

NORTHERN LINES

England & Wales · Charity number 1169480

Details

Other names	NATIONAL THEATRE OF BRADFORD, The Javaad Alipoor Company
Status	Registered
Legal form	CIO
Registered	2016-10-04
Register	View on the Charity Commission register

Contact

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Activities

Objects: TO ADVANCE THE ARTS FOR THE PUBLIC BENEFIT BY THE PROMOTION IN PARTICULAR, BUT NOT EXCLUSIVELY, OF THE ART OF DRAMA.”

Activities: THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT BY THE PROMOTION OF THE ARTS, IN PARTICULAR BUT NOT EXCLUSIVELY THE ART OF DRAMA

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£550,138	£434,241	£272,513	5
2024-03-31	£521,114	£393,577	£156,616	5
2023-03-31	£209,796	£271,466	-	-
2022-03-31	£245,295	£211,405	-	-
2021-03-31	£133,320	£139,907	-	-

Trustees

Name	Role	Appointed
Aliceson Robinson	Chair	2023-06-16
Ann-Marie Rachel Teed		2022-12-13
Nadia Batool		2019-08-14
Neelay Patel		2024-06-26

NORTHERN LINES

England & Wales - Charity number 1169480

Accounts

**Northern Lines
Trustees Report and Financial Statements
for the year to 31st March 2025**

Charity number: 1169480

Northern Lines Trustees' Annual Report Year to 31st March 2025

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Reference and Administrative Information

Charity name: Northern Lines, trading as the Javaad Alipoor Company
Charity registration number: 1169480
Registered Office and operational address: 86 Princess St, Manchester M1 6NG

Trustees 2024-25

Aliceson Robinson (Chair)
Nadia Batool
Ann Marie Teed
Neelay Patel (appointed 26th June 2024)
Eileen McAuley (resigned 22nd August 2025)

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated on 15th September 2015 and registered as a charity on 4th October 2016. Its governing document is the Constitution dated 15th September 2015, as amended on 4th January 2022.

Recruitment and Appointment of Trustees

All trustees are nominated by existing trustees, and elected by a simple majority vote at Trustees' Meetings. In selecting individuals for appointment as charity trustees, the charity trustees have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

Objects and Activities

Charitable Objects

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of drama.

Public Benefit

The main activities which deliver public benefit are as follows:

- We collaborate with theatre makers and communities across the UK and internationally to create productions that often take place in non-traditional theatre spaces or digitally.
- We engage with audiences and communities who have little, or no experience of theatre or live performance.
- We tell stories of diverse experiences.
- We create high quality participation projects in some of the most deprived wards in England.
- We respond to broader agendas such as social justice and health & wellbeing.
- We increase access to our projects for those who face barriers to inclusion .

The Trustees are aware of the requirement of public benefit and seek to implement the Charity Commissioners' guidance on public benefit.

Achievements and Performance

Northern Lines CIO enjoyed a fantastic year of organisational development and creative ambition over 2024/25, in which we have established our core team, launched a new website, toured across the USA, and secured two new commissions to develop our audiences in the North West of England – building on our principles of artistic quality, growth and impact.

We recruited a new trustee, Neelay Patel, an accomplished technology and media executive with extensive experience overseeing large-scale digital transformation, innovation, and strategy.

We on-boarded a new full time Producer, Abir Tobji, and engaged external financial management consultants, Adding Value, who have taken over from our General Manager position to support the team with bookkeeping, accounting and payroll.

We established our Community Council – a specially selected advisory team that contributes to company outcomes through value-driven insights and advice, in particular feeding into and interrogating our creative programme – and held the first of these meetings.

We delivered our first Staff Away Day on 25 July 2024 where we engaged the team on mission, brand and values and established key frameworks for success.

Formal meetings between trustees and staff continued, mainly in person, with a Board Away day taking place in July 2024 to discuss strategic direction and opportunities for

development. There has been regular ongoing contact between the chair and executive team to support decision-making.

We also established a voluntary Board Buddy programme, matching board members with staff members to touch base, develop transparency in governance and connect our board and staff.

Fundraising

Successful applications

We submitted a successful application to The Perelman Performing Arts Center NYC for The Democracy Cycle, a program which invites artists to explore themes relating to the nature, practice, and experience of democracy. We are one of just 8 selected artistic commissions (and the only member from the UK) for the inaugural year of The Democracy Cycle, receiving a grant to R&D a new work entitled, *America's Kingdoms*, for development in 2025-26.

As members of the Horizon cohort of 2023, we were supported through their Onward Touring Fund to tour *Things Hidden Since the Foundation of the World* across the USA, to Portland, Seattle and LA, in September 2024.

We received funding from D'Oyly Carte Charitable Trust for our 2025 project *Democracy: New Roots*, to support participatory workshops in Manchester, empowering young migrants to develop creative responses on democracy and migration.

Pending applications

We have submitted further applications to:

- Paul Hamlyn Foundation for multi-year core funding
- ACE NPO extension for £370,000 for 26/27.

Ongoing Funding

Arts Council England (ACE)

We successfully reported against our NPO grant, establishing a strong relationship with our ACE Relationship Manager, maintaining a sensible level of risk and ensuring clear, open communication with ACE.

John Ellerman Foundation

We completed our annual progress report to the John Ellerman Foundation who have provided core funding to the company over 3 years from 2023 – 2026.

Other Income

We continue to diversify our income streams and have put a focus on earned income and building prospect journeys for donor income in 24/25.

We have established an account through CAF donate for individuals to donate through our website more effectively, helping us receive Gift Aid from donations.

We continue to earn income through digital presentations of our work on Digital Theatre + and through speaking events.

We have met our reserves target of £60,000.

Artistic Activity

On 16 May 2024, our participatory project *A Flag Large Enough*, culminated in a performance at Theatre in the Mill, Bradford, where four diverse Roma groups from Bradford and Bolton come together to share the history of the 1944 Romani uprising in Auschwitz-Birkenau.

This was a hugely successful project by every metric we set: the depth and transformative power for participants; the exploration of a politically thorny but important topic with people who wouldn't usually engage with our work; meaningful and lasting relationships with a new community for our company and a sense of flair and joy at the final sharing.

Partner company Kaskosan, built new relationships with local venues and with ACE through the project.

In September and October 2024 *Things Hidden Since the Foundation of the World* undertook a hugely successful tour to Merrill Theatre, On The Boards (Seattle), TBA Festival, Portland Institute of Contemporary Arts (Portland), Nimoy Theatre, UCLA (Los Angeles) and Dublin Theatre Festival (Dublin). Before going onto The Clarice Smith Performing Arts Center at the University of Maryland (Washington D.C) in November 24.

This final chunk of touring engaged with approx 2000 people across the five presentations. We delivered a broad range of wrap around activities, including installations in LA and work with students in Maryland and Dublin.

The show has generated huge interest with sell out performances and a new film. Aside from the success of the tour, we've made some exciting new relationships with international presenters that we will take forward as we develop new projects.

In October 2024 *Things Hidden Since the Foundation of the World* was added to the Digital Theatre website and is currently available online for audiences to view.

Alongside *Things Hidden* we began development on *Elmet*, an adaptation of the Man Booker Prize shortlisted novel of the same name by Fiona Mozley, commissioned by Bradford City of Culture 2025. This was greenlit in October 2024 and between October 2024 – March 2025 we engaged an exemplary creative team including Deb Pugh (Ad Infinitum), The Mercury Prize nominated band The Unthanks, designers Good Teeth and dramaturg Laurence Cook, among others. In March 25 we undertook a 2 week devising and development intensive with performers, writers, directors and trainees that resulted in a first draft script. *Elmet* will be presented between 22 Oct – 2 Nov 2025 at the Loading Bay, Bradford.

Planning for Democracy: New Roots began in the latter part of the year for delivery in July/August 25. We will seek out opportunities to work with new partners in the North West.

In 24/25 we also further researched and developed another large-scale new show working with Factory International, creating a first draft script.

Our new website launched in June 2024, offering a window across the breadth of our work and a new space for us to platform our collaborators and projects and connect with our audiences across the world. An interactive world map, with pins representing our international collaborators and venue partners, sits behind the website presenting a global, collaborative outlook.

Artist Support

In October 2024, TJAC supported and commissioned Eve Leigh and Louise Stephens to research and develop a new show concept brief, with the potential for further investment.

Javaad Alipoor has worked with several artists over the course of the year including Dina Niyari, Chris Thorpe, Juice Vamosi and Shahid Iqbal Khan.

Through a new partnership with Bradford Producing Hub, we engaged a paid trainee to work on *Elmet* R&D, supporting them to gain hands-on experience with our creative team. We also took on a placement from Warwick TPS (Theatre and Performance Studies) who worked closely with our Director and supported the team through the 2 week R&D devising intensive.

We will engage two further paid trainee roles for *Elmet* to shadow our Production Manager and Movement Director.

Talks

Post show discussions took place for *Things Hidden*, co-curated with the venues, that focused on the content of the show.

Organisational Development

In August 2024 Aliceson Robinson led our second annual board away day which included sessions on strategic goals, creative ambition and target outcomes as well as a review of the fundraising strategy.

Our new staff team has undergone some changes with a focus on a core administrative team of a full time Producer and Company Assistant and a part time Communications Manager who can work flexibly across our projects.

Adding Value have been engaged externally to undertake financial management and accountancy, with overall financial oversight remaining with the Executive Producer.

The focus in 25-26 is the recruitment of new trustees. Both trustees and staff recognise the value in a deepening diversity as well as a wider range of skills to support the next stage of development.

In addition to monitoring and updating our company policies, we wrote a new Sustainability Strategy and Environmental Action Plan, in collaboration with GMAST.

We also developed an extensive data collection plan and actioned this across the team. Each member of the team is responsible for collecting quantitative and qualitative data across our programme on audiences, ED&I and environmental impact – using internal logs and trackers that we have set up for each department.

Illuminate continues to support the collection of data. We also use the following platforms:

- Plausible (for online data)
- Julie's Bicycle Climate Tools

We have drawn up a new audience development strategy and make sure we track audience metrics through box office reports and surveys.

In 24/25 we reached over 3800 live audiences across the US, UK and Dublin, and further audiences online through the shows that we have on Digital Theatre +.

We aim to build on this in 25/26 to show our growth.

Challenges and looking ahead

As we move into the next phase of our delivery, we are continuing to develop the scale and ambition of our produced work, whilst broadening our offer to emerging artists, young people and communities. We have two main risks over the next year.

The first is around capacity and development. As our productions are growing in scale, we are mitigating these risks by engaging new teams of freelancers. We have developed a new suite of contracts that reflect the step change in planning and management we have undertaken around production. We are also mitigating the risks around capacity by seeking a balance of co-producing options; leading on some projects and supporting on others.

As we plan for the future, we are updating our organisational design and developing new training strategies to create fewer bottle necks in terms of business continuity.

Second, we face an external risk around the economic context of our industry. Funding is becoming more and more competitive. At the end of this year, we come to the end of three years funding through John Ellerman. Our EP is leading on fundraising in collaboration with our Chair, and we are also seeking support in kind- especially around office and core costs to mitigate this.

Areas for Development

Over the next year we will be concentrating on three main areas of development.

We are developing a new series of organisational OKRs, which will drive staff development, organisational growth and our ambitious plans. We want to embed these as a new way of working and make it a key part of our HR approach.

We will continue to develop our fundraising work. As well as exploring more work around individual giving and philanthropy, we are seeking new kinds of partnerships to access support in kind and increasing the funding we achieve through grant making trusts and through the ACE.

Artistically, we stand at a very interesting moment. We are at the tipping point of really transforming the scale of our produced work. But at the same time, we are clear that this is not the only metric, still less the most important, for assessing artistic quality. Artistic development this year will be driven by asking fundamental questions about what the next step of development means for the company- and how the DNA of our work can move between different form and artistic communities.

Financial Review

The accounts for the year show a surplus on unrestricted funds, due to financially successful touring activity.

The annual budget is approved by the board of trustees prior to each new financial year. Fundraising targets are realistic and income and expenditure is monitored monthly by the general manager. Management accounts are prepared for trustee meetings (at least quarterly). Where income targets are not met as expected, re-budgeting takes place by the Executive Producer to reduce expenditure.

Therefore the trustees are satisfied that the charity is a going concern, and will continue to be for the foreseeable future.

Reserves Policy

The trustees have established a policy to provide for any sudden and unexpected loss of income, whereby the unrestricted funds should equal at least three months of core running costs, which equates to around £58,000. At the balance sheet date the free cash reserves amounted to £265,339 (2024 £142,364), of which £60,000 has been set aside in a Contingency Fund to cover three months' running costs.

Statement of Responsibilities of the Trustees

Trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

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

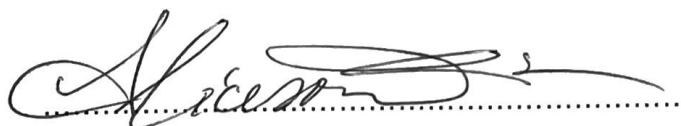
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011 and the applicable Charities (Accounts and Reports) Regulations.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that to the best of their knowledge there is no information relevant to the Independent Examination of which the Examiner is unaware.

The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant financial information and that this information has been communicated to the Examiner.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Approved by the trustees on 25th November 2025 and signed on their behalf by:

..... Aliceson Robinson, Trustee

..... Nadia Batool, Trustee

Independent examiner's report to the trustees of Northern Lines

I report on the accounts of the Charitable Incorporated Organisation for the year to 31st March 2025 which are set out on pages 11 to 18.

Responsibilities and basis of report

As the trustees of the Charity, 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 Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants (CIMA), which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records;
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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



.....
26th November 2025

Jon Harris, ACMA, CGMA, MA, FRSA
20-22 Wenlock Road, London N1 7GU

Northern Lines
Statement of Financial Activities
(incorporating Income & Expenditure Account)
Year to 31st March 2025


		Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
		£	£	£	£
	Notes				
Income:					
Donations	[2]	45	-	45	1,250
Charitable activities	[3]	518,023	32,070	550,094	519,864
Total Income		518,068	32,070	550,138	521,114
Expenditure:					
Fundraising	[4]	150	-	150	5,150
Charitable activities	[5]	396,872	37,219	434,091	388,427
Total Expenditure		397,022	37,219	434,241	393,577
Net Income / (Expenditure)		121,046	(5,149)	115,897	127,537
Transfers between funds	[9]	-	-	-	-
Net Movement in Funds		121,046	(5,149)	115,897	127,537
Total funds brought forward		147,968	8,649	156,616	29,079
Total funds carried forward		269,013	3,500	272,513	156,616

[see Note 12]

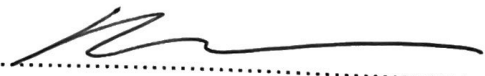
Northern Lines
Balance Sheet
As at 31st March 2025

	Notes	2025 £	2024 £
Fixed Assets	[6]	3,674	5,603
Current Assets			
Debtors and prepayments	[7]	8,475	20,435
Cash at bank and on hand		425,151	143,037
		<u>433,626</u>	<u>163,472</u>
Current Liabilities			
Creditors and accruals	[8]	164,787	12,459
Net Current Assets		<u>268,839</u>	<u>151,013</u>
Net Assets		272,513	156,616
 The funds of the charity:			
Unrestricted funds:			
General funds	[9]	205,339	102,364
Designated funds	[9]	63,674	45,603
Restricted funds:	[9]	3,500	8,649
		<u>272,513</u>	<u>156,616</u>

Approved by the trustees on 25th November 2025 and signed on their behalf by:



 Aliceson Robinson
 Trustee



 Nadia Batool
 Trustee

Northern Lines

Notes to the Accounts

Year to 31st March 2025

[1] Principal Accounting Policies

The principal accounting policies adopted in the preparation of the financial statements are set out below.

(a) Basis of preparation

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), and the Charities Act 2011.

Northern Lines CIO 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).

(b) Preparation of the accounts on a going concern basis

The charity's balance sheet at 31st March 2025 is in surplus, and three year core funding has been secured from 2023 to 2026 from the Arts Council. Therefore the trustees are satisfied that the charity is a going concern on an ongoing basis. For more details, see the "Financial Review" above.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of activities is deferred until the criteria for income recognition have been met (see Note 7).

(d) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity 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 is probable and that economic benefit can be measured reliably. There were no such donations during the year in question. In accordance with the Charities SORP (FRS 102), the general volunteer time of trustees and volunteers is not recognised with any monetary value.

(e) Interest receivable

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

(f) Fund Accounting

[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

[ii] Designated funds are unrestricted funds set aside by the Management Committee for particular purposes.

[iii] Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(g) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is expressed net of VAT where charged. Expenditure is classified under the following activity activity headings:

[i] Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities, and those costs of an indirect nature necessary to support them.

[iii] Other expenditure represents those items not falling into any other heading. There were no such costs during the year in question.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These include office costs, finance, personnel, payroll and governance costs which support the charity's charitable activities.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2025

(i) Taxation

The charity 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.

(j) Fixed Assets

Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method. Individual items costing less than £500 are not treated as fixed assets.

(k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

(l) Cash at bank and in hand

Cash at bank and cash 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 account.

(m) Creditors

Creditors are recognised where the charity 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

	2025	2025	2025	2024	2024	2024
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
[2] <u>Income from donations</u>						
Donations from individuals	45	-	45	1,250	-	1,250
	<u>45</u>	<u>-</u>	<u>45</u>	<u>1,250</u>	<u>-</u>	<u>1,250</u>
[3] <u>Income from charitable activities</u>						
Grants:						
Arts Council of England	370,000	-	370,000	370,000	-	370,000
John Ellerman Foundation	30,000	-	30,000	-	-	-
British Council	-	-	-	-	6,844	6,844
Trusts and foundations	8,486	3,500	11,986	31,500	16,109	47,609
Total grants	<u>408,486</u>	<u>3,500</u>	<u>411,986</u>	<u>401,500</u>	<u>22,954</u>	<u>424,454</u>
Box office and ticket sales	-	-	-	5,248	-	5,248
Performance fees	97,775	-	97,775	26,087	-	26,087
Commissions and other fees	-	28,570	28,570	55,361	-	55,361
Royalties	1,545	-	1,545	5,337	-	5,337
Reimbursed expenses	9,957	-	9,957	3,378	-	3,378
Other earned income	261	-	261	-	-	-
Total income from charitable activities	<u>518,023</u>	<u>32,070</u>	<u>550,094</u>	<u>496,910</u>	<u>22,954</u>	<u>519,864</u>

During the year, the charity received government grants totalling £370,000 (2024 £376,844). This was funding from the Arts Council to support its activities.

There are no unfulfilled conditions or contingencies attaching to these grants in 2024-25.

[4] Analysis of expenditure on fundraising

	Total	Total
	2025	2024
	£	£
Fundraising fees	150	5,150
	<u>150</u>	<u>5,150</u>

Northern Lines
Notes to the Accounts (continued)
Year to 31st March 2025

[5] Analysis of expenditure on charitable activities

	Total 2025	Total 2024
	£	£
<u>Direct costs:</u>		
Artistic salaries	38,690	37,727
Artistic fees	70,451	28,186
Production fees	16,372	28,143
Other production costs	9,082	22,667
Transport, travel and subsistence	45,503	34,231
Marketing & PR	8,464	2,830
Royalties and creative rights	11,595	2,000
	<hr/>	<hr/>
	200,157	155,783
<u>Support costs:</u>		
Salaries [see Note 11]	150,802	121,857
Recruitment	670	1,073
Training	3,242	2,752
Travel and accommodation	14,957	13,939
Meeting costs	4,832	4,510
Professional fees	22,330	36,478
Office costs	368	1,392
IT costs	1,248	1,224
Insurance	2,290	2,675
Rent, rates, heat & light	19,468	13,885
Bank charges	254	423
Exchange rate losses	953	110
Website	743	25,310
Subscriptions	483	242
Marketing & PR	3,389	1,583
Sundry expenses	1,293	1,371
Accountancy	1,595	900
Fee for Independent Examination	199	199
Irrecoverable VAT	2,889	-
Depreciation	1,929	1,868
Loss on disposal	-	308
	<hr/>	<hr/>
Total Support Costs	233,934	232,099
	<hr/>	<hr/>
Total Charitable Expenditure	434,091	387,882

As the charity only undertook one kind of activity during the year, support costs have not been apportioned.

Northern Lines
Notes to the Accounts (continued)
Year to 31st March 2025

[6] <u>Tangible Fixed Assets</u>	Equipment	Equipment
	2025	2024
<u>Cost</u>	£	£
Opening balance	7,998	1,936
Additions during the year	-	6,794
Disposals	-	(731)
	<hr/>	<hr/>
	7,998	7,998
<u>Depreciation</u>		
Opening balance	2,395	950
Charge for the year	1,929	1,868
Eliminated on disposals	-	(423)
	<hr/>	<hr/>
	4,324	2,395
Net Book Value:	<hr/>	<hr/>
	3,674	5,603
[7] <u>Debtors and prepayments</u>	2025	2024
	£	£
Trade debtors	4,443	16,717
Grants due	-	300
Prepayments	1,725	536
Rent deposit	-	1,157
VAT refund due	2,307	1,725
	<hr/>	<hr/>
	8,475	20,435
[8] <u>Creditors</u>	2025	2024
Amounts due within 12 months:	£	£
Trade creditors	18,854	7,014
Accruals	1,576	955
Deferred income	138,987	-
Tax and National Insurance	4,524	3,879
Pension liability	846	612
	<hr/>	<hr/>
	164,787	12,459

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2025

[9] <u>Movements in funds</u> <i>[for previous year, see Note 12]</i>	Balance at 31/03/2024	Income	Expenditure	Transfers between funds	Balance at 31/03/2025
Restricted Funds:					
Bertha Foundation	8,649	-	(8,649)	-	-
Democracy New Roots	-	3,500	-	-	3,500
Elmet	-	28,570	(28,570)	-	-
Total Restricted Funds:	8,649	32,070	(37,219)	-	3,500
Unrestricted Funds:					
Designated Funds:					
Fixed Asset Reserve	5,603	-	(1,929)	-	3,674
Contingency fund	40,000	-	-	20,000	60,000
Total Designated Funds:	45,603	-	(1,929)	20,000	63,674
General Funds	102,364	518,068	(395,093)	(20,000)	205,339
Total Unrestricted Funds:	147,968	518,068	(397,022)	-	269,013
Total Funds:	156,616	550,138	(434,241)	-	272,513

The Bertha Foundation grant funded the project A Flag Large Enough.
The Democracy New Roots fund supports participatory workshops for young migrants in Manchester.
The Elmet fund is for the project of this name delivered as part of the Bradford City of Culture.
The Fixed Asset Reserve provides for future depreciation of equipment.
The Contingency Fund sets aside three months' core running costs to cover for an unexpected drop in funding, as per the Reserves policy.

[10] Payments to trustees and related party transactions

No trustees received remuneration for acting as trustees during the year (2024 nil).
There were no expenses payments to trustees during the year (2024 nil).
Ann Marie Teed is a senior employee of Factory International, with whom the Charity conducted business in relation to one project. The Trustees discussed a potential conflict of interest and concluded that none existed.
There were no other related party transactions during the year (2024 nil).

[11] <u>Staff costs</u>	2025 £	2024 £
Salaries	173,052	146,105
Employer's National Insurance	12,605	10,352
Employer pension	3,834	3,169
	189,491	159,626

The average number of employees during the year was 5.1 (2024 3.8), and the average full time equivalent 4.1 (2024 3.25).

No employee earned over £60,000 per annum during the year.

The key management personnel of the charity during the year were the trustees, the Executive Producer and the General Manager. The total employee benefits paid to the key management personnel during the year was £116,923 (2024 £123,100), this being the salaries and fees paid to the Artistic Director, Executive Producer and General Manager.

Northern Lines
Notes to the Accounts (continued)
Year to 31st March 2025

[12] Previous year comparison

<u>Movements in funds 2023-24</u>	Balance at 31/03/2023	Income	Expenditure	Transfers between funds	Balance at 31/03/2024
Restricted Funds:					
British Council	-	6,844	(6,844)	-	-
Bertha Foundation	-	16,109	(7,461)	-	8,649
Total Restricted Funds:	-	22,954	(14,305)	-	8,649
Unrestricted Funds:					
Designated Funds:					
Fixed Asset Reserve	986	-	(2,176)	6,794	5,603
Contingency fund	20,000	-	-	20,000	40,000
Total Designated Funds:	20,986	-	(2,176)	26,794	45,603
General Funds	8,093	498,160	(377,096)	(26,794)	102,364
Total Unrestricted Funds:	29,079	498,160	(379,272)	-	147,968
Total Funds:	29,079	521,114	(393,577)	-	156,616
<u>Statement of Financial Activities 2023-24</u>					
		Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	
Income:					
Donations		1,250	-	1,250	
Charitable activities		496,910	22,954	519,864	
Total Income		498,160	22,954	521,114	
Expenditure:					
Fundraising		5,150	-	5,150	
Charitable activities		374,122	14,305	388,427	
Total Expenditure		379,272	14,305	393,577	
Net Income / (Expenditure)		118,888	8,649	127,537	
Transfers between funds		-	-	-	
Net Movement in Funds		118,888	8,649	127,537	
Total funds brought forward		29,079	-	29,079	
Total funds carried forward		147,968	8,649	156,616	

NORTHERN LINES

England & Wales - Charity number 1169480

Accounts

**Northern Lines
Trustees Report and Financial Statements
for the year to 31st March 2024**

Charity number: 1169480

Northern Lines Trustees' Annual Report Year to 31st March 2024

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Reference and Administrative Information

Charity name: Northern Lines, trading as the Javaad Alipoor Company
Charity registration number: 1169480
Registered Office and operational address: Use.Space, Paddock St, Manchester M12 6HT

Trustees 2023-24

Eileen McAuley
Nadia Batool
Anne Marie Teed
Aliceson Robinson (appointed 16th June 2023)
Catherine Anamaria Wills (resigned 16th June 2023)

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated on 15th September 2015 and registered as a charity on 4th October 2016. Its governing document is the Constitution dated 15th September 2015, as amended on 4th January 2022.

Recruitment and Appointment of Trustees

All trustees are nominated by existing trustees, and elected by a simple majority vote at Trustees' Meetings. In selecting individuals for appointment as charity trustees, the charity trustees have regard to the skills, knowledge and experience needed for the effective administration of the CIO. For details of the ongoing trustee recruitment drive, see "Organisational development" on page 6 below.

Objects and Activities

Charitable Objects

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of drama.

Public Benefit

The main activities which deliver public benefit are as follows:

- We collaborate with theatre makers and communities across the UK and internationally to create productions that often take place in non-traditional theatre spaces or digitally.
- We engage with audiences and communities who have little, or no experience of theatre or live performance.
- We tell stories of diverse experiences.
- We create high quality participation projects in some of the most deprived wards in England.
- We respond to broader agendas such as social justice and health & wellbeing.
- We increase access to our projects for those who face barriers to inclusion .

The Trustees are aware of the requirement of public benefit and seek to implement the Charity Commissioners' guidance on public benefit.

Achievements and Performance

April 2023 - March 2024

Northern Lines CIO has had an extraordinary year of development over 2023/24 in which we have grown our team, toured internationally, taken two new projects through R&D, delivered an impactful participatory project in the North West and set the foundation to support a continued programme of work of quality and ambition.

We recruited two new trustees including the new Chair of the Board, Aliceson Robinson and Ann-Marie Teed, who brings HR experience from Factory International.

We on-boarded our new Executive Producer, Fenella Dawnay, and in September 2023 recruited a new staff team including a General Manager, Producer, Administrator and Communications manager.

We set up a new office space at UseSpace, where we have our own office, including 6 desks and access to facilities, including board rooms, for no extra charge.

Formal meetings between trustees and staff continued, mainly in person, with a Board Away day taking place in August 2023 to discuss strategic direction and guiding aims. With regular ongoing contact between the chair and executive team to support decision-making.

Fundraising

Successful applications

We submitted a successful application to Bertha Foundation Artivism Award grant for \$21,000 USD to produce *A Flag Large Enough*, a participatory project produced in partnership with KaskoSan, working with members of the GRT community across Bradford

and Bolton. 8 workshops culminated in a free sharing presented at Theatre in the Mill, Bradford, on 16 May 2024 to audience of 50.

As members of the Horizon cohort of 2023, we were supported through their Onward Touring Fund to undertake a research and networking trip to the USA West Coast for £1,500 and to, ultimately, tour *Things Hidden Since the Foundation of the World* there in September 2024 with support of £8,486.

We also received £10,000 from the British Council to take *Things Hidden Since the Foundation of the World* to SydFest 2024, co-produced with Riverside's National Theatre of Parramatta.

Pending applications

We have submitted further applications to:

- PAC NYC for The Democracy Cycle fund for an R&D for future work to take place in Jan - Feb 2025. £47k / \$60k
- British Council International Development Fund for an R&D for future work to take place in Jan - Feb 2025. £50k.
- U.S. Embassy to the United Kingdom Annual Program Statement for a new internationalist participatory project for 24/25. - £64,196

Ongoing Funding

Arts Council England (ACE)

We successfully reported against our NPO grant, establishing a strong relationship with our ACE Relationship Manager, maintaining a sensible level of risk and ensuring clear, open communication with ACE.

John Ellerman Foundation

We completed our annual progress report to the John Ellerman Foundation who have provided core funding to the company over 3 years from 2023 – 2026.

Other Fundraising

In the Spring of 2023, we worked with Caroline McCormack of Achates Philanthropy to coordinate an ambitious fundraising strategy and diversification framework to support our artistic plans through to 2026. We worked with Achates Philanthropy again in September 2023 to consider US fundraising opportunities.

We continue to diversify our income streams – which has been delayed mostly due to staff resource – and will continue this work in 2024/25.

We have built our reserves up to £40,000 over the year and are on our way to meet our reserves target of £60,000 by 2026.

Artistic Activity

In August 2023 we took *Things Hidden Since the Foundation of the World* to the Traverse Theatre, Edinburgh for 2 weeks as part of the Horizon Showcase. The show, which explores violence, digital culture and the post-colonial world, received great feedback and the showcase provided excellent networking support, introducing us to international programmers and presenters.

The international recognition of *Things Hidden Since the Foundation of the World* has been significant, with the show playing at larger scale spaces than any of our work previously, including the Sydney Opera House Drama Theatre. It's connected people across three continents already; reaching audiences of 5580 in 23/24 at The Traverse Theatre in August 23, UMS, Michigan in November 23 and the Sydney Opera House as part of Sydney Festival in January 2024. We used the run in Australia to secure new production photos and a good quality recording of the show.

We are looking forward continuing to tour it between September – November 2024, to On the Boards (Seattle, USA), PICA (Portland, USA), UCLA (LA, USA), Dublin Theatre Festival (Ireland) and Maryland University (Washington, USA).

Alongside *Things Hidden* we presented *A Flag Large Enough*, created with KaskoSan, at Theatre in the Mill, Bradford. This was a hugely successful project, by every metric we set: the depth and transformative power for participants; exploration of a politically thorny but important topic with people who wouldn't usually engage with our work; meaningful and lasting relationships with a new community for our company and a sense of real flair and joy to the final sharing.

Future plans for further participatory projects in the North West are taking shape, and we are pursuing funding opportunities to work with Sahba and Sheba in 2025/26.

We have also further researched and developed two large-scale new shows, including one adaptation, working with partners such as Bradford 2025 and Factory International.

Procurement was undertaken in November 2023 for a new website and the contract was awarded to Peter&Paul. The new website launched in June 2024, offering a window across the breadth of our work and a new space for us to platform our collaborators and projects and connect with our audiences across the world. An interactive world map, with pins representing our international collaborators and venue partners, sits behind the website presenting a global, collaborative outlook.

Artist Support

We engaged an intern from University of Michigan to work with us to present *Things Hidden* at the Traverse Theatre, Edinburgh.

Javaad Alipoor also mentored one of the "Factory Fellows" graduates from the Factory International fellowship programme between September – November 2023, working with them to develop critical thinking and be a sounding board for ideas to encourage ambition.

Talks

Post show discussions took place for *Things Hidden*, co-curated with the venues, that focused on the content of the show.

Javaad and Raam "King Raam" Emami, were invited to speak at the prestigious Penny Stamps Speaker Series at Michigan Theater in Ann Arbor, USA. Presented alongside the run of *Things Hidden Since the Foundation of the World* at UMS in November 2023. The talk includes a presentation by Javaad on TJAC's manifesto, performances by King Raam and a panel discussion moderated by NPR Arts Desk veteran reporter, Neda Ulaby.

Organisational Development

In August 2024 Aliceson Robinson led our second annual board away day which included sessions on strategic goals, creative ambition and target outcomes as well as a review of the fundraising strategy.

Our new staff team has undergone some changes with a focus on a core administrative team of a full time General Manager and Company Assistant and a part time Producer and Communications Manager who can work flexibly across our projects.

The focus in 23-24 is the recruitment of new trustees. Both trustees and staff recognise the value in a deepening diversity as well as a wider range of skills to support the next stage of development.

We have drafted, updated and finalised the following company policies:

- Finance: Financial Management, Reserves, Procurement, Ethical Fundraising
- HR: Sickness and Absence, Conflict of Interest, Disciplinary, TOIL, Wellbeing, Grievance
- GDPR and data
- Health and Safety
- Anti-slavery and bribery

These policies are regularly monitored and updated.

We have drawn up a new audience development strategy and make sure we track audience metrics through box office reports and surveys. In 23/24 we have reached over 6500 live audiences.

And further online audiences through the shows that we have on Digital Theatre +. In 24/25 we aim to build on this to show our growth.

Challenges and looking ahead

Ours is an ambitious, rigorously planned programme of work; it also presents risk. The fundamental way we mitigate this is by developing the organisation and operations at pace to deliver our 24-26 programme.

The stark reality of the current economic situation and how it impacts our sector is that we are one of the few organisations who are able to keep hold of our commitment to new experimental work and internationalism, especially while scaling up. We are very proud of this. At the same time, we understand that we have had to be agile and lean into the parts of our work that are most successful. For instance, deepening and extending the touring life of *Things Hidden*, rather than pushing forward with a new work this year.

We are sharing our experiences in a number of key ways. Our Artistic Director sits on the North Area Council of ACE and is feeding into the design process for the next round of NPO. He is also feeding into the Manchester Cultural Leaders Group. Finally, he is working on a series of blog posts for our new website exploring the challenges the company has faced, and where learning might be for the rest of the sector.

Areas for Development

In 24-25 we will be looking to recruit trustees to our board that can offer a broad cross-section of skills to help guide us through the next stage in our development.

Both trustees and staff recognise that a major area for development is in diversifying our income streams, building foundational resilience through established earned income streams and investment in building our capacity for donations and corporate sponsorship.

We will continue to evaluate and measuring the impact of our work including data collection, as well as further developing our tools to measure environmental impact, particularly in relation to both live and digital touring and have engaged a consultant to support us.

Financial Review

The accounts for the year show a surplus on unrestricted funds, due to financially successful touring activity.

The annual budget is approved by the board of trustees prior to each new financial year. Fundraising targets are realistic and income and expenditure is monitored monthly by the general manager. Management accounts are prepared for trustee meetings (at least quarterly). Where income targets are not met as expected, re-budgeting takes place by the Executive Producer to reduce expenditure.

Therefore the trustees are satisfied that the charity is a going concern, and will continue to be for the foreseeable future.

Reserves Policy

The trustees have established a policy to provide for any sudden and unexpected loss of income, whereby the unrestricted funds should equal at least three months of core running costs, which equates to around £58,000. At the balance sheet date the free cash reserves amounted to £147,364 (2023 £28,093); £40,000 has been set aside in a Contingency Fund to cover three months' running costs, towards a target of £60,000 which we expect to meet next year.

Statement of Responsibilities of the Trustees

Trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

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


The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011 and the applicable Charities (Accounts and Reports) Regulations.


The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that to the best of their knowledge there is no information relevant to the Independent Examination of which the Examiner is unaware.

The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant financial information and that this information has been communicated to the Examiner.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Approved by the trustees on 3rd September 2024 and signed on their behalf by:

DocuSigned by:

B98426D75D3A493:..... Aliceson Robinson, Trustee

Signed by:

33C6E489756643C:..... Nadia Batool, Trustee

Independent examiner's report to the trustees of Northern Lines

I report on the accounts of the Charitable Incorporated Organisation for the year to 31st March 2024 which are set out on pages 10 to 17.

Responsibilities and basis of report

As the trustees of the Charity, 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 Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants (CIMA), which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records;
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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



..... 12th September 2024

Jon Harris, ACMA, CGMA, MA, FRSA
Suite LP61812, 20 Wenlock Road
London N1 7GU

Northern Lines

Statement of Financial Activities

(incorporating Income & Expenditure Account)

Year to 31st March 2024

		Unrestricted funds 2024	Restricted funds 2024	Total funds 2024	Total funds 2023
		£	£	£	£
					[see Note 12]
	Notes				
Income:					
Donations	[2]	1,250	-	1,250	-
Charitable activities	[3]	496,910	22,954	519,864	209,796
Total Income		498,160	22,954	521,114	209,796
Expenditure:					
Fundraising	[4]	5,150	-	5,150	6,113
Charitable activities	[5]	374,122	14,305	388,427	265,354
Total Expenditure		379,272	14,305	393,577	271,466
Net Income / (Expenditure)		118,888	8,649	127,537	(61,670)
Transfers between funds	[9]	-	-	-	-
Net Movement in Funds		118,888	8,649	127,537	(61,670)
Total funds brought forward		29,079	-	29,079	90,749
Total funds carried forward		147,968	8,649	156,616	29,079

**Northern Lines
Balance Sheet
As at 31st March 2024**

	Notes	2024 £	2023 £
Fixed Assets	[6]	5,603	986
Current Assets			
Debtors and prepayments	[7]	20,435	56,361
Cash at bank and on hand		143,037	-
		-----	-----
		163,472	56,361
Current Liabilities			
Creditors and accruals	[8]	12,459	28,268
		-----	-----
Net Current Assets		151,013	28,093
		-----	-----
Net Assets		156,616	29,079

The funds of the charity:

Unrestricted funds:			
General funds	[9]	102,364	8,093
Designated funds	[9]	45,603	20,986
Restricted funds:	[9]	8,649	-
		-----	-----
		156,616	29,079

Approved by the trustees on 3rd September 2024 and signed on their behalf by:

DocuSigned by:
Aliceson Robinson
B98426D76D3A493...
Aliceson Robinson
Trustee

Signed by:
Nadia Batool
33C6E439756643C...
Nadia Batool
Trustee

Northern Lines

Notes to the Accounts

Year to 31st March 2024

[1] Principal Accounting Policies

The principal accounting policies adopted in the preparation of the financial statements are set out below.

(a) Basis of preparation

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), as amended by Update Bulletin 1 issued on 2nd February 2016, and the Charities Act 2011 (as amended by the 2022 Charities Act). Northern Lines 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).

(b) Preparation of the accounts on a going concern basis

The charity's balance sheet at 31st March 2024 is in surplus, and three year core funding has been secured from 2023 to 2026 from the Arts Council. Therefore the trustees are satisfied that the charity is a going concern on an ongoing basis. For more details, see the "Financial Review" above.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of activities is deferred until the criteria for income recognition have been met (see Note 7).

(d) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity 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 is probable and that economic benefit can be measured reliably. There were no such donations during the year in question. In accordance with the Charities SORP (FRS 102), the general volunteer time of trustees and volunteers is not recognised with any monetary value.

(e) Interest receivable

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

(f) Fund Accounting

[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

[ii] Designated funds are unrestricted funds set aside by the Management Committee for particular purposes.

[iii] Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(g) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is expressed net of VAT where charged. Expenditure is classified under the following activity headings:

[i] Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities, and those costs of an indirect nature necessary to support them.

[iii] Other expenditure represents those items not falling into any other heading. There were no such costs during the year in question.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These include office costs, finance, personnel, payroll and governance costs which support the charity's charitable activities.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2024

(i) Taxation

The charity 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.

(j) Fixed Assets

Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method. Individual items costing less than £500 are not treated as fixed assets.

(k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

(l) Cash at bank and in hand

Cash at bank and cash 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 account.

(m) Creditors

Creditors are recognised where the charity 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

	2024 Unrestricted £	2024 Restricted £	2024 Total £	2023 Unrestricted £	2023 Restricted £	2023 Total £
[2] <u>Income from donations</u>						
Donations from individuals	1,250	-	1,250	-	-	-
	<u>1,250</u>	<u>-</u>	<u>1,250</u>	<u>-</u>	<u>-</u>	<u>-</u>
	2024 Unrestricted £	2024 Restricted £	2024 Total £	2023 Unrestricted £	2023 Restricted £	2023 Total £
[3] <u>Income from charitable activities</u>						
Grants:						
Arts Council of England	370,000	-	370,000	-	82,365	82,365
British Council	-	6,844	6,844	1,000	-	1,000
Trusts and foundations	31,500	16,109	47,609	-	-	-
	<u>401,500</u>	<u>22,954</u>	<u>424,454</u>	<u>1,000</u>	<u>82,365</u>	<u>83,365</u>
Box office and ticket sales	5,248	-	5,248	14	-	14
Performance fees	26,087	-	26,087	-	34,750	34,750
Commissions and other fees	55,361	-	55,361	125	46,690	46,815
Royalties	5,337	-	5,337	3,000	-	3,000
Reimbursed expenses	3,378	-	3,378	-	-	-
Theatre Tax Relief	-	-	-	41,852	-	41,852
	<u>496,910</u>	<u>22,954</u>	<u>519,864</u>	<u>45,991</u>	<u>163,805</u>	<u>209,796</u>
Total income from charitable activities						

The charity receives government grants from the Arts Council and the British Council to support its activities. The total value of such grants in the year was £376,844 (2023 £83,365). There are no unfulfilled conditions or contingencies attaching to these grants in 2023-24.

[4] Analysis of expenditure on fundraising

	Total 2024 £	Total 2023 £
Fees to fundraisers	5,150	6,113
	<u>5,150</u>	<u>6,113</u>

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2024

[5] Analysis of expenditure on charitable activities

	Total 2024	Total 2023
	£	£
<u>Direct costs:</u>		
Artistic salaries	37,727	-
Artistic fees	28,186	36,074
Production fees	28,143	18,000
Other production costs	22,667	54,735
Transport, travel and subsistence	34,231	31,082
Marketing	2,830	5,152
Royalties and creative rights	2,000	300
	<hr/>	<hr/>
	155,783	145,344
<u>Support costs:</u>		
Salaries [see Note 11]	121,857	53,053
Recruitment	1,073	625
Training	2,752	-
Travel and accommodation	13,939	6,080
Meeting costs	4,510	1,250
Professional fees	36,478	42,463
Office costs	1,392	472
IT costs	1,224	977
Insurance	2,675	2,128
Rent, rates, heat & light	13,885	8,487
Bank charges	423	1,243
Exchange rate losses	110	579
Website	25,310	220
Subscriptions	242	185
Marketing	1,583	-
Sundry expenses	1,371	758
Accountancy	900	826
Fee for Independent Examination	199	336
Depreciation	1,868	329
Loss on disposal	308	-
	<hr/>	<hr/>
Total Support Costs	232,099	120,010
	<hr/>	<hr/>
Total Charitable Expenditure	387,882	265,354

As the charity only undertook one kind of activity during the year, support costs have not been apportioned.

[6] Tangible Fixed Assets

	Equipment 2024	Equipment 2023
<u>Cost</u>	£	£
Opening balance	1,936	1,936
Additions during the year	6,794	-
Disposals	(731)	-
	<hr/>	<hr/>
	7,998	1,936
<u>Depreciation</u>		
Opening balance	950	621
Charge for the year	1,868	329
Eliminated on disposals	(423)	-
	<hr/>	<hr/>
	2,395	950
	<hr/>	<hr/>
Net Book Value:	5,603	986

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2024

[7] <u>Debtors and prepayments</u>	2024	2023			
	£	£			
Trade debtors	16,717	150			
Grants due	300	12,350			
Prepayments	536	852			
Rent deposit	1,157	1,157			
VAT refund due	1,725	-			
Theatre Tax Relief due	-	41,852			
	<u>20,435</u>	<u>56,361</u>			
[8] <u>Creditors</u>	2024	2023			
	£	£			
Amounts due within 12 months:					
Trade creditors	7,014	8,387			
Accruals	955	456			
Tax and National Insurance	3,879	-			
Pension liability	612	-			
VAT liability	-	156			
Bank overdraft	-	19,270			
	<u>12,459</u>	<u>28,268</u>			
[9] <u>Movements in funds</u>	Balance at			Transfers	Balance at
<i>[for previous year, see Note 12]</i>	31/03/2023	Income	Expenditure	between	31/03/2024
				funds	
<u>Restricted Funds:</u>					
British Council	-	6,844	(6,844)	-	-
Bertha Foundation	-	16,109	(7,461)	-	8,649
Total Restricted Funds:	<u>-</u>	<u>22,954</u>	<u>(14,305)</u>	<u>-</u>	<u>8,649</u>
<u>Unrestricted Funds:</u>					
Designated Funds:					
Fixed Asset Reserve	986	-	(2,176)	6,794	5,603
Contingency fund	20,000	-	-	20,000	40,000
Total Designated Funds:	<u>20,986</u>	<u>-</u>	<u>(2,176)</u>	<u>26,794</u>	<u>45,603</u>
<u>General Funds</u>	<u>8,093</u>	<u>498,160</u>	<u>(377,096)</u>	<u>(26,794)</u>	<u>102,364</u>
Total Unrestricted Funds:	<u>29,079</u>	<u>498,160</u>	<u>(379,272)</u>	<u>-</u>	<u>147,968</u>
Total Funds:	<u>29,079</u>	<u>521,114</u>	<u>(393,577)</u>	<u>-</u>	<u>156,616</u>

The British Council grant was a contribution to costs of the Things Hidden performances in Australia.

The Bertha Foundation grant funded the project A Flag Large Enough.

The Fixed Asset Reserve provides for future depreciation of equipment.

The Contingency Fund sets aside three months' core running costs to cover for an unexpected drop in funding, as per the Reserves policy.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2024

[10] Payments to trustees and related party transactions

No trustees received remuneration for acting as trustees during the year (2023 nil).

One trustee received payments totalling £625 for PR services to the charity (2023 £3,450 to one trustee).

Such payments are permitted by the charity's governing document and compliant with Section 185 of the Charities Act 2011.

There were no expenses payments to trustees during the year (2023 nil).

One trustee made a donation to the charity of £1,250 (2023 nil).

There were no other related party transactions during the year (2023 nil).

[11] <u>Staff costs</u>	2024	2023
	£	£
Salaries	146,105	51,338
Employer's National Insurance	10,352	466
Employer pension	3,169	1,249
	<u>159,626</u>	<u>53,053</u>

The average number of employees during the year was 3.8 (2023 2.0), and the full time equivalent 3.25 (2023 1.5).

No employee earned over £60,000 per annum during the year.

The key management personnel of the charity during the year were the trustees, the Executive Producer and the General Manager. The total employee benefits paid to the key management personnel during the year was £80,600 (2023 £58,213), this being the salaries and fees paid to the Artistic Director and General Manager.

[12] Previous year comparison

<u>Movements in funds</u>	Balance at 31/03/2022	Income	Expenditure	Transfers between funds	Balance at 31/03/2023
<u>Restricted Funds:</u>					
Arts Council - Elevate	37,330	5,000	(42,330)	-	-
Arts Council - Creating in Uncertainty	480	3,865	(4,345)	-	-
Arts Council - Things Hidden	-	154,940	(165,940)	11,000	-
Total Restricted Funds:	<u>37,810</u>	<u>163,805</u>	<u>(212,615)</u>	<u>11,000</u>	<u>-</u>
<u>Unrestricted Funds:</u>					
<u>Designated Funds:</u>					
Fixed Asset Reserve	1,315	-	(329)	-	986
ACE match funding reserve	11,000	-	-	(11,000)	-
Core funding designated fund	10,000	-	-	(10,000)	-
Contingency fund	-	-	-	20,000	20,000
Total Designated Funds:	<u>42,315</u>	<u>-</u>	<u>(329)</u>	<u>(1,000)</u>	<u>20,986</u>
<u>General Funds</u>	<u>30,625</u>	<u>45,991</u>	<u>(58,523)</u>	<u>(10,000)</u>	<u>8,093</u>
Total Unrestricted Funds:	<u>52,940</u>	<u>45,991</u>	<u>(58,852)</u>	<u>(11,000)</u>	<u>29,079</u>
Total Funds:	<u>90,749</u>	<u>209,796</u>	<u>(271,466)</u>	<u>-</u>	<u>29,079</u>

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2024

[12] Previous year comparison (continued)

<u>Statement of Financial Activities 2022-23</u>	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Income:			
Donations	-	-	-
Charitable activities	45,991	163,805	209,796
Total Income	45,991	163,805	209,796
Expenditure:			
Fundraising	-	6,113	6,113
Charitable activities	58,852	206,502	265,354
Total Expenditure	58,852	212,615	271,466
Net Income / (Expenditure)	(12,861)	(48,810)	(61,670)
Transfers between funds	(11,000)	11,000	-
Net Movement in Funds	(23,861)	(37,810)	(61,670)
Total funds brought forward	52,940	37,810	90,749
Total funds carried forward	29,079	-	29,079

NORTHERN LINES

England & Wales - Charity number 1169480

Accounts

**Northern Lines
Trustees Report and Financial Statements
for the year to 31st March 2023**

Charity number: 1169480

Northern Lines Trustees' Annual Report Year to 31st March 2023

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Reference and Administrative Information

Charity name: Northern Lines, trading as the Javaad Alipoor Company

Charity registration number: 1169480

Registered Office and operational address: Use.Space, Paddock St, Manchester M12 6HT

Trustees 2022-23

Eileen McAuley

Nadia Batool

Anne Marie Teed (appointed 13th December 2022)

Aliceson Robinson (appointed 16th June 2023)

Catherine Anamaria Wills (resigned 16th June 2023)

Sophie Collins (resigned 21st June 2022)

Jennifer Reynolds (resigned 21st February 2023)

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated on 15th September 2015 and registered as a charity on 4th October 2016. Its governing document is the Constitution dated 15th September 2015, as amended on 4th January 2022.

Recruitment and Appointment of Trustees

All trustees are nominated by existing trustees, and elected by a simple majority vote at Trustees' Meetings. In selecting individuals for appointment as charity trustees, the charity trustees have regard to the skills, knowledge and experience needed for the effective administration of the CIO. For details of the ongoing trustee recruitment drive, see "Organisational development" on page 6 below.

Objects and Activities

Charitable Objects

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of drama.

Public Benefit

The main activities which deliver public benefit are as follows:

- We collaborate with theatre makers and communities across the UK and internationally to create productions that often take place in non-traditional theatre spaces or digitally.
- We engage with audiences and communities who have little, or no experience of theatre or live performance.
- We tell stories of diverse experiences.
- We create high quality participation projects in some of the most deprived wards in England.
- We respond to broader agendas such as social justice and health & wellbeing.
- We increase access to our projects for those who face barriers to inclusion .

The Trustees are aware of the requirement of public benefit and seek to implement the Charity Commissioners' guidance on public benefit.

Achievements and Performance

April 2022 - March 2023

The highlight of the year was that, with the lifting of all Covid-19 restrictions, Northern Lines premiered its first full live performance 'Things Hidden Since the Foundation of the World' at HOME, in Manchester. This was a development of our international residency at Sydney Festival in January 2022 where an initial version was shown.

The team continued working both from home, and from SPACES, a co-working space where we have a small office and access to shared desks.

Formal meetings between trustees and staff continued (via Zoom and in person). With regular ongoing contact between the chair and staff to support decision-making.

Fundraising

Arts Council England (ACE)

We successfully applied to ACE for £73,500 to support the creation of the full show of Things Hidden Since the Foundation of the World which was presented at HOME in Manchester (Oct 22) and Battersea Arts Centre (Nov 22) in London. As mentioned above the production was our first live show since October 2019.

A significant amount of staff time was spent planning and writing an application to ACE to join the National Portfolio from April 2023. We requested £370,000 per year over the 3-year funding period and in October 2022 we found out we were successful.

Other Fundraising

In the Spring of 2021, we began working with Caroline McCormack of Achates Philanthropy to develop an ambitious fundraising strategy and evaluation framework to support our artistic plans through to 2024.

We have been slower than we hoped to implement the strategy – mostly due to staff resource.

We had previously applied unsuccessfully to the John Ellerman Foundation to support core costs but had a strong steer that they would like to see another bid from us in 12 months. We submitted the second bid in March 2023 which was ultimately successful. John Ellerman will support the company with 30K a year for 3 years.

Other Income

We were supported by HOME, Manchester, and The National Theatre of Parramatta to create Things Hidden Since the Foundation of the World. We also earned £34,750 in performance fees from HOME and Battersea Arts Centre.

We will submit a Theatre Tax Relief Claim of approximately £40K to HMRC.

Despite reasonably healthy reserves, at the beginning of 2023 cashflow was a challenge which meant we had to request a temporary overdraft of £20K from our bank. This was due to the project-to-project nature of the organisation as final grant payments related to March were not received until April. The lack of capacity to submit more fundraising applications was also an issue; with NPO funding and a full team, we don't anticipate

cashflow being an issue going forward. On reflection we could have considered applying for further COVID support from ACE through their 3rd strand of Cultural Recovery funds.

Artistic Activity

In October 2022 we premiered our first show since October 2019. 'Things Hidden Since the Foundation of the World' opened at HOME in Manchester before showing at Battersea Arts Centre for 2 weeks to an almost sold out audience. The show, which explores violence, digital culture and the post-colonial world, received excellent reviews including a 5 star review from The Guardian.

"Alipoor and his collaborators have the skill of turning mind-stretching ideas into theatrically thrilling performance. The show gleefully mashes up genres, smashing together the quiet authority of the murder mystery podcast, the intimacy of autobiographical storytelling, and the visual spectacle of multimedia performance – while simultaneously deconstructing each of these forms. In a culture that so often seeks to simplify, this is a dazzling argument for complexity"

- **The Guardian**

Things Hidden has since been presented as part of the Horizon Showcase at the Edinburgh Fringe Festival through a 2-week run at The Traverse Theatre in August 2023. The show will be presented at Michigan in Nov 23, be part of Sydney Festival in January 2024, and tour to the USA in 2024.

Alongside Things Hidden we further developed our strands of engagement and participation work, including on our Pop Icons and Gypsy Jams projects.

- In Bradford we worked with Juice Vamossi and Kasko San to create and deliver a musical project which brought traditional Roma and Gypsy music together with stories of resisting racism during the holocaust. More than two hundred participants engaged.
- In Manchester and London we delivered a strand of engagement projects that were based on our Pop Icons methodology. Through rehearsal and previews at both venues we opened up the front of house and bar areas of the venues and empowered people from local MENA communities to participate by curating their own "pop icon" parties. Over five events, around five hundred people participated.

In April 2022 we began a new marketing and engagement campaign to promote a weekly relaunch of our first podcast, The Colour of our Politics, which explored anti-racism in the UK and how it has been shaped by a rich history of activism and resistance. Each of the 11 episodes focussed on a moment of past political, cultural and community struggles of Black and Asian people in the UK. Javaad and co-creator and co-host Tanya Vital interviewed expert and high-profile guests including Magid Magid, Priyamvada Gopal & Arun Kundnani to discuss those moments and the effect they have had on our present. The podcast has reached an audience of over 1400 and prompted a vibrant community online; listeners came from far afield including the USA, India, Saudi Arabia, South Africa and Europe, as well as the UK. We have received messages from two different community education groups saying that they are using the podcast to teach anti racism in Yorkshire and London.

Artist Support

Another Route – we are part of a consortium led by Forest Fringe in 2022 which is supporting a group of artists to internationalise their creative practice through a curated programme of events and residencies. This was developed in 2023, and Javaad mentoring

a young artist from North of England called Jamal Gerrard, which involved supporting the dramaturgy of his new play.

We did a series of workshops and panel discussions focussed on international emerging artists presenting at the Edinburgh Fringe, had mentorship sessions with 6 Canadian artists as part of an ongoing partnership with the Canadian High Commission,

Talks

Post show discussions took place for Things Hidden, co-curated with the venues, that focused on the content of the show and the women's movement in Iran.

Javad co-curated and participated in a series of events in Bradford Literature Festival about the war in Ukraine and how it is represented in literature and theatre.

Javaad spoke at two events curated by the Fringe Society and Farnham Maltings, and also hosted the installation of Bradford University's new chancellor.

Organisational Development

In March 2022 the chair led the first annual board away day which included a session led by Achates on how the trustees can support the delivery of the fundraising strategy and preparation to apply to Arts Council England to be a National Portfolio organisation.

The focus in 22-23 was the recruitment of new trustees. Both trustees and staff recognise the value in a deepening diversity as well as a wider range of skills to support the next stage of development. Two new trustees, including a new dynamic chair (Aliceson Robinson), have since been elected to the board.

With the success of National Portfolio application, planning for a new team took place. Supported by our new trustee, Ann Marie Teed, who has expertise in HR we successfully recruited a full time Executive Producer who started in May. Three new full-time members of staff and a part time General Manager will join us in September 2023.

Challenges and the impact of COVID 19

As mentioned above fundraising was a challenge this year. As a result of COVID 19 ACE delayed by a year the National Portfolio Application process. Our ACE Elevate funds were extended but only 50K was granted, half the amount of the first year's grant, so our resource to fundraise further was limited.

We recruited an Administrator in October 2021 however this didn't work out which added to our capacity challenges. However, we did engage a young producer to support the team during the production of Things Hidden.

Areas for Development

Both trustees and staff recognise that a major area for development is evaluation and measuring the impact of our work including data collection. This is a priority going forward and a condition of our ACE funding agreement is to use a new platform, Illuminate, to capture data and audience feedback.

We will also work on measuring our environmental impact, particularly in relation to touring both live and digital and have engaged a consultant to support us.

The induction of the new team including the move to a new office big enough to accommodate the entire staff.

Financial Review

The accounts for the period show a deficit on unrestricted funds; however this was planned for by temporarily utilising unrestricted reserves, including £21,000 of designated funds set aside for this purpose.

The annual budget is approved by the board of trustees prior to each new financial year. Fundraising targets are realistic and income and expenditure is monitored monthly by the general manager. Management accounts are prepared for trustee meetings (at least quarterly). Where income targets are not met as expected, re-budgeting takes place by the Executive Producer to reduce expenditure.

Other than office rent, overheads are minimal.

Therefore the trustees are satisfied that the charity is a going concern, and will continue to be for the foreseeable future.

Reserves Policy

The trustees have established a policy to provide for any sudden and unexpected loss of income, whereby the unrestricted funds should equal at least three months of core running costs, which equates to around £58,000. At the balance sheet date the free cash reserves amounted to £28,093 (2022 £51,625); therefore £20,000 has been set aside in a Contingency Fund to cover three months' running costs as mentioned above, and a plan is in place to increase those reserves to £45,000 by the end of 2023-24, and £60,000 by the end of 24-25.

Statement of Responsibilities of the Trustees

Trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011 and the applicable Charities (Accounts and Reports) Regulations.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that to the best of their knowledge there is no information relevant to the Independent Examination of which the Examiner is unaware.

The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant financial information and that this information has been communicated to the Examiner.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Approved by the trustees on 25th October 2023 and signed on their behalf by:

Aliceson Robinson

..... Aliceson Robinson, Trustee



..... Nadia Batool, Trustee

Independent examiner's report to the trustees of Northern Lines

I report on the accounts of the Charitable Incorporated Organisation for the year to 31st March 2023 which are set out on pages 10 to 17.

Responsibilities and basis of report

As the trustees of the Charity, 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 Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all 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 in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



.....
26th October 2023

Rupert Taylor
Easton Business Centre,
Felix Road
Bristol BS5 0HE

Northern Lines
Statement of Financial Activities
(incorporating Income & Expenditure Account)
Year to 31st March 2023

		Unrestricted funds 2023	Restricted funds 2023	Total funds 2023	Total funds 2022
		£	£	£	£
					[see Note 12]
	Notes				
Income:					
Donations	[2]	-	-	-	412
Charitable activities	[3]	45,991	163,805	209,796	244,882
Total Income		45,991	163,805	209,796	245,295
Expenditure:					
Fundraising	[4]	-	6,113	6,113	8,575
Charitable activities	[5]	58,852	206,502	265,354	202,830
Total Expenditure		58,852	212,615	271,466	211,405
Net Income / (Expenditure)		(12,861)	(48,810)	(61,670)	33,890
Transfers between funds	[9]	(11,000)	11,000	-	-
Net Movement in Funds		(23,861)	(37,810)	(61,670)	33,890
Total funds brought forward		52,940	37,810	90,749	56,860
Total funds carried forward		29,079	-	29,079	90,749

Northern Lines
Balance Sheet
As at 31st March 2023

	Notes	2023 £	2022 £
Fixed Assets	[6]	986	1,315
Current Assets			
Debtors and prepayments	[7]	56,361	31,606
Cash at bank and on hand		-	72,016
		<hr/>	<hr/>
		56,361	103,622
Current Liabilities			
Creditors and accruals	[8]	28,268	14,188
		<hr/>	<hr/>
Net Current Assets		28,093	89,434
		<hr/>	<hr/>
Net Assets		29,079	90,749
 The funds of the charity:			
Unrestricted funds:			
General funds	[9]	8,093	30,625
Designated funds	[9]	20,986	22,315
Restricted funds:	[9]	-	37,810
		<hr/>	<hr/>
		29,079	90,749

Approved by the trustees on 25th October 2023 and signed on their behalf by:

Aliceson Robinson



.....
Aliceson Robinson
Trustee

.....
Nadia Batool
Trustee

Northern Lines

Notes to the Accounts

Year to 31st March 2023

[1] Principal Accounting Policies

The principal accounting policies adopted in the preparation of the financial statements are set out below.

(a) Basis of preparation

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), as amended by Update Bulletin 1 issued on 2nd February 2016, and the Charities Act 2011.

Northern Lines 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).

(b) Preparation of the accounts on a going concern basis

The charity's balance sheet at 31st March 2023 is in surplus, and three year core funding has been secured from 2023 to 2026 from the Arts Council. Therefore the trustees are satisfied that the charity is a going concern on an ongoing basis. For more details, see the "Financial Review" above.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of activities is deferred until the criteria for income recognition have been met (see Note 7).

(d) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity 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 is probable and that economic benefit can be measured reliably. There were no such donations during the year in question. In accordance with the Charities SORP (FRS 102), the general volunteer time of trustees and volunteers is not recognised with any monetary value.

(e) Interest receivable

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

(f) Fund Accounting

[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

[ii] Designated funds are unrestricted funds set aside by the Management Committee for particular purposes.

[iii] Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(g) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is expressed net of VAT where charged. Expenditure is classified under the following activity headings:

[i] Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities, and those costs of an indirect nature necessary to support them.

[iii] Other expenditure represents those items not falling into any other heading. There were no such costs during the year in question.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These include office costs, finance, personnel, payroll and governance costs which support the charity's charitable activities.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2023

(i) Taxation

The charity 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.

(j) Fixed Assets

Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method. Individual items costing less than £500 are not treated as fixed assets.

(k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

(l) Cash at bank and in hand

Cash at bank and cash 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 account.

(m) Creditors

Creditors are recognised where the charity 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

	2023	2023	2023	2022	2022	2022
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
[2] <u>Income from donations</u>						
Other donations	-	-	-	-	412	412
	-	-	-	-	412	412

	2023	2023	2023	2022	2022	2022
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
[3] <u>Income from charitable activities</u>						
Grants:						
Arts Council of England	-	82,365	82,365	-	125,958	125,958
British Council	1,000	-	1,000	10,000	-	10,000
Trusts and foundations	-	-	-	-	3,000	3,000
Total grants	1,000	82,365	83,365	10,000	128,958	138,958
Box office and ticket sales	14	-	14	-	-	-
Performance fees	-	34,750	34,750	66,894	-	66,894
Commissions and other fees	125	46,690	46,815	1,600	35,300	36,900
Royalties	3,000	-	3,000	591	-	591
Reimbursed expenses	-	-	-	-	1,540	1,540
Theatre Tax Relief	41,852	-	41,852	-	-	-
Total income from charitable activities	45,991	163,805	209,796	79,085	165,798	244,882

The charity receives government grants from the Arts Council and the British Council to support its activities.

The total value of such grants in the year was £83,365 (2022 £135,958). There are no unfulfilled conditions or contingencies attaching to these grants in 2022-23.

[4] Analysis of expenditure on fundraising

	Total	Total
	2023	2022
	£	£
Fees to fundraisers	6,113	8,575
	6,113	8,575

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2023

[5] Analysis of expenditure on charitable activities

	Total 2023	Total 2022
	£	£
<u>Direct costs:</u>		
Artistic fees	36,074	41,775
Production fees	18,000	7,125
Other production costs	54,735	22,130
Transport, travel and subsistence	31,082	8,984
Marketing	5,152	6,518
Royalties	300	1,075
	<hr/>	<hr/>
	145,344	87,607
<u>Support costs:</u>		
Salaries [see Note 11]	53,053	57,346
Recruitment	625	530
Training	-	197
Travel and accommodation	6,080	2,555
Meeting costs	1,250	1,473
Professional fees	42,463	41,136
Office costs	472	817
IT costs	977	794
Insurance	2,128	1,092
Rent, rates, heat & light	8,487	6,303
Bank charges	1,243	142
Exchange rate losses	579	(1)
Website	220	131
Subscriptions	185	404
Sundry expenses	758	1,090
Accountancy	826	439
Fee for Independent Examination	336	336
Depreciation	329	438
	<hr/>	<hr/>
Total Support Costs	120,010	115,223
	<hr/>	<hr/>
Total Charitable Expenditure	265,354	202,830

As the charity only undertook one kind of activity during the year, support costs have not been apportioned.

[6] Tangible Fixed Assets

	Equipment 2023	Equipment 2022
	£	£
<u>Cost</u>		
Opening balance	1,936	731
Additions during the year	-	1,205
	<hr/>	<hr/>
	1,936	1,936
<u>Depreciation</u>		
Opening balance	621	183
Charge for the year	329	438
	<hr/>	<hr/>
	950	621
	<hr/>	<hr/>
Net Book Value:	986	1,315

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2023

[7] <u>Debtors and prepayments</u>	2023	2022
	£	£
Trade debtors	150	26,614
Grants due	12,350	-
Prepayments	852	1,344
Rent deposit	1,157	1,157
VAT refund due	-	2,492
Theatre Tax Relief due	41,852	-
	<hr/>	<hr/>
	56,361	31,606

[8] <u>Creditors</u>	2023	2022
	£	£
Amounts due within 12 months:		
Trade creditors	8,387	13,852
Accruals	456	336
VAT liability	156	-
Bank overdraft	19,270	-
	<hr/>	<hr/>
	28,268	14,188

[9] <u>Movements in funds</u>	Balance at			Transfers	Balance at
<i>[for previous year, see Note 11]</i>	31/03/2022	Income	Expenditure	between	31/03/2023
				funds	
<u>Restricted Funds:</u>					
Arts Council - Elevate	37,330	5,000	(42,330)	-	-
Arts Council - Creating in Uncertainty	480	3,865	(4,345)	-	-
Arts Council - Things Hidden	-	154,940	(165,940)	11,000	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Restricted Funds:	37,810	163,805	(212,615)	11,000	-
<u>Unrestricted Funds:</u>					
<u>Designated Funds:</u>					
Fixed Asset Reserve	1,315	-	(329)	-	986
ACE match funding reserve	11,000	-	-	(11,000)	-
Core funding designated fund	10,000	-	-	(10,000)	-
Contingency fund	-	-	-	20,000	20,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Designated Funds:	42,315	-	(329)	(1,000)	20,986
<u>General Funds</u>	30,625	45,991	(58,523)	(10,000)	8,093
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Unrestricted Funds:	52,940	45,991	(58,852)	(11,000)	29,079
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Funds:	90,749	209,796	(271,466)	-	29,079

The Arts Council Elevate grant is for organisational development, to improve the charity's resilience.

The Arts Council "Creating in Uncertainty" grant was to make a podcast and further develop two new shows.

The Things Hidden funding is to support the production by this name.

The Fixed Asset Reserve provides for future depreciation of equipment.

The ACE Match Funding Reserve held funds required to secure grant funding for the Things Hidden project.

This project is now completed, and the full amount has been transferred to the Things Hidden restricted fund.

The Core Funding Designated Fund was a budgeted contribution from general reserves to core costs in 2022-23.

The Contingency Fund sets aside three months' core running costs to cover for an unexpected drop in funding, as per the Reserves policy.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2023

[10] Payments to trustees and related party transactions

No trustees received remuneration for acting as trustees during the year (2022 nil).

One trustee received payments totalling £3,450 for PR services to the charity (2022 £1,722 to one trustee).

Such payments are permitted by the charity's governing document and compliant with Section 185 of the Charities Act 2011.

There were no expenses payments to trustees during the year (2022 nil).

There were no other related party transactions during the year (2022 nil).

[11] <u>Staff costs</u>	2023	2022
	£	£
Salaries	51,338	55,035
Employer's National Insurance	466	1,099
Employer pension	1,249	1,212
	53,053	57,346

The average number of employees during the year was 2.0 (2022 2.0), and the full time equivalent 1.5 (2022 1.5).

No employee earned over £60,000 per annum during the year.

The key management personnel of the charity during the year were the trustees, the Executive Producer and the General Manager. The total employee benefits paid to the key management personnel during the year was £58,213 (2022 £56,950), this being the salaries and fees paid to the Artistic Director and General Manager.

[12] Previous year comparison

<u>Movements in funds</u>	Balance at 31/03/2021	Income	Expenditure	Transfers between funds	Balance at 31/03/2022
<u>Restricted Funds:</u>					
Arts Council - Elevate	3,462	107,252	(72,179)	(1,205)	37,330
Arts Council - Creating in Uncertainty	18,193	33,460	(51,173)	-	480
Arts Council - Cultural Recovery Fund	-	25,498	(25,498)	-	-
British Council	25,000	-	(25,000)	-	-
Total Restricted Funds:	46,655	166,210	(173,850)	(1,205)	37,810
<u>Unrestricted Funds:</u>					
Designated Funds:					
Fixed Asset Reserve	548	-	(438)	1,205	1,315
ACE match funding reserve	-	-	-	11,000	11,000
Core funding designated fund	-	-	-	10,000	10,000
Total Designated Funds:	548	-	(438)	22,205	22,315
<u>General Funds</u>	9,656	79,085	(37,116)	(21,000)	30,625
Total Unrestricted Funds:	10,204	79,085	(37,554)	1,205	52,940
Total Funds:	56,860	245,295	(211,405)	-	90,749

Northern Lines

Notes to the Accounts (continued)






Year to 31st March 2023

[12] Previous year comparison (continued)

<u>Statement of Financial Activities 2021-22</u>		Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Income:				
Donations	[2]	-	412	412
Charitable activities	[3]	79,085	165,798	244,882
Total Income		79,085	166,210	245,295
Expenditure:				
Fundraising	[4]	-	8,575	8,575
Charitable activities	[5]	37,554	165,275	202,830
Total Expenditure		37,554	173,850	211,405
Net Income / (Expenditure)		41,530	(7,641)	33,890
Transfers between funds	[9]	1,205	(1,205)	-
Net Movement in Funds		42,735	(8,846)	33,890
Total funds brought forward		10,204	46,655	56,860
Total funds carried forward		52,940	37,810	90,749

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NORTHERN LINES

England & Wales - Charity number 1169480

Accounts

Northern Lines
Trustees Report and Financial Statements
for the year to 31st March 2022

Charity number: 1169480

Northern Lines Trustees' Annual Report Year to 31st March 2022

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12.	Balance Sheet
13.	Notes to the Accounts

Reference and Administrative Information

Charity name:	Northern Lines, trading as the Javaad Alipoor Company
Charity registration number:	1169480
Registered Office:	83 Ducie St, Manchester M1 2JQ
Operational Address:	Peter House, Oxford St, Manchester M1 5AN

Trustees 2021-22

Catherine Anamaria Wills [chair]
Jennifer Reynolds
Eileen McAuley
Nadia Batool
Sophie Collins (resigned 21st June 2022)

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated on 15th September 2015 and registered as a charity on 4th October 2016. Its governing document is the Constitution dated 15th September 2015.

Recruitment and Appointment of Trustees

All trustees are nominated by existing trustees, and elected by a simple majority vote at Trustees' Meetings. In selecting individuals for appointment as charity trustees, the charity trustees have regard to the skills, knowledge and experience needed for the effective administration of the CIO. For details of the ongoing trustee recruitment drive, see "Organisational development" on page 7 below.

Objects and Activities

Charitable Objects

To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of drama.

Public Benefit

The main activities which deliver public benefit are as follows:

- We collaborate with theatre makers and communities across the UK and internationally to create productions that often take place in non-traditional theatre spaces or digitally.
- We engage with audiences and communities who have little, or no experience of theatre or live performance.
- We tell stories of diverse experiences.
- We create high quality participation projects in some of the most deprived wards in England.
- We respond to broader agendas such as social justice and health & wellbeing.
- We increase access to our projects for those who face barriers to inclusion .

The Trustees are aware of the requirement of public benefit and seek to implement the Charity Commissioners' guidance on public benefit.

Achievements and Performance

As the Covid-19 pandemic entered its second year Northern Lines continued to adapt and evolve in response. Digital touring continued and other activity was delivered online, then as restrictions eased in the summer of 2021, face to face work returned. This culminated in January 2022 with an international residency in Sydney, Australia where a first version of our new play, Things Hidden Since the Foundation of the World, was shown as part of The Sydney Festival, and an online / live hybrid version of Rich Kids: A History of Shopping Malls in Tehran was also presented.

At the beginning of the year the team continued to work primarily remotely, and then in October we moved into a small office in SPACES, Manchester, which included co-working space for the whole team.

Formal meetings between trustees and staff continued (via Zoom and in person), with regular ongoing contact between the chair and staff to support decision-making.

Fundraising

Arts Council England (ACE)

We successfully applied for the second round of Cultural Recovery Funding which was designed to strengthen organisations as they came out of the early 2021 lockdown. The grant supported staff costs, some time to work with freelance artists and the development of infrastructure for digital work which we intend to continue presenting alongside live work post pandemic. The infrastructure will enable us to improve the distribution of our work worldwide while reducing our environmental impact.

In January 2021 ACE supported us with project funding to make The Colour of Our Politics, a podcast, and to support the development of Things Hidden Since the Foundation of the World as well as Pop Icons, a project which worked with migrant/refugee communities to celebrate the heritage of international pop stars, unknown outside their community.

We also successfully applied for Elevate extension funding for ongoing organisational development until March 2023. The purpose of the fund is to encourage an increase of diverse-led organisations within the National Portfolio (NPO); due to COVID the NPO process has been delayed for one year.

A significant amount of staff time was spent planning and writing an application to ACE to join the National Portfolio from April 2023, funding decisions will be announced in October 2022. We requested £370,000 per year over the 3-year funding period.

Finally, we successfully applied to ACE for £73,500 to support the creation of the full show of Things Hidden Since the Foundation of the World which will be presented at HOME in Manchester and Battersea Arts Centre in London later in 2022. The production will be our first live show since October 2019.

Other Fundraising

In the Spring of 2021, we began working with Caroline McCormack of Achatés Philanthropy to develop an ambitious fundraising strategy and evaluation framework to support our artistic plans through to 2024.

We have been slower than we hoped to implement the strategy – mostly due to staff capacity, but applications to Trusts and Foundations (Garfield Weston and John Ellerman) to support core costs, and an application to support the future of Gypsy Jams (formally Pop Icons) are now all in progress. (We have previously applied unsuccessfully to John Ellerman but had a strong steer that they would like to see another bid from us in 12 months.)

We received 25K from The British Council to support Things Hidden Since the Foundation of the World in Sydney, as well as 20K support from our Australian partners The National Theatre of Parramatta.

Other Income

We generated just over 41K from our digital touring and earned a 14K commission from The National Theatre of Mannheim as well as other small commission pots from our partners on Pop Icons and The Colour of Our Politics.

Artistic Activity

2021 began with the launch of our first podcast, The Colour of our Politics, which explored anti-racism in the UK and how it has been shaped by a rich history of activism and resistance. Each of the 11 episodes focussed on a moment of past political, cultural and community struggles of Black and Asian people in the UK. Javaad and co-creator and co-host Tanya Vital interviewed expert and high-profile guests including Magid Magid, Priyamvada Gopal & Arun Kundnani to discuss those moments and the effect they have had on our present. To date the podcast has reached an audience of over 1400 and prompted a vibrant community online; listeners came from far afield including the USA, India, Saudi Arabia, South Africa and Europe, as well as the UK. We have received messages from two different community education groups saying that they are using the podcast to teach anti-racism in Yorkshire and London. In April 2022 we began a new marketing and engagement campaign to promote a weekly relaunch for each of the episodes.

In May, during the easing of Covid retractions Javaad and writer and performer Chris Thorpe travelled to Mannheim, Germany to co-create Made of Mannheim. The piece was a trilingual production (English, German and Turkish) inspired by Schiller's The Maiden of Orleans and produced in co-production with Theaterhaus G7 and Nationaltheater Mannheim (NTM) as part of the Internationale Schillertage. The Despite the challenges of travelling to Europe at that time, the production was a success with a 5 star review in The Stage. We performed live over 5 nights in June to an audience of 69, with a live stream to open the production, a recording on screen at the Festival Centre and an online showing.

“Potent and thought-provoking reworking of Schiller’s play about Joan of Arc.”
(Verity Healey, The Stage)

Prior to our Australian residency to present a first version of Things Hidden Since the Foundation of the World, an in-person R&D had been planned followed by a sharing. Due to Covid this was not possible. Instead, we completed a significant amount of development work online, as well as some work in the rehearsal room. During that time we worked with directors Tanuja Amarasuriya, and Kirsty Housley, and writer Chris Thorpe, providing work for theatre professionals at a time of uncertainty in the industry.

Alongside Things Hidden we continued the development of Pop Icons, our participation project with migrant/refugee communities, building audiences and delivering creative

engagement. Although the pandemic impacted on our ability to deliver live events, we were able to work with partners across our four identified locations to connect with local communities and deliver a series of small test events/community engagements for approximately 315 participants:

- In Slough we worked with VIBE to create and deliver an online event with a cross section of migrant communities.
- In London we collaborated with BAC and 2 local producers to engage with people from the Afro Caribbean, West African communities, culminating in an evening of sharing /celebration at BAC.
- In Manchester we worked with Sheba Arts to make initial contact with MENA refugee participants and held sharing sessions as well as mapping potential future iterations.

Then in Bradford we worked with Juice Vamosi to set up a series of meetings with members of the Roma community, and delivered 4 sharing events in the home studios and performance space, Kala Sangam: Gypsy musicians exploring musical heritage and the living heritage of that music, and how the new generation of musicians are re-writing older Slovakian and Hungarian gypsy songs so they are about Bradford.

As a result of this work the project has evolved into two strands:

- Pop Icons which will support our audience development for Things Hidden in partnership with community facing organisations like Sheba Arts in Manchester who have reach into communities.
- Gypsy Jams which will deliver workshops for Gypsy migrant communities in the North (in partnership with KaskoSan, the Gypsies' community group), and culminate in a cross-community performance night to introducing these communities to cultural organisations and vice versa & featuring facilitated opportunities for young people to develop work responding to this heritage.

We continued to digitally tour our show Rich Kids: A History of Shopping Malls in Tehran nationally and internationally including venues in the USA and Canada and two secondary schools (a pilot programme funded by the Cultural Recovery Fund), reaching audiences of over 1500.

We also presented a live / digital hybrid version of the Rich Kids as part of Sydney Festival which was so successful that a larger venue had to be found. The success of this has led to the planning of an Australian digital tour in 2023. The show appeared in Stage Whispers Festival highlights which described it as

“... a darkly comedic, urgent new play about entitlement, consumption and digital technology, that explores the ubiquitous feeling that our societies are falling apart.”

In all we presented three shows of Rich Kids in Australia, with livestream audiences of 150 as well as the Live/Hybrid audiences of 600 which all sold out.

Finally, our residency as part of Sydney Festival in partnership with The National Theatre of Parramatta culminated with digital and live presentations of a first version of Things Hidden Since the Foundation of the World at the Festival. We were a major part of the 2021/22 UK/Australia season which was the largest ever cultural exchange between the two countries. As well as financial support amounting to Aus\$50,000, this was an invaluable time of development, and we worked with dramaturg Natalie Diddams, Chris

Thorpe and many of the team who will create the final show in Autumn 2022. We had an in-person audience of 160 for the sharing, and approximately the same again online.

Organisational Development

We have followed government guidance relating to working from home when it has been in place, using zoom or teams for regular communication. From October we started to use our new office, although with the Omicron surge in December 2021 and January 2022 we were back at home for a period

The trustees and team have worked hard this year to continue to build the foundations of a company capable of delivering ambitious artistic, engagement & organisational plans. This has included implementing new management, finance & HR systems, overhauling all IT and communications methods and writing new policies. As mentioned above we have worked with consultant Achates Philanthropy to create a fundraising strategy.

The focus is now on the recruitment of new trustees. A skills audit has been carried out and a recruitment pack written. Both trustees and staff recognise the value in a deepening diversity as well as a wider range of skills to support the next stage of development

In March 2022 the chair led the first annual board away day which included a session led by Achates on how the trustees can support the delivery of the fundraising strategy.

This year we have begun to look at staff development. As well as regular 1-2-1s and a CPD budget for each member of staff, we are working with The Growth Company in Manchester who are experienced in helping organisations develop new ways to support staff to develop & make the most of opportunities to move their careers forward, as well as improving and developing leadership skills. Each member of staff is also allocated a board buddy as their personal contact.

Challenges and the impact of COVID 19

A second year of Covid restrictions have been tiring. A main challenge has been planning as changes to Covid rates and restrictions have meant last minute changes. Although there have been no more lockdowns, we have been sensitive to the personal circumstances of partners and collaborators which may mean they don't feel comfortable working in person.

Restrictions, quarantines, and tests have all become part of international travel, with the risk of people not being able to travel at the last minute.

As outlined above the development of 'Things Hidden Since the Foundation of the World' and 'Pop Icons' were particularly impacted by the lockdowns of early 2021.

Trustee recruitment has been delayed, mostly due to capacity.

Areas for Development

Both trustees and staff recognise that a major area for development is evaluation and measuring the impact of our work including data collection. This is a priority going forward

and our work with Achatas Philanthropy is supporting us including creating logic models for each project in order to track and evaluate progress. A priority for our administrator is to develop data collections systems for audiences, participants and collaborators.

In 2022-23 we will also work on measuring our environmental impact, particularly in relation to touring both live and digital. We plan to work with a consultant on this and have budgeted accordingly.

Financial Review

The accounts for the period show a surplus on unrestricted funds.

The annual budget is approved by the board of trustees prior to each new financial year. Fundraising targets are realistic and income and expenditure is monitored monthly by the general manager. Management accounts are prepared for trustee meetings (at least quarterly). Where income targets are not met as expected, re-budgeting take place by the General Manager and Senior Producer to reduce expenditure. Overheads are minimal. Therefore the trustees are satisfied that the charity is a going concern, and will continue to be for the foreseeable future.

Reserves Policy

The trustees have established a policy to provide for any sudden and unexpected loss of income, whereby the unrestricted funds should equal at least three months of core running costs, which equates to around £20,000. At the balance sheet date the free cash reserves amounted to £51,625 (2021 £9,656); of this £11,000 is set aside as match funding. £10,000 of the remainder has been set aside in a Designated Fund towards the reserves target.

Statement of Responsibilities of the Trustees

Trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charitable company for the year. In preparing those financial statements the trustees are required to:

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011 and the applicable Charities (Accounts and Reports) Regulations.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that to the best of their knowledge there is no information relevant to the Independent Examination of which the Examiner is unaware.

The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant financial information and that this information has been communicated to the Examiner.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Approved by the trustees on 13th December 2022 and signed on their behalf by:



..... Catherine Anamaria Wills, Trustee



..... Nadia Batool, Trustee

Independent examiner's report to the trustees of Northern Lines

I report on the accounts of the Charitable Incorporated Organisation for the year to 31st March 2022 which are set out on pages 11 to 18.

Responsibilities and basis of report

As the trustees of the Charity, 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 Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all 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 in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



14th December 2022

.....
Rupert Taylor
Easton Business Centre,
Felix Road
Bristol BS5 0HE

Northern Lines
Statement of Financial Activities
(incorporating Income & Expenditure Account)
Year to 31st March 2022

		Unrestricted funds 2022	Restricted funds 2022	Total funds 2022	Total funds 2021
					[see Note 12]
	Notes	£	£	£	£
Income:					
Donations	[2]	-	412	412	16,338
Charitable activities	[3]	79,085	165,798	244,882	116,982
Total Income		79,085	166,210	245,295	133,320
Expenditure:					
Fundraising	[4]	-	8,575	8,575	-
Charitable activities	[5]	37,554	165,275	202,830	139,907
Total Expenditure		37,554	173,850	211,405	139,907
Net Income / (Expenditure)		41,530	(7,641)	33,890	(6,587)
Transfers between funds	[9]	1,205	(1,205)	-	-
Net Movement in Funds		42,735	(8,846)	33,890	(6,587)
Total funds brought forward		10,204	46,655	56,860	63,446
Total funds carried forward		52,940	37,810	90,749	56,860

Northern Lines
Balance Sheet
As at 31st March 2022

	Notes	2022 £	2021 £
Fixed Assets	[6]	1,315	548
Current Assets			
Debtors and prepayments	[7]	31,606	28,345
Cash at bank and on hand		72,016	40,127
		<hr/>	<hr/>
		103,622	68,472
Current Liabilities			
Creditors and accruals	[8]	14,188	12,161
		<hr/>	<hr/>
Net Current Assets		89,434	56,312
		<hr/>	<hr/>
Net Assets		90,749	56,860
 The funds of the charity:			
Unrestricted funds:			
General funds	[9]	30,625	9,656
Designated funds	[9]	22,315	548
Restricted funds:	[9]	37,810	46,655
		<hr/>	<hr/>
		90,749	56,860

Approved by the trustees on 13th December 2022 and signed on their behalf by:



.....
 Catherine Anamaria Wills
 Trustee



.....
 Nadia Batool
 Trustee

Northern Lines

Notes to the Accounts

Year to 31st March 2022

[1] Principal Accounting Policies

The principal accounting policies adopted in the preparation of the financial statements are set out below.

(a) Basis of preparation

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), as amended by Update Bulletin 1 issued on 2nd February 2016, and the Charities Act 2011.

Northern Lines 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).

(b) Preparation of the accounts on a going concern basis

The charity's balance sheet at 31st March 2022 is in surplus, and grant funding for 2022-23 has been secured for the planned activities of the charity. Therefore the trustees are satisfied that the charity is a going concern on an ongoing basis. For more details, see the "Financial Review" above.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of activities is deferred until the criteria for income recognition have been met (see Note 7).

(d) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity 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 is probable and that economic benefit can be measured reliably. There were no such donations during the year in question. In accordance with the Charities SORP (FRS 102), the general volunteer time of trustees and volunteers is not recognised with any monetary value.

(e) Interest receivable

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

(f) Fund Accounting

[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

[ii] Designated funds are unrestricted funds set aside by the Management Committee for particular purposes.

[iii] Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(g) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is expressed net of VAT where charged. Expenditure is classified under the following activity headings:

[i] Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes. There were no such costs during the year in question.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities, and those costs of an indirect nature necessary to support them.

[iii] Other expenditure represents those items not falling into any other heading. There were no such costs during the year in question.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These include office costs, finance, personnel, payroll and governance costs which support the charity's charitable activities.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2022

(i) Taxation

The charity 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.

(j) Fixed Assets

Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method. Individual items costing less than £500 are not treated as fixed assets.

(k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

(l) Cash at bank and in hand

Cash at bank and cash 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 account.

(m) Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Financial instruments

The charity 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.

	2022	2022	2022	2021	2021	2021
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
[2] <u>Income from donations</u>						
Donation from JA Arts Productions Ltd	-	-	-	731	15,606	16,337
Other donations	-	412	412	2	-	2
	-----	-----	-----	-----	-----	-----
	-	412	412	733	15,606	16,338
	2022	2022	2022	2021	2021	2021
[3] <u>Income from charitable activities</u>	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Grants:						
Arts Council of England	-	125,958	125,958	-	20,825	20,825
British Council	10,000	-	10,000	-	25,000	25,000
Trusts and foundations	-	3,000	3,000	-	-	-
	-----	-----	-----	-----	-----	-----
Total grants	10,000	128,958	138,958	-	45,825	45,825
Box office and ticket sales	-	-	-	959	262	1,221
Performance fees	66,894	-	66,894	18,788	16,787	35,575
Commissions and other fees	1,600	35,300	36,900	22,361	12,000	34,361
Royalties	591	-	591	-	-	-
Reimbursed expenses	-	1,540	1,540	-	-	-
	-----	-----	-----	-----	-----	-----
Total income from charitable activities	79,085	165,798	244,882	42,107	74,874	116,982

The charity receives government grants from the Arts Council and the British Council to support its activities.

The total value of such grants in the year was £135,958 (2022 £45,825). There are no unfulfilled conditions or contingencies attaching to these grants in 2021-22.

[4] Analysis of expenditure on fundraising

	Total	Total
	2022	2021
	£	£
Fees to fundraisers	8,575	-
	-----	-----
	8,575	-

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2022

[5] Analysis of expenditure on charitable activities

	Total 2022	Total 2021
	£	£
<u>Direct costs:</u>		
Artistic fees	41,775	26,907
Production fees	7,125	8,983
Other production costs	22,130	12,638
Project travel and subsistence	8,984	1,800
Marketing	6,518	50
Royalties	1,075	-
Other direct costs	-	56
	<hr/>	<hr/>
	87,607	50,434
<u>Support costs:</u>		
Salaries	57,346	48,707
Recruitment	530	-
Training	197	294
Travel and accommodation	2,555	-
Meeting costs	1,473	-
Professional fees	41,136	35,817
Office costs	817	894
IT costs	794	-
Insurance	1,092	-
Rent, rates, heat & light	6,303	1,732
Bank charges	141	151
Website	131	927
Subscriptions	404	292
Sundry expenses	1,090	173
Accountancy	439	-
Fee for Independent Examination	336	303
Depreciation	438	183
	<hr/>	<hr/>
Total Support Costs	115,223	89,473
	<hr/>	<hr/>
Total Expenditure	202,830	139,907

As the charity only undertook one kind of activity during the year, support costs have not been apportioned.

[6] Tangible Fixed Assets

	Equipment 2022	Equipment 2021
	£	£
<u>Cost</u>		
Opening balance	731	-
Additions during the year	1,205	731
	<hr/>	<hr/>
	1,936	731
<u>Depreciation</u>		
Opening balance	183	-
Charge for the year	438	183
	<hr/>	<hr/>
	621	183
	<hr/>	<hr/>
Net Book Value:	1,315	548

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2022

[7] <u>Debtors and prepayments</u>	2022	2021			
	£	£			
Trade debtors	26,614	28,345			
Prepayments	1,344	-			
Rent deposit	1,157	-			
VAT refund due	2,492	-			
	<u>31,606</u>	<u>28,345</u>			
[8] <u>Creditors</u>	2022	2021			
Amounts due within 12 months:	£	£			
Trade creditors	13,852	10,873			
Accruals	336	252			
VAT liability	-	1,036			
	<u>14,188</u>	<u>12,161</u>			
[9] <u>Movements in funds</u>	Balance at			Transfers	Balance at
<i>[for previous year, see Note 11]</i>	31/03/2021	Income	Expenditure	between	31/03/2022
				funds	
<u>Restricted Funds:</u>					
Arts Council - Elevate	3,462	107,252	(72,179)	(1,205)	37,330
Arts Council - Creating in Uncertainty	18,193	33,460	(51,173)	-	480
Arts Council - Cultural Recovery Fund	-	25,498	(25,498)	-	-
British Council	25,000	-	(25,000)	-	-
	<u>46,655</u>	<u>166,210</u>	<u>(173,850)</u>	<u>(1,205)</u>	<u>37,810</u>
Total Restricted Funds:					
<u>Unrestricted Funds:</u>					
<u>Designated Funds:</u>					
Fixed Asset Reserve	548	-	(438)	1,205	1,315
ACE match funding reserve	-	-	-	11,000	11,000
Core funding designated fund	-	-	-	10,000	10,000
	<u>548</u>	<u>-</u>	<u>(438)</u>	<u>22,205</u>	<u>22,315</u>
Total Designated Funds:					
<u>General Funds</u>	9,656	79,085	(37,116)	(21,000)	30,625
Total Unrestricted Funds:	<u>10,204</u>	<u>79,085</u>	<u>(37,554)</u>	<u>1,205</u>	<u>52,940</u>
Total Funds:	<u>56,860</u>	<u>245,295</u>	<u>(211,405)</u>	<u>-</u>	<u>90,749</u>

The Arts Council Elevate grant is for organisational development, to improve the charity's resilience.

The Arts Council "Creating in Uncertainty" grant is to make a podcast and further develop two new shows.

The Arts Council "Cultural Recovery Fund" grant is to support the charity in returning to a sustainable operating model following the Covid lockdowns.

The British Council grant is to support Australian touring costs for two new shows.

The transfer from the Arts Council Elevate fund to the Fixed Asset Reserve is to cover future depreciation on assets funded from this grant.

The Fixed Asset Reserve provides for future depreciation of equipment.

The ACE Match Funding Reserve holds funds required to secure future grant funding.

The Core Funding Designated Fund provides for contingency in the event of loss of funding, as per the Reserve policy.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2022

[10] Payments to trustees and related party transactions

No trustees received remuneration for acting as trustees during the year (2021 nil).

One trustee received payments totalling £1,722 for PR services to the charity (2021 £2,654 to one trustee).

Such payments are permitted by the charity's governing document and compliant with Section 185 of the Charities Act 2011.

There were no expenses payments to trustees during the year (2021 nil).

There were no other related party transactions during the year (2021 nil).

[11] <u>Staff costs</u>	2022	2021
	£	£
Salaries	55,035	47,417
Employer's National Insurance	1,099	321
Employer pension	1,212	970
	57,346	48,707

The average number of employees during the year was 2.0 (2021 1.8), and the full time equivalent 1.5 (2021 1.3).

No employee earned over £60,000 per annum during the year.

The key management personnel of the charity during the year were the trustees, the Executive Producer and the General Manager. The total employee benefits paid to the key management personnel during the year was £56,950 (2021 £52,663), this being the salaries and fees paid to the Artistic Director and General Manager.

[12] Previous year comparison

<u>Movements in funds</u>	Balance at 31/03/2020	Income	Expenditure	Transfers between funds	Balance at 31/03/2021
<u>Restricted Funds:</u>					
Arts Council - Elevate	53,977	16,287	(66,801)	-	3,462
Arts Council - National Lottery	8,352	29,868	(38,220)	-	-
Arts Council - Creating in Uncertainty	-	19,325	(1,132)	-	18,193
British Council	-	25,000	-	-	25,000
Total Restricted Funds:	62,328	90,480	(106,153)	-	46,655
<u>Unrestricted Funds:</u>					
Designated Funds:					
Fixed Asset Reserve	-	-	-	548	548
Total Designated Funds:	-	-	-	548	548
<u>General Funds</u>	1,118	42,840	(33,754)	(548)	9,656
Total Unrestricted Funds:	1,118	42,840	(33,754)	-	10,204
Total Funds:	63,446	133,320	(139,907)	-	56,860

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2022

[12] Previous year comparison (continued)

<u>Statement of Financial Activities 2020-21</u>	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Income:			
Donations	733	15,606	16,338
Charitable activities	42,107	74,874	116,982
Total Income	42,840	90,480	133,320
Expenditure:			
Charitable activities	33,754	106,153	139,907
Total Expenditure	33,754	106,153	139,907
Net Income / (Expenditure)	9,086	(15,673)	(6,587)
Transfers between funds	-	-	-
Net Movement in Funds	9,086	(15,673)	(6,587)
Total funds brought forward	1,118	62,328	63,446
Total funds carried forward	10,204	46,655	56,860

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NORTHERN LINES

England & Wales - Charity number 1169480

Accounts

**Northern Lines
Trustees Report and Financial Statements
for the year to 31st March 2021**

Charity number: 1169480

Northern Lines Trustees' Annual Report Year to 31st March 2021

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9.	Balance Sheet
10.	Notes to the Accounts

Reference and Administrative Information

Charity name:	Northern Lines, trading as the Javaad Alipoor Company
Charity registration number:	1169480
Registered Office:	83 Ducie St, Manchester M1 2JQ
Operational Address:	Peter House, Oxford St, Manchester M1 5AN

Trustees 2020-21

Catherine Anamaria Wills [chair]
Jennifer Reynolds
Eileen McAuley
Sophie Collins
Nadia Batool

Structure, Governance and Management

The organisation is a Charitable Incorporated Organisation, incorporated on 15th September 2015 and registered as a charity on 4th October 2016. Its governing document is the Constitution dated 15th September 2015.

Recruitment and Appointment of Trustees

All trustees are nominated by existing trustees, and elected by a simple majority vote at Trustees' Meetings. In selecting individuals for appointment as charity trustees, the charity trustees have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

Objects and Activities

Charitable Objects

The advancement of education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.

Public Benefit

The main activities which deliver public benefit are as follows:

- We collaborate with theatre makers and communities across the UK and internationally to create productions that often take place in non-traditional theatre spaces or digitally.
- We engage with audiences and communities who have little, or no experience of theatre or live performance.
- We tell stories of diverse experiences.
- We create high quality participation projects in some of the most deprived wards in England.
- We respond to broader agendas such as social justice and health & wellbeing.
- We increase access to our projects for those who face barriers to inclusion .

The Trustees are aware of the requirement of public benefit and seek to implement the Charity Commissioners' guidance on public benefit.

Achievements and Performance

Achievements and performance in 2020-21 must be looked at in the context of Covid-19.

Despite the many challenges caused by the pandemic, Northern Lines has remained resilient and has used digital technology to create and distribute work of a high quality to a wide audience. This has resulted in a number of new partnerships and connections including international and academic partnerships.

As a small company with minimal overheads and a team used to working remotely, we were able to respond to the pandemic with agility and adapt working practices more easily than many larger organisations.

Formal meetings between trustees and staff continued (via Zoom). There has also been regular ongoing contact between the chair and staff to support decision-making.

Fundraising

Arts Council England (ACE)

There have been several funds available through ACE to support organisations during the pandemic. Initially we did not apply as the first funds were aimed at organisations at risk of going out of business. We did successfully apply for the second round of Cultural Recovery Funding which was designed to support and strengthen organisations as they came out of the 2021 lockdown, following the government road map.

An ACE project grant received in February 2020 to tour *Rich Kids: A History of Shopping Malls in Tehran* was re-purposed to support the making of a digital version of the show which then 'toured' extensively, providing a significant income stream.

In January 2021 ACE supported us again with project funding to make *The Colour of Our Politics*, a podcast, and to support further development of *Things Hidden Since the Foundation of the World* and *Pop Icons*.

We also successfully applied for Elevate extension funding for ongoing organisational development until March 2023. The purpose of the fund is to encourage an increase of diverse-led organisations within the National Portfolio; due to COVID there has been a delay of one year for new organisations entering the portfolio.

Other Fundraising

We worked with fundraiser Celine Gagnon to draft a case for support and create the building blocks for future applications, and we were successful in a small bid to the Granada Foundation to support *Pop Icons*. However, we were unsuccessful in our application to the John Ellerman Foundation despite encouraging conversations with them prior to submitting the bid. On a positive note, we had a strong steer that they would like to see another bid from us in 12 months.

We have begun a significant piece of work with Achatés Philanthropy to develop an ambitious fundraising strategy and an evaluation framework to support it.

We received 25K from The British Council to support the development of *Things Hidden* and *Pop Icons* in Sydney, Australia in early 2022 which is a partnership with the National Theatre of Parramatta and Sydney Festival.

Other Income

We received a small commission from Grand Junction in Paddington, London to support the creation of an online project, *What is a Muslim?*, which has inspired a wider piece of work with the same working title.

As mentioned above, we used the repurposed Arts Council grant along with financial support from Battersea Arts Centre and Norfolk and Norwich Festival, to tour the digital iteration of *Rich Kids: A History of Shopping Malls In Tehran* widely, both nationally and internationally, earning significant fees for stand-alone performances and wider online residencies.

Organisational Development

Throughout the year, following public health guidelines, the team continued to work remotely using Zoom for regular communication.

A significant part of the year has been dedicated to 2021-23 business planning which is led by our manifesto and based around three areas:

1. Artistic
2. Audiences and Participants
3. Development

As a newly active charity, much of the development strand this year has been to implement policies, management processes, systems and financial procedures which are now in place.

We have also built a new website which, among other things, will support future fundraising.

An area for development is data collection and evaluation and there will be a focus on that in 2021-23 in line with our business plan and the fundraising strategy we are developing with Achates Philanthropy.

Artistic

Throughout the year we have collaborated with theatre makers and communities across the UK and internationally to create and develop a range of new projects – from a digital re-imagining of our award-winning production, *Rich Kids: A History of Shopping Malls in Tehran*, to a podcast exploring anti-racism in the UK, to a new community project in Paddington, London.

Through these projects we have continued to engage with audiences and communities who have little, or no experience of theatre or live performance, for example our online project, *What is a Muslim* mentioned below.

Despite the lockdowns we continued to tour our acclaimed flagship shows, *Rich Kids: A History of Shopping Malls in Tehran* and *The Believers are but Brothers* nationally and internationally. Both shows were especially adapted for a digital platform and created an interactive and inclusive experience for the audience, making a connection with other audience members via mobile technology.

“It’s dazzling, discombobulating and alarming”

The Guardian**** [Rich Kids]

“Complex, masterly ... one of the most fascinating shows I have seen in an age.”
The Financial Times **** [Believers]

National venues included Norfolk and Norwich Festival, Battersea Arts Centre, and Falmouth University.

Internationally we toured to Copenhagen Festival, Woolly Mammoth Festival, Under the Radar festival and Sundance Film Festival among others.

We toured to two secondary schools (a pilot programme funded by the Cultural Recovery Fund) and a number of universities.

Following this success, we will make online versions of each major show as part of the creation process, allowing us to tour new work online as well as in real life. This will enable us to distribute our work worldwide while reducing our environmental impact.

Another notable project was the creation of *Made of Mannheim*, a trilingual production (English, German and Turkish) inspired by Schiller's *The Maiden of Orleans* and produced in Mannheim, Germany in co-production with Theaterhaus G7 and Nationaltheater Mannheim (NTM) as part of the Internationale Schillertage.

A new venture for us this year was making our first podcast. *The Colour of Our Politics* explored how anti-racism in the UK today has been shaped by a rich history of activism and resistance. We worked with actor and broadcaster Tanya Vital to interview a host of guests over nine episodes to shine a brighter light on stories about the people and communities who stood up against imperial racism across the UK.

Finally In Partnership with Grand Junction in Paddington, London we worked with calligrapher Razwan Ul-Haq to explore Muslim identity with a group of young men aged 20-38. The project, entitled *What is a Muslim?* will be developed over the coming years.

In addition to our professional productions, we have supported artists through mentoring schemes run by Contact Theatre and with Manchester International Festival, as well as wider national and regional schemes run by Camden Peoples Theatre and Theatre Bristol.

We have also been an active part of industry dialogue about the future of theatre post COVID, and the diversity of the people making and experiencing theatre in the UK. Our contributions included an article about digital theatre in *The Stage*; attending a Middle Eastern Theatre Makers meeting; being part of the Tamasha playwrights group and the Culture Rest Programme.

Challenges and the impact of COVID 19

Further development of ‘Things Hidden Since the Foundation of the World’ and ‘Pop Icons’ have been impacted by the lockdowns of early 2021. Pop Icon events have taken place online, and in person work with Things Hidden collaborators has been delayed until Autumn 2021. Arts Council England have agreed an extension to the project which is now due to finish by the end of 2021.

As the pandemic entered a second year Zoom fatigue has begun to affect the team who have found it challenging to hold strategic and planning meetings remotely. When in-person meetings have been planned, COVID infections have risen and concerns about staff health and safety have meant they have reverted to online.

Likewise, board recruitment has been delayed while it has not been possible to meet in person. All trustee meetings have taken place on zoom since May 2020 and a planned away day has not yet taken place.

Areas for Development

As mentioned above both trustees and staff recognise that a major area for development is evaluation and measuring the impact of our work including data collection. This is a priority going forward and our work with Achates Philanthropy is supporting us including creating logic models for each project in order to track and evaluate progress. A priority for our administrator is to develop data collections systems for audiences, participants and collaborators.

Financial Review

The accounts for the period show a surplus on unrestricted funds.

The annual budget is approved by the board of trustees prior to each new financial year. Fundraising targets are realistic and income and expenditure is monitored monthly by the general manager. Management accounts are prepared for trustee meetings (at least quarterly). Where income targets are not met as expected, re-budgeting take place by the General Manager and Senior Producer to reduce expenditure. Overheads are minimal. Therefore the trustees are satisfied that the charity is a going concern, and will continue to be for the foreseeable future.

Reserves Policy

The trustees have established a policy to provide for any sudden and unexpected loss of income, whereby the unrestricted funds should equal at least three months of core running costs, which equates to around £20,000. At the balance sheet date the free reserves amounted to £9,656 (2020 £1,118). Therefore it is not currently possible to set aside any contingency, and the target remains an aspiration.

Statement of Responsibilities of the Trustees

Trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charitable company for the year. In preparing those financial statements the trustees are required to:

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011 and the applicable Charities (Accounts and Reports) Regulations.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that to the best of their knowledge there is no information relevant to the Independent Examination of which the Examiner is unaware.

The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant financial information and that this information has been communicated to the Examiner.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Approved by the trustees on 15th December 2021 and signed on their behalf by:



..... Catherine Anamaria Wills, Trustee



..... Nadia Batool, Trustee

Independent examiner's report to the trustees of Northern Lines

I report on the accounts of the Charitable Incorporated Organisation for the year to 31st March 2021 which are set out on pages 10 to 16.

Responsibilities and basis of report

As the trustees of the Charity, 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 Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all 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 in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



..... 16th December 2021

Rupert Taylor
Easton Business Centre,
Felix Road
Bristol BS5 0HE

Northern Lines
Statement of Financial Activities
(incorporating Income & Expenditure Account)
Year to 31st March 2021

		Unrestricted funds 2021	Restricted funds 2021	Total funds 2021	Total funds 2020
					[see Note 11]
	Notes	£	£	£	£
Income:					
Donations	[2]	733	15,606	16,338	500
Charitable activities	[3]	42,107	74,874	116,982	73,495
Total Income		42,840	90,480	133,320	73,995
Expenditure:					
Charitable activities	[4]	33,754	106,153	139,907	11,419
Total Expenditure		33,754	106,153	139,907	11,419
Net Income / (Expenditure)		9,086	(15,673)	(6,587)	62,576
Transfers between funds	[8]	-	-	-	-
Net Movement in Funds		9,086	(15,673)	(6,587)	62,576
Total funds brought forward		1,118	62,328	63,446	870
Total funds carried forward		10,204	46,655	56,860	63,446

Northern Lines
Balance Sheet
As at 31st March 2021

	Notes	2021 £	2020 £
Fixed Assets	[5]	548	-
Current Assets			
Debtors and prepayments	[6]	28,345	-
Cash at bank and on hand		40,127	68,297
		<hr/>	<hr/>
		68,472	68,297
Current Liabilities			
Creditors and accruals	[7]	12,161	4,851
		<hr/>	<hr/>
Net Current Assets		56,312	63,446
		<hr/>	<hr/>
Net Assets		56,860	63,446
 The funds of the charity:			
Unrestricted funds:			
General funds	[8]	9,656	1,118
Designated funds	[8]	548	-
Restricted funds:		46,655	62,328
		<hr/>	<hr/>
		56,860	63,446

Approved by the trustees on 15th December 2021 and signed on their behalf by:



.....
 Catherine Anamaria Wills
 Trustee



.....
 Nadia Batool
 Trustee

Northern Lines

Notes to the Accounts

Year to 31st March 2021

[1] Principal Accounting Policies

The principal accounting policies adopted in the preparation of the financial statements are set out below.

(a) Basis of preparation

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), as amended by Update Bulletin 1 issued on 2nd February 2016, and the Charities Act 2011.

Northern Lines 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).

(b) Preparation of the accounts on a going concern basis

The charity's balance sheet at 31st March 2021 is in surplus, and grant funding for 2020-21 has been secured for the planned activities of the charity. Therefore the trustees are satisfied that the charity is a going concern on an ongoing basis. For more details, see the "Financial Review" above.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of activities is deferred until the criteria for income recognition have been met (see Note 7).

(d) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity 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 is probable and that economic benefit can be measured reliably. There were no such donations during the year in question. In accordance with the Charities SORP (FRS 102), the general volunteer time of trustees and volunteers is not recognised with any monetary value.

(e) Interest receivable

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

(f) Fund Accounting

[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

[ii] Designated funds are unrestricted funds set aside by the Management Committee for particular purposes.

[iii] Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(g) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is expressed net of VAT where charged. Expenditure is classified under the following activity headings:

[i] Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes. There were no such costs during the year in question.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities, and those costs of an indirect nature necessary to support them.

[iii] Other expenditure represents those items not falling into any other heading. There were no such costs during the year in question.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2021

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These include office costs, finance, personnel, payroll and governance costs which support the charity's charitable activities.

(i) Taxation

The charity 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.

(j) Fixed Assets

Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method. Individual items costing less than £500 are not treated as fixed assets.

(k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

(l) Cash at bank and in hand

Cash at bank and cash 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 account.

(m) Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Financial instruments

The charity 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.

	2021	2021	2021	2020	2020	2020
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
[2] <u>Income from donations</u>						
Donations from JA Arts Productions Ltd	731	15,606	16,337	-	-	500
Other donations	2	-	2	500	-	500
	<u>733</u>	<u>15,606</u>	<u>16,338</u>	<u>500</u>	<u>-</u>	<u>500</u>
	2020	2020	2020	2020	2020	2020
[3] <u>Income from charitable activities</u>	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Grants:						
Arts Council of England	-	20,825	20,825	-	73,495	60,000
British Council	-	25,000	25,000	-	-	13,495
	<u>-</u>	<u>45,825</u>	<u>45,825</u>	<u>-</u>	<u>73,495</u>	<u>73,495</u>
Total grants	-	45,825	45,825	-	73,495	73,495
Box office and ticket sales	959	262	1,221	-	-	-
Performance fees	18,788	16,787	35,575	-	-	-
Commissions and other fees	22,361	12,000	34,361	-	-	-
	<u>42,107</u>	<u>74,874</u>	<u>116,982</u>	<u>-</u>	<u>73,495</u>	<u>73,495</u>
Total income from charitable activities	42,107	74,874	116,982	-	73,495	73,495

The charity receives government grants from the Arts Council and the British Council to support its activities. The total value of such grants in the year was £45,825 (2020 £73,495). There are no unfulfilled conditions or contingencies attaching to these grants in 2020-21.

Northern Lines
Notes to the Accounts (continued)
Year to 31st March 2021

[4] Analysis of expenditure on charitable activities

	Total 2021	Total 2020
	£	£
<u>Direct costs:</u>		
Artistic fees	26,907	1,833
Production fees	8,983	3,650
Other production costs	12,638	2,743
Travel	1,800	220
Marketing	50	-
Other direct costs	56	-
	<hr/>	<hr/>
	50,434	8,446
<u>Support costs:</u>		
Salaries	48,707	750
Training	294	-
Professional fees	35,817	1,138
Office costs	894	-
Rent, rates, heat & light	1,732	792
Bank charges	151	37
Website	927	-
Subscriptions	292	-
Sundry expenses	173	5
Fee for Independent Examination	303	252
Depreciation	183	-
	<hr/>	<hr/>
Total Support Costs	89,473	2,973
	<hr/>	<hr/>
Total Expenditure	139,907	11,419

As the charity only undertook one kind of activity during the year, support costs have not been apportioned.

[5] Tangible Fixed Assets

	Equipment 2021	Equipment 2020
<u>Cost</u>	£	£
Opening balance	-	-
Additions during the year	731	-
	<hr/>	<hr/>
	731	-
<u>Depreciation</u>		
Opening balance	-	-
Charge for the year	183	-
	<hr/>	<hr/>
	183	-
	<hr/>	<hr/>
Net Book Value:	548	-

[6] Debtors and prepayments

	2021	2020
	£	£
Trade debtors	28,345	-
	<hr/>	<hr/>
	28,345	-

[7] Creditors

	2021	2020
	£	£
Amounts due within 12 months:		
Trade creditors	10,873	4,599
Accruals	252	252
VAT liability	1,036	-
	<hr/>	<hr/>
	12,161	4,851

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2021

[8] <u>Movements in funds</u> <i>[for previous year, see Note 11]</i>	Balance at 31/03/2020	Income	Expenditure	Transfers between funds	Balance at 31/03/2021
<u>Restricted Funds:</u>					
Arts Council - Elevate	53,977	16,287	(66,801)	-	3,462
Arts Council - National Lottery project grant	8,352	29,868	(38,220)	-	-
Arts Council - Creating in Uncertainty	-	19,325	(1,132)	-	18,193
British Council	-	25,000	-	-	25,000
Total Restricted Funds:	62,328	90,480	(106,153)	-	46,655
<u>Unrestricted Funds:</u>					
<u>Designated Funds:</u>					
Fixed Asset Reserve	-	-	-	548	548
Total Designated Funds:	-	-	-	548	548
<u>General Funds</u>	1,118	42,840	(33,754)	(548)	9,656
Total Unrestricted Funds:	1,118	42,840	(33,754)	-	10,204
Total Funds:	63,446	133,320	(139,907)	-	56,860

The Arts Council Elevate grant is for organisational development, to improve the charity's resilience.
The National Lottery grant is for artistic and participation development in two new shows, and one existing one.
The Arts Council "Creating in Uncertainty" grant is to make a podcast and further develop two new shows.
The British Council grant is to support Australian touring costs for two new shows.

[9] Payments to trustees and related party transactions

No trustees received remuneration for acting as trustees during the year (2020 nil).
One trustee received payments totalling £2,654 for PR services to the charity (2020 nil). Such payments are permitted by the charity's governing document and compliant with Section 195 of the Charities Act 2011.
There were no expenses payments to trustees during the year (2020 nil).
There were no other related party transactions during the year (2020 nil).

[10] <u>Staff costs</u>	2021 £	2020 £
Salaries	47,417	750
Employer's National Insurance	321	-
Employer pension	970	-
	48,707	750

The average number of employees during the year was 1.8 (2020 0.1), and the full time equivalent 1.3 (2020 0.1).

No employee earned over £60,000 per annum during the year.

The key management personnel of the charity during the year were the trustees, the Artistic Director and the General Manager. The total employee benefits paid to the key management personnel during the year was £52,663 (2020 £2,971), this being the salaries and fees paid to the Artistic Director and General Manager.

Northern Lines

Notes to the Accounts (continued)

Year to 31st March 2021

[11] Previous year comparison

<u>Movements in funds</u>	Balance at 31/03/2019	Income	Expenditure	Transfers between funds	Balance at 31/03/2020
<u>Restricted Funds:</u>					
Arts Council - Elevate	-	60,000	(6,023)	-	53,977
Arts Council - National Lottery project grant	-	13,495	(5,143)	-	8,352
Total Restricted Funds:	-	73,495	(11,167)	-	62,328
<u>Unrestricted Funds:</u>					
<u>General Funds</u>	870	500	(252)	-	1,118
Total Unrestricted Funds:	870	500	(252)	-	1,118
Total Funds:	870	73,995	(11,419)	-	63,446

Statement of Financial Activities 2019-20

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Income:			
Donations	500	-	500
Charitable activities	-	73,495	73,495
Total Income	500	73,495	73,995
Expenditure:			
Charitable activities	252	11,167	11,419
Total Expenditure	252	11,167	11,419
Net Income / (Expenditure)	248	62,328	62,576
Transfers between funds	-	-	-
Net Movement in Funds	248	62,328	62,576
Total funds brought forward	870	-	870
Total funds carried forward	1,118	62,328	63,446

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