Under this provision, our founding trustee Anja Meinhardt provides services to the Charity as Artistic Director.

Reserves policy

The charity has a written reserves policy that guides its financial management and planning in this area. In summary, given the nature of the scale of the organisation, and our funding structure, which often relies on project-based grant funding and experiences regular financial uncertainty, the target level of reserves for Justice in Motion is £14,000, approximately two months' core operating costs.

Throughout the year the Trustees have chosen to deploy this reserve in line with the policy, and are actively seeking ways to maintain the stated reserve level more consistently in the long term.

The beneficiaries of the CIO are the following:

THEATRE AUDIENCES – those interested in dance, physical theatre, parkour, and contemporary circus that appreciate seeing high quality theatre.

SOCIAL SECTOR & INDUSTRIES - those interested in or working within social justice (churches, students, societies, think tanks, organisations, policy makers, researchers), as well as industries related to the productions themselves.

EDUCATIONAL SECTOR – schools, universities, and educational institutions, those interested in aspects of social injustice, but also those interested in learning new skills intrinsic to our work i.e., dance, aerial acrobatics, physical theatre, parkour, etc.

AFFECTED COMMUNITIES - such as vulnerable women, survivors of sexual abuse, forced labour and trafficking, communities in countries of origin, and those experiencing loneliness and struggles with their mental health.

Reference and Administrative details

Charity name:

Justice in Motion

Registered charity number:

1166800

Charity's principal address:

Gallery Co-Working, The Gallery

54 Marston Street

Oxford. OX4 1LF

Charities principal Bankers:

Reliance Bank Limited / Faith House, 23-24 Lovat Lane, London EC3R 8EB

Names of the charity trustees who manage the charity:

Name	Role	Date of Appointment
Anja Christina Meinhardt	Founder / Trustee	26 April 2016
Matthew James Francis	Co-Chair	30 November 2020
Sarah Elizabeth McCalla	Co-Chair	27 June 2023
John Douglas Sackett	Trustee	27 June 2023
Anna Margaret Nyatsanza	Trustee	6 June 2024
Hugh Bendor-Samuel	Trustee	6 June 2024



Names of the charity trustees who retired during the financial year

Name	Role	Date of Retirement
Catherine Flutsch	Trustee	29 September 2024

Declarations:

The trustees present their report and declare that they have approved the Trustees' Report and accounts for the year ended 31 December 2024 above.

Signed on behalf of the charity's trustees:

Signature(s)		
Full Name(s)	Matthew James Francis	Anja Christina Meinhardt
Position	Co-Chair	Secretary

Date	30th October 2025
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Section A

Independent Examiner's Report

Report to the trustees/
members of

Charity Name
Justice in Motion

On accounts for the period
ended

31st December 2024

Charity no
(if any)

1166800

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended **31 / 12 / 2024**.

Responsibilities and
basis of report

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention (~~other than that disclosed below~~*) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* *Please delete the words in the brackets if they do not apply.*

Signed:

Robert Couser

Date:

29/10/2025

Name:

Robert Couser

Relevant professional
qualification(s) or body
(if any):

ICAEW - ACA

Address:

162 Kingsquarter

Maidenhead

SL6 1AW

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.