

**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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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 Achates 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 takes 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/> 68,472	<hr/> 68,297
Current Liabilities			
Creditors and accruals	[7]	12,161	4,851
		<hr/> 56,312	<hr/> 63,446
Net Current Assets			
		<hr/> 56,860	<hr/> 63,446
Net Assets			
		<hr/> 56,860	<hr/> 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/> 56,860	<hr/> 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 Unrestricted £	2021 Restricted £	2021 Total £	2020 Unrestricted £	2020 Restricted £	2020 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
	733	15,606	16,338	500	-	500
	2020 Unrestricted £	2020 Restricted £	2020 Total £	2020 Unrestricted £	2020 Restricted £	2020 Total £
[3] <u>Income from charitable activities</u>						
Grants:						
Arts Council of England	-	20,825	20,825	-	73,495	60,000
British Council	-	25,000	25,000	-	-	13,495
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	-	-	-
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>	<u>1,118</u>	<u>42,840</u>	<u>(33,754)</u>	<u>(548)</u>	<u>9,656</u>
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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