

THE JELLY LEG'D CHICKEN ARTS CENTRE

A Company Limited by Guarantee

Company Number 04623660

Charity Number 1100730

THE JELLY LEG'D CHICKEN ARTS CENTRE

A Company Limited by Guarantee

TRUSTEES' REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

Company Number 04623660 (ENGLAND & WALES)

Charity Number 1100730

THE JELLY LEG'D CHICKEN ARTS CENTRE

A Company Limited by Guarantee

Company Number 04623660

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TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

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Charity Number 1100730

TRUSTEES' REPORT

Reference and Administrative Information

Constitution

The charity is controlled by its Memorandum and Articles of Association and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. The company was incorporated on 23 December 2002 but remained dormant until 30 June 2006. The company commenced trading on 1 July 2006. The Charity is also known under the name "Jelly"

Directors and Trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

Trustees

Tim Hooper, chair (appointed 6 February 2018)

Bridget Long (appointed 23 December 2002)

Mary Genis (appointed 23 December 2002)

Steve Hicks (appointed 11 October 2009)

Caroline Sawbridge (resigned 4 March 2021)

Christina Gilbert (appointed 26 September 2019)

Holly Buckle (appointed 12 February 2019)

Alexandra Dewis (appointed 26 September 2019)

Rosie Faretta (appointed 2 September 2021)

Secretary

Suzanne Stallard

Independent Examiners

Hadleigh Associates (address tba)

Bankers

The Co-operative Bank, Balloon Street, Manchester

Registered Office

43 Filey Road, Reading, RG1 3QG

Operational Address

115-116 Broad Street Mall, Reading, RG1 7QE

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Trustees' Report

The trustees present their annual report together with the financial statements of the charity for the year ended 31 December 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative details set out on page 3 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Governance

Currently there are eight trustees, their skills include:

- Arts leadership
- Artists producer & curation
- Festival & event management
- Business Leaders
- Sustainability
- Fundraising
- Communications
- PR & Marketing
- Property development, management & leases

In the event of a departure of a trustee, a skills audit of the remaining trustees is taken. The result of this audit determines whether further recruitment is necessary.

When a need has been identified to recruit trustees, the Executive Directorate & Board seeks out prospective candidates.

Trustee development & training is undertaken at the discretion of the Chair, based on the requirements of the organisation at any given time.

Full Trustee Board meetings take place at least four times a year.

Trustees also attend meetings with studio members & events organised by Jelly.

All Trustees sit on at least one of the sub groups

Individual Trustees undertake tasks in support of the Jelly team, advising on matters that fall within their area of expertise.

A standing item at each board meeting is a declaration of conflict of interests

Annually all trustees declare any potential conflicts of interests for them & their partners

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Sub-groups of the Board

Executive Committee

Property

Communication award winning marketing specialist & print specialist. We work closely with them when we need to address branding, communication, language, CRM & data collection

Equality, Diversity & Inclusivity

Sustainability

Youth Voice/ Shadow Board developing the younger voice & people who would not see themselves as Board members, enabling us to recruit new members, particularly those who may not feel a Board is appropriate for them but they have skills to bring

The Board oversees the delivery of the activity plan through the Executive Directorate's reporting at all board meetings who meet at a minimum 4 times per year & through the Board champions who meet regularly with the team.

The Board of Trustees are a committed & responsive board who regularly meet with the team & artists throughout the year, aside from Board meetings. The lead trustee on each of the sub groups are the 'Champions' and they will oversee the Investment Principles. They will seek external support too as required from a supportive advisory group who are specialists in their areas.

Our Board papers include standing items on all of the sub groups & reports are provided on each element of our activities.

Our Board has been selected because they share Jelly values & each of them bring skills that reflect our ethos. Our Board members are resilient, dynamic, ambitious, bring their own diverse backgrounds & challenge the team.

Structure and Management

Organisational Structure

Jelly is run and managed on a day-to-day basis by the Executive Directorate of Suzanne Stallard, Emma Bradbury and Kate Powell. Decisions are made through management meetings held by the directorate. All major decisions are confirmed through the Board of Trustees. The Executive Directorate is responsible for buildings, finance, strategic development, artist programme, audience development, sustainability, learning, participation and community.

Operational and Freelance Team

Alongside the executive directorate team, there are additional skilled team members & being freelance allows us to offer the projects & opportunities to others who may be better for specific roles. This policy works well at Jelly as being freelance gives us the freedom to create more opportunities for artists to work on projects, it allows for greater collaboration,

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to be community driven, focused on inclusion & relevance and to offer the work to more suitable individuals.

Over the years at Jelly we have experimented with a variety of remuneration arrangements to find one which best fits our vision for social change. Initially the charity was run on a voluntary basis; then we introduced freelance fees set above the Living Wage. For a period between 1999 - 2004 we moved to salaries with PAYE.

In 2018 the management team & the Board of Trustees revisited the question of what pay structure would best suit the aims & ethos of the charity. It was agreed that a flat pay structure at a fair rate for all would be the most appropriate model.

Since then, Jelly has committed to a flat pay structure for all employees & freelancers. We pay everyone above the National Living Wage no matter what their role is within the organisation, & we review this policy annually.

This flat pay structure fits well because our work explores different kinds of value. While we recognise that valuing people in terms of the economic worth of their time is the dominant way of measuring value, it is not the only way. At Jelly, we want to be an organisation where people feel emotionally, intellectually & creatively rewarded as well.

We think that massive pay disparities between different roles are unfair & unjustifiable, & can play into a culture of hierarchies where some people's views are valued more than others. We each bring our unique skills with us when we come to work at Jelly, & we want everyone to feel equally involved, & to contribute without limits. A flat pay structure supports our ambitions to implement an efficient, equal & collective decision-making process, where power dynamics are challenged & flattened as much as possible

Related Charities

There are no legally related charities. The company is working with different funding bodies and organisations all concerned with promoting the arts and education. Decisions taken by the company are autonomous of these organisations.

Risk Management

Jelly has a risk management policy and practice, which enables us to anticipate and record risks to the organisation, assess their likely impact and plan how to reduce and manage them.

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Our Vision

Jelly is an energetic collaboration of artists supporting each other & the wider community; acting as a catalyst & making space for art in the everyday.

Mission

Making space for art:

- For people
- For creation
- For connection
- For disruption
- For reflection
- For collaboration
- For exploration
- For inspiration

Values

We support & develop visual artists & Reading's arts sector, developing & improving pathways towards careers in the creative industries & providing freelance opportunities to professional artists.

We advocate for artists, improving access to the arts & strengthening the opportunities for emerging & established artists, especially those who are underserved.

From Jelly's foundation 29 years ago, our name has become symbolic as over the years Jelly has moulded & shaped to fit different spaces, adapting & changing to inhabit a space (that is not always a building or venue) to work collaboratively with artists, other cultural organisations, partners & the wider community locally & internationally.

We are a community, always embedded within Reading town centre. Our current home is within a shopping centre in Reading's main high street. Our work can be found throughout the town as public art or in spaces we go to deliver workshops such as schools, community centres, corporate venues & festival sites. We are an outward looking organisation built on valuing people. Each person, both artist & participant, young & old, brings a unique perspective to our creative conversation. We have a number of long standing partnerships, including NPOs, businesses, arts organisations, schools, cultural networks, museums & Reading Borough Council.

The support we bring is both nurturing & inspiring, experimental & challenging but always comes from a starting point of creative excellence.

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We listen. We are here for those who recognise they need us & here for those who think they don't.

We are strategic. We adapt, evolve, change & reinvent. We are here to contribute to making our society a more creative one & underserved voices heard.

We are advocates. We will elevate & celebrate creative work & give it a platform to be seen & heard.

Our Charitable Objectives:

- To promote the development of the arts and in particular the visual arts for the benefit of the local community by providing studio space and facilities for public exhibitions and by organising events which improve public access to the arts
- To advance education by promoting understanding and learning about the creative processes involved in the visual arts

Our Aims

- 1. To nurture and encourage experimentation and develop individuals to strengthen and empower artistic voices.**

Objectives for aim 1 - Provide platforms for artists to connect with an audience and to think experimentally how they might do this. Exhibition space, internet, sound, shops, windows etc. Engaging new audiences through social media platforms and embracing new ways of connecting both virtually and in real life. Inviting artists to contribute to our Jelly voice.

Longer term - Partnering with organisations who will give us access to specific audiences. Working on the premise that connecting with an audience is more than exhibiting work, it is about connecting with people.

- 2. To become sustainable environmentally and financially**

Objectives for aim 2 - Invest in our artistic community and the organisation for future generations to build on and carry on the creative conversation. Develop a strategy to become financially viable. Continue to embed collaborations in order to extend opportunities and expand creative possibilities. Create a sustainable working space and ethos. Become more visible about our environmental credentials.

Longer term - To increase our unrestricted income streams to strengthen our dynamic financial resilience. Work to become a carbon neutral organisation, being innovative and partnering with like minded organisations to achieve this.

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3. To elevate marginalised and underrepresented artists and co-create opportunities.

Objectives for aim 3 - Address our commissioning and diversity wording to encourage artists from diverse and marginalised communities to apply. Create opportunities specifically to seek them out and support them in our own space.

Longer term - Partner with key organisations who are themselves from diverse and marginalised groups to aid them in their ability to access funding and develop their ability to run programmes in their own communities.

4. To provide a platform and space for artists to grow their practice and share it with the wider community.

Objectives for aim 4 - Continue to offer residencies in our studios and have a rotational gallery space for small exhibitions. Encourage our Associate Artists to access this resource with short term projects and ideas. Work to support early career artists in Reading, providing development opportunities. Continue to grow relationships and work closely with other cultural spaces

Longer term - Expand our networks nationally and internationally. Bringing more artists to Reading and creating an exciting programme of challenging work. Encourage a more diverse range of practices and partner with leading organisations in their fields - eg Crafts Council, British Film Institute, British Textile Biennial etc

5. Bringing art into the everyday for everyone.

Objectives for aim 5 - Working with our range of communities we will continue to bring art to them. Creativity everyday for everyone. Workshops in schools, community sessions with diverse groups, Open for Art across the town, working with businesses and developers to provide opportunities for everyone in Reading to be creative. Surprising them with subtle encounters and pleasing shocks. Encouraging them to participate directly or simply engage them in being a viewer.

Longer term - Work to make this a sustainable offering with a yearly plan. Increase the workshop programme and expand to include a wider range of creative practices. Encourage our artists to grow into this area of delivery.

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April - June 2021

- As a team we settled into Jelly most Tuesdays and Wednesdays alongside working from home across digital platforms
- We used this period for organisational review and undertook a number of conversations and questionnaires to find out what people think of us, their perceptions and to understand our audiences and their
- Jelly changed it's financial systems to Xero
- We updated policies including volunteer management, risk management, complaints handling and paying staff.
- We developed a sustainability policy around all of our work plans and ethos.
- We continued to develop all freelancers and teams to support an ethos where skills are shared and opportunities are open to all. Proposed ideas include creating a Shadow Board of people who may feel dis-enfranchised
- We made substantial building changes including, replacing all electric systems to LED lighting system inc signage (supported by grant from Low Carbon Workplace)
- We commissioned a studio refit with a commitment to sustainability by working with Studio Bark and U-Build to install low waste pods and use low impact paints.
- We continued to work as a team, developing workshops committed to low impact materials
- The artist development programme artists all delivered their workshops.
- We continued to run a hybrid programme of online and in person workshops.
- We delivered a variety of public facing workshops in partnership with other arts and culture organisations, including Water Fest 900 celebrations with Reading Borough Council. Continuing work and development of all freelancers and team to support an ethos where skills are shared and opportunities are open to all.
- Proposed ideas include creating a Shadow Board of people who may feel dis-enfranchised



 thejellyreading



 thejellyreading

Jelly artists working with architects U-Build to create our studio pods

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July - September 2021

- Linda Newcombe delivered our first paid workshop within the space to 6 attendees to learn printmaking.
- The Riley Museum has been open on Wednesdays and Sundays throughout July and August, a retrospective of the work by long term Jelly artist Mary Riley. .
- Artists in Residence - Matt Hulse and Julia Zinnbauer hosted 5 events within the space at Jelly. The events included a presentation of each of their ideas for the residency, artists film and performance presentation, an inspired by architecture 'drawing with metal workshop' with Jacky Oliver, Bristol Electronica duo - The Twelve Hour Foundation and a wrap up presentation.
- Book Club has continued online with possibilities of it returning to Jelly
- Mother Tongue restarted in September with a new programme of craft themes that will change each term.
- We have been building relationships with plans to collaborate with The Biscuit Factory to host future events such as showing films and film themed life drawing.
- We returned to the 10 schools in September with increased activity, workshop delivery and peer support sessions in school.
- We continued a hybrid programme of online and in person workshops.
- We also led workshops at the Children's Festival, Readipop festival, Abbey 900 reopening festival, Water Fest and Down at the Abbey.



Jelly on wheels - walking workshops to 10 Reading Primary Schools and artist Kit Yan Chong for the reopening of Reading Abbey.

October - December 2021

- Ongoing Covid status has meant opening is chaotic. This has also impacted on renting the spaces but we are planning to offer it to Associate Artists.

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- A significant part of our work is being committed to our National Portfolio Organisation application and developing a funding strategy.
- We have been in discussion with Azra from Reading Voluntary Action and relaunching Mother Tongue/ plus creating opportunities for underrepresented groups.
- Launched a new experimental workshop for artists of any skill level through a supported guided session led by a different guest artist twice a month.
- Mother Tongue now returned to in person
- Free Art Activism Workshops for Reading based young people aged 16 to 25 who cared about the environment delivered, resulting in a hand printed campaign posters, co-created a public exhibition at Jelly studios and across the Reading buses network plus use of signs at Reading station
- In December we started our Life Drawing workshops with the Reading Biscuit Factory.
- We were commissioned to create a Remembrance Day film in collaboration with The Oracle, artist Matt Hulse and Katesgrove Primary School which was then projected onto the wall at The Oracle.
- We opened our space to limited numbers in December, to show the work of 11 artists. Artists were either Jelly workshop studio artists or part of our associate artists.
- We opened our art shop during December.
- Some activities have switched to rotating between online and in person.
- Beyond January we are committed to delivering a Creative Teachers Network with the help of the Cultural Education Partnership and RBC.



Life drawing with artist model Shareece Clayton and art activism workshop with young people aged 16 to 25.

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Financial review

The principal sources of income 2020 is again reflective of the ongoing pandemic with a substantial amount of income from grants (£82,286). There was a reduction in all other areas; corporate activities delivered (£0), corporate donations (£1,028), individual donations (£582), studio fees (£0), workshops (£2,226), education (£2,600), events (£13,250) with new income areas of Associate Artists (£1,152), Legacy Giving (£117), Shop Income (£458)

In addition, Jelly occupied rent and utility free the premises known as 115-116 Broad Street Mall on a favourable lease.

Since its establishment in 1993, Jelly had always had a diverse income stream. We maintain our ambition is to return to our model of diverse income streams and growing all areas. This reduces the risk presented by over-reliance on one particular income stream. Our plans for the operation of Jelly over the course of the new business plan does not involve any large new spending - all projected growth comes from growth across all current areas of income and expenditure. This adds stability to these projected figures, as we will not be operating in any unknown areas.

Risks are mitigated through a system of checks and balances as set out in our financial procedures, specifically sections 1 (Fraud Risk Management), 4 (Financial Transaction Cards), and 5 (Authority to Make Payments).

Reserves Policy

It remains the Trustees' intention to maintain general reserves to a figure that represents a minimum three months' operating expenditure.

This year, our turnover was £103,699.

We estimate 3 months operating costs to be circa £16,000.

Our unrestricted reserves now stand at £11,000.

Our restricted reserves stand at £27,200.

It is the Trustees' intention that at the end of our 5-year business plan (2027) our reserves will safely represent 3 months operating costs, depending upon the growth of the company.

Over the course of the next year it is the Trustees' intention that our reserves will not fall below £16,000. We hope that our unrestricted reserves will equal at least 60% of total reserves.

Directors' Interests

The company is limited by guarantee and has no share capital therefore no Director of the company has any interests in the company.

Responsibilities of the Directors

Company law requires the Directors to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the Directors are

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required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

Small Companies Provision

This report has been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies' subject to the small company's regime.

On behalf of the Board


.....

T Hooper – Chair

Trustee

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ACCOUNTANTS' REPORT

TO THE DIRECTORS OF THE JELLY LEG'D CHICKEN ARTS CENTRE

As described in the balance sheet, you are responsible for the preparation of the financial statements for the year ended 31 December 2021 set out on pages 17 -23. In accordance with your instructions, we have compiled these unaudited financial statements in order to assist you to fulfil your statutory responsibilities, from the accounting records and information and explanations supplied to us.

.....

Dated.....

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STATEMENT OF INCOME AND RETAINED EARNINGS

FOR THE YEAR ENDED 31 DECEMBER 2021

	<u>Note</u>	<u>2021</u>	<u>2020</u>
		<u>£</u>	<u>£</u>
<u>Income</u>	2		
Funding			
DCMS – Cultural Recovery Grants (Restricted)		55,117	2,853
Arts Council England (Restricted)		0	30,120
Trusts & Foundations (Restricted)		3,431	0
Trusts & Foundations (Unrestricted)		23,738	0
Donations & Sponsorship			
Corporate Donations		1,028	0
Individual Donations at Events		582	468
Income from Charitable Trading Activities			
Corporate Activities			12,979
Workshops		2,226	6,006
Studios			750
Education		2,600	8,765
Events		13,250	2,302
Associate Artists		1,152	0
Legacy Giving		117	0
Shop Income		458	0
Total Income		103,699	64,242
Interest Received		0	0
Administrative expenses		93,209	64,226
<u>OPERATING (LOSS)/PROFIT</u>		10,490	16
Tax on profit on ordinary activities	3	0	0
<u>PROFIT/LOSS FOR THE YEAR</u>		£ 10,490	£ 16
Retained earnings at the start of the year		513	497
Retained earnings at the end of the year		11,003	513

All the activities of the company are from continuing operations.

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STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER 2021

	<u>Note</u>	<u>2021</u>	<u>2020</u>
		£	£
<u>FIXED ASSETS</u>		20,196	0
<u>CURRENT ASSETS</u>			
Debtors	4	2,600	0
Prepayments		0	0
Cash at bank and in hand		15,408	94,283
		<u>18,008</u>	<u>94,283</u>
<u>CREDITORS</u>			
Amounts falling due within one year	5	27,200	93,770
		<u>(9,193)</u>	<u>513</u>
<u>NET CURRENT (LIABILITIES)/ASSETS</u>			
		<u>11,003</u>	<u>513</u>
<u>NET ASSETS</u>		<u>£ 11,003</u>	<u>£ 513</u>
<u>THE FUNDS OF THE CHARITY</u>			
Unrestricted funds			
Restricted funds	7	11,003	513
<u>TOTAL CHARITY FUNDS</u>		<u>£ 11,003</u>	<u>£ 513</u>

For the year ended 31st December 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies

THE JELLY LEG'D CHICKEN ARTS CENTRE

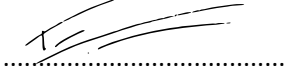
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subject to small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Approved by the board of directors on .6 October.2022... and signed on its behalf.



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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

1. ACCOUNTING POLICIES

The financial statements are prepared under the historical cost convention and incorporate the results of the principal activity which is described in the directors' report and which is continuing.

2. TURNOVER

Turnover comprises the invoiced value of goods and services supplied by the company.

3. TAXATION ON PROFIT ON ORDINARY ACTIVITIES

	<u>2021</u>	<u>2020</u>
	£	£
Current year:		
United Kingdom Corporation Tax	0	0
	<u> </u>	<u> </u>

4. DEBTORS

	<u>2021</u>	<u>2020</u>
	£	£
Trade debtors	2,600	0
	<u> </u>	<u> </u>
	£2,600	£0
	<u> </u>	<u> </u>

5. CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR

	<u>2021</u>	<u>2020</u>
	£	£
Bank Accounts	0	0
Trade Creditors	0	17,770
VAT	0	0
Corporation Tax	0	0
Accrued Income (Restricted Funding)		
DCMS – Cultural Recovery Grants	27,200	54,000
Trusts & Foundations	0	22,000
	<u> </u>	<u> </u>
	£27,200	£93,770
	<u> </u>	<u> </u>

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NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2021

6. SHARE CAPITAL

The company is limited by guarantee. There is no share capital.

7. PROFIT AND LOSS ACCOUNT

	<u>2021</u>	<u>2020</u>
	<u>£</u>	<u>£</u>
Balance b/fwd	513	497
Profit/(loss) for the year	10,490	16
	<hr/>	<hr/>
Balance at 31 December 2021	£11,003	£513
	<hr/> <hr/>	<hr/> <hr/>

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**DETAILED TRADING AND PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2021**

	<u>2021</u>		<u>2020</u>	
	£	£	£	£
<u>INCOME</u>				
Funding				
DCMS – Cultural Recovery Grants (Restricted)	55,117		2,853	
Arts Council England (Restricted)	0		30,120	
Trusts & Foundations (Restricted)	3,431		0	
Trusts & Foundations (Unrestricted)	23,738		0	
Donations & Sponsorship				
Corporate Donations	1,028		0	
Individual Donations at Events	582		468	
Income from Charitable Trading Activities				
Corporate Activities	0		12,979	
Workshops	2,226		6,006	
Studios	0		750	
Education	2,600		8,765	
Events	13,250		2,302	
Associate Artists	1,152		0	
Legacy Giving	117		0	
Shop Income	458		0	
<u>Total Income</u>	103,699		64,242	
Interest Received	0		0	
<u>Overheads</u>				
Sub-contractors	46,876		36,680	
Residencies	40		13,000	
Website and computer costs	936		3,107	
Exhibition Hire	0		0	
Workshop & Event expenses	5,936		2,321	
Shop Expenses	667		0	
Travelling and cost of sales	26		176	
PPS, Marketing & Advert	2,934		3,119	
Accounts	1,464		800	
Professional fees	202		0	
Office, Phone & Maintenance	30,135		1,123	
Insurance	564		2,311	
Rent, Rates & utilities	625		368	

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Training	2,286	590
Bank charges	313	144
Sundry	205	487
	<hr/>	<hr/>
	93,209	64,226
	<hr/>	<hr/>
<u>PROFIT/(LOSS) ON ORDINARY ACTIVITIES</u>	£ 10,490	£ 436