

**Company number 04623660**  
**Charity number 1100730**

**THE JELLY LEG'D CHICKEN ARTS CENTRE**  
**TRUSTEES' REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**  
**Company Limited by Guarantee**

**THE JELLY LEG'D CHICKEN ARTS CENTRE  
Company Limited by Guarantee**

**REPORTS AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

**CONTENTS**

	<u>Page</u>
Trustees' Report	3-14
Statement of Income	15
Statement of Financial Position	16
Notes	17-18
Detailed Profit and Loss Account	19

## **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)

Mary Genis, **Vice Chair** (reappointed 23 December 2022)

Steve Hicks (appointed 11 October 2009)

Christina Gilbert, **Lead Accessibility** (reappointed 6 October 2022)

Holly Buckle, **Vice Chair** (reappointed 6 October 2022)

Alexandra Dewis (reappointed 11 October 2023)

Rosie Faretta, **Lead Sustainability** (appointed 2 September 2021)

Hannah Conibear, **Lead Operations** (appointed 11 October 2023)

Bridget Long (resigned 11 October 2023)

#### **Secretary**

Suzanne Stallard

#### **Independent Examiners**

Hadleigh Associates

#### **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

## Trustees' Report

The trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2024 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.

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

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 oversee the Investment Principles. They seek external support 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 and from diverse backgrounds.

## **Structure and Management**

### **Organisational Structure**

Jelly is run and managed on a day-to-day basis by the Creative Co-Directors; Suzanne Stallard, Emma Bradbury and Kate Powell. November 2023, Laura de Moxom was appointed as the new General Manager (a role funded through our National Portfolio funding). 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. January 2024, a new freelance opportunity was developed for a Social Media and Marketing Manager, Emily Goode, to support the Executive Team.

### **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, 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.

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.

We pay everyone above the National Living Wage no matter what their role is within the organisation, & we review this policy annually. At the end of this financial year we became an accredited Living Wage Employer.

### **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.



## **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, December 1993, 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.

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.



## **The Year in Review**

As our first year as an Arts Council National Portfolio Organisation ends we can reflect on the amount we have learnt through this process. We are aware that certain changes take longer to implement, for example recruitment and the importance of evaluation to learn more about our community.

For example we often see a huge participation in our off site drop in activities but a lack of translation of this to attending in house workshops. We are learning more about our audience through these activities and what we can offer them to engage them further. All the time improving our communications. The news that we will have to move from our current space has highlighted the importance of our networks and collaborators, remaining aware of opportunities to continue to build a stronger and more resilient creative community.

### **Summer Highlight**

The return of our Open for Art festival after the Covid pandemic. We were delighted to collaborate with town centre venues, arts organisations and artists again to deliver a range of exciting, largely free, events inspired by the theme 'GATHER'. We were gathering our community again.

### **Autumn Highlight**

The beginning of our collaborative work with The Mills archive, funded by the National Heritage Fund and supported by Heritage Open Days. Artists worked at the archive creating marks and patterns inspired by items from the archive's collection, turning them into a wind paper sculpture.

### **Winter Highlight**

Working with Beautiful Creatures, 101 Outdoor Arts and REDA we invited Reading's community to make paper and willow lanterns and then parade with them through the town lit by a candle creating a magical display.

### **Spring Highlight**

Commissions from Reading Borough Council to work on projects with over 150 primary school children for the Children's Festival and Waterfest. The children created work celebrating their identity and their local areas. Their work was displayed at the festivals.

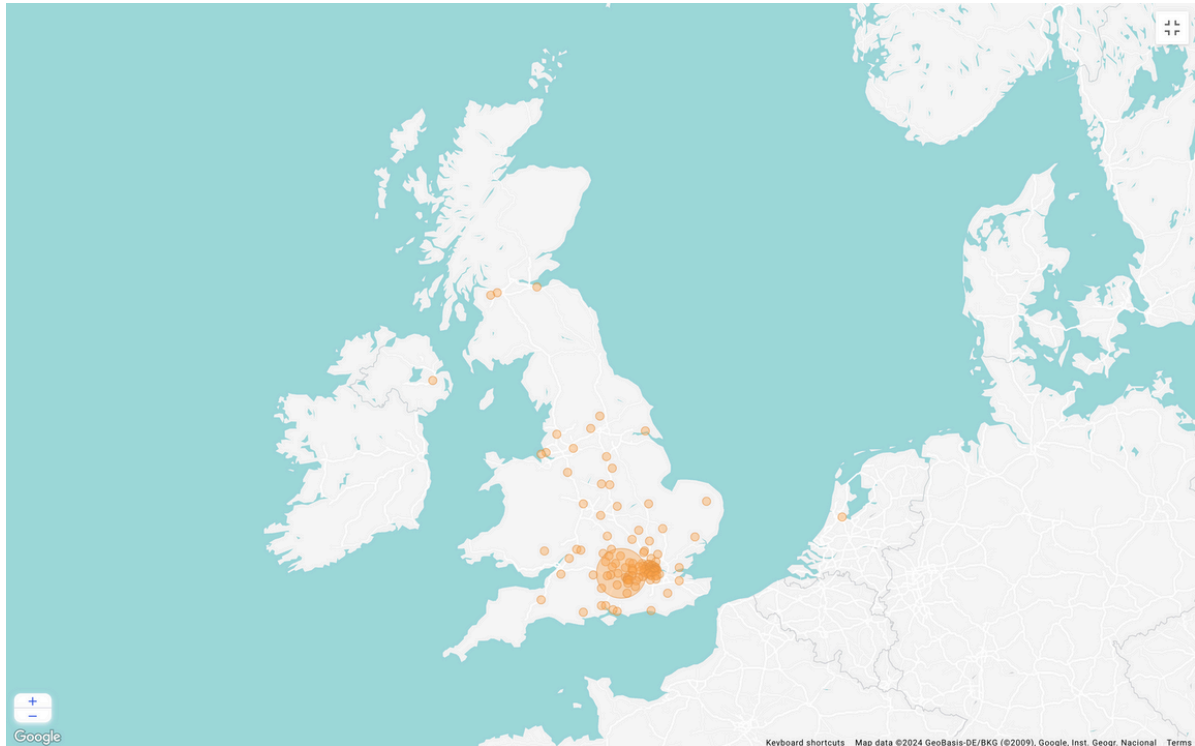
# GATHER 2023/24

In our first year as a National Portfolio Organisation we chose the theme of 'GATHER' for the return of our Open for Art festival and subsequent residencies. This report focuses on our public delivery over the year.

	What	Details	Outcome
<b>273</b>	Events on Eventbrite	To offer a diverse range of activity.	We raised the profile of the organisation on a partner platform.
<b>1007</b>	Tickets booked through Eventbrite	We aimed to grow our audience. This figure does not include drop ins.	On average 3 tickets per event were booked per individual booking.
<b>15</b>	Off site large scale events	Jelly devised, developed and managed creative public events	33 artists employed across the year highlighting creative employment opportunities working across Reading schools and events.



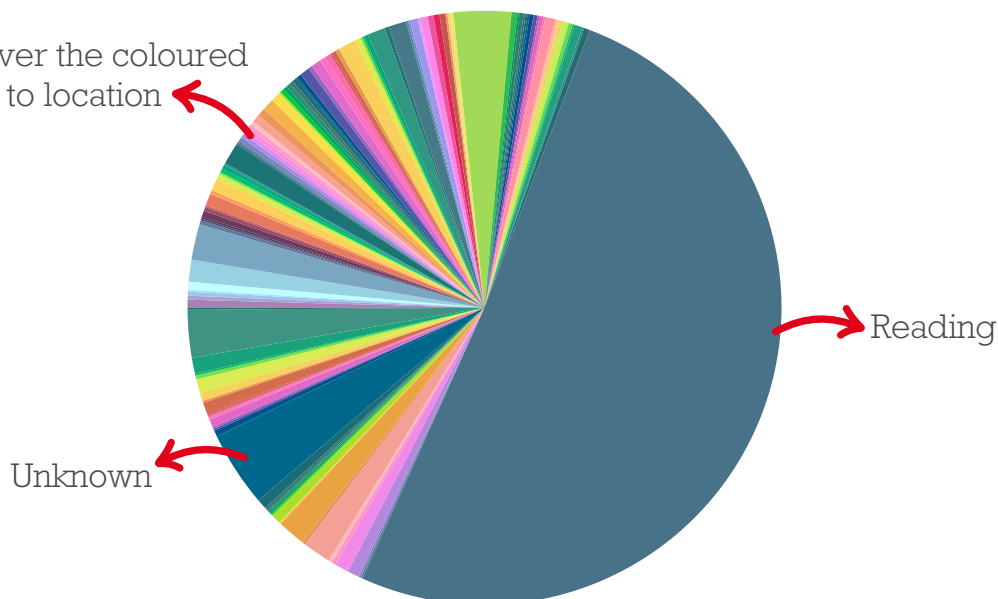
# WHERE ARE OUR AUDIENCE?



A map displaying the locations of Eventbrite ticket buyers

## Eventbrite Attendees Summary by town

Hover over the coloured sections to location





## FINANCES FOR 2023/24

Total £115,538

Grants and Fundraising - £65,810

Associate Artists - £3,272

Events - £39,484

In House Workshops - £2,053

Individual Donations - £1,265

Public Art Commissions - £500.00

Shop Income - £78

Space Hire - £100

Studios - £2,520



## Financial review

---

We have ended the financial year with lower turnover than projected by 40k.

This was in part to losing a key funder (ArtsWork) who we had anticipated funding us 20K (they had lost their core funding in the NPO/IPSO most recent round). As agreed by the Board in October 2023, ArtReach was commissioned to support us with large bids. The slower start to our fundraising work has had implications on our forecast budget, however we have a number of applications in progress and in some cases submitted. We will not hear back until the end of the first quarter of the new financial year.

Grant income for this financial year (£65,810).

We have seen a decrease in corporate donations (£276), Shop Income (£78), donations (£1,265), workshops (£2,053).

In house and outreach workshop programmes did not grow as anticipated, partly reflected by loss of external partners and 'cost of living' saw a drop in numbers of attendees.

We continue to see an increase in all other areas; , studio fees & space hire (£2,620), education and events (£39,484), Associate Artists (£3,272).

We have amended the budget for 2024 -2025 to reflect the change of funding income, slower growth in studio use and lower inhouse workshop income however we anticipate a rise in grant income.

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.

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 £115,538.

We estimate 3 months operating costs to be circa £25,000.

Our unrestricted reserves now stand at £40,358.

Our restricted reserves stand at £10,350.

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 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.

**THE JELLY LEG'D CHICKEN ARTS CENTRE**  
Company Limited by Guarantee

**STATEMENT OF INCOME AND RETAINED EARNINGS**

**FOR THE YEAR ENDED 31 MARCH 2024**

	<u>Note</u>	<u>2024</u>	<u>15m</u> <u>2023</u>
		<u>£</u>	<u>£</u>
<b>Income</b>	2		
<b>Funding</b>			
DCMS – Cultural Recovery Grants (Restricted)			0
27,200			
Arts Council England (Restricted)		54,650	0
Trusts & Foundations (Restricted)		11,160	21,500
Trusts & Foundations (Unrestricted)		0	0
<b>Donations &amp; Sponsorship</b>			
Corporate Donations		0	276
Individual Donations at Events		1,265	1,430
<b>Income from Charitable Trading Activities</b>			
Corporate Activities		0	2,560
Workshops		2,053	11,658
Studios		2,520	315
Space Hire		100	750
Education		0	3,640
Events		39,484	22,146
Associate Artists		3,272	3,234
Legacy Giving		0	0
Public Art Commissions		500	0
Employers Allowance		457	0
Shop Income		78	75
<b>Total Income</b>		<b>115,538</b>	<b>94,784</b>
Interest Received		0	0
Administrative expenses		100,814	80,152
<u>OPERATING (LOSS)/PROFIT</u>		<u>14,724</u>	<u>14,632</u>
Tax on profit on ordinary activities	3	0	0
<u>PROFIT/LOSS FOR THE YEAR</u>		<u>£ 14,724</u>	<u>£ 14,632</u>
Retained earnings at the start of the year		25,635	11,003
Retained earnings at the end of the year		40,359	25,635

All the activities of the company are from continuing operations.

**THE JELLY LEG'D CHICKEN ARTS CENTRE**  
**Company Limited by Guarantee**

**STATEMENT OF FINANCIAL POSITION**

**AT 31 MARCH 2024**

	<u>Note</u>	<u>2024</u>	<u>2023</u>
		£	£
<b><u>FIXED ASSETS</u></b>		22,350	20,196
<b><u>CURRENT ASSETS</u></b>			
Debtors	4	5,800	5,305
Prepayments		1,600	1,600
Cash at bank and in hand		30,347	3,694
		<u>37,747</u>	<u>10,599</u>
<b><u>CREDITORS</u></b>			
Amounts falling due within one year	5	19,738	5,160
<b><u>NET CURRENT (LIABILITIES)/ASSETS</u></b>		<u>18,009</u>	<u>5,439</u>
<b><u>TOTAL ASSETS LESS CURRENT LIABILITIES</u></b>		<u>40,359</u>	<u>25,635</u>
<b><u>NET ASSETS</u></b>		<u>£ 40,359</u>	<u>£ 25,635</u>
<b><u>THE FUNDS OF THE CHARITY</u></b>			
Unrestricted funds			
Restricted funds	7	40,359	25,635
<b><u>TOTAL CHARITY FUNDS</u></b>		<u>£ 40,359</u>	<u>£ 25,635</u>


For the year ended 31<sup>st</sup> March 2024 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 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 9 October 2024 and signed on its behalf.

  
 .....  
 Tim Hooper, Chair

**THE JELLY LEG'D CHICKEN ARTS CENTRE**  
**Company Limited by Guarantee**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

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>2024</u>	<u>2023</u>
	£	£
Current year:		
United Kingdom Corporation Tax	0	0
	<u>          </u>	<u>          </u>

4. DEBTORS

	<u>2024</u>	<u>2023</u>
	£	£
Trade debtors	5,800	5,305
	<u>          </u>	<u>          </u>
	£5,800	£5,305
	<u>          </u>	<u>          </u>

5. CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR

	<u>2024</u>	<u>2023</u>
	£	£
Bank Accounts	0	0
Trade Creditors	0	0
VAT	0	0
Accruals	7,937	0
PAYE	189	0
Wages	1,262	0
Corporation Tax	0	0
<b>Accrued Income (Restricted Funding)</b>		
DCMS – Cultural Recovery Grants	0	5,160
Arts Council	5,350	0
Trusts & Foundations	5,000	0
	<u>          </u>	<u>          </u>
	£10,350	£5,160
	<u>          </u>	<u>          </u>

**THE JELLY LEG'D CHICKEN ARTS CENTRE**  
**Company Limited by Guarantee**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

6. SHARE CAPITAL

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

7. PROFIT AND LOSS ACCOUNT

	<u>2024</u>	<u>2023</u>
	<u>£</u>	<u>£</u>
Balance b/fwd	25,635	11,003
Profit/(loss) for the year	14,724	14,632
	<u>          </u>	<u>          </u>
Balance at 31 March 2024	£40,359	£25,635
	<u>          </u>	<u>          </u>

**THE JELLY LEG'D CHICKEN ARTS CENTRE**  
**Company Limited by Guarantee**  
**DETAILED TRADING AND PROFIT AND LOSS ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	<u>2024</u>		<u>2023</u>	
	£	£	£	£
<b><u>INCOME</u></b>				
<b>Funding</b>				
DCMS – Cultural Recovery Grants (Restricted)		0		27,200
Arts Council England (Unrestricted)		54,650		0
Trusts & Foundations (Restricted)		11,600		21,500
Trusts & Foundations (Unrestricted)		0		0
<b>Donations &amp; Sponsorship</b>				
Corporate Donations		0		276
Individual Donations at Events		1,265		1,430
<b>Income from Charitable Trading Activities</b>				
Corporate Activities		0		2,560
Workshops		2,053		11,658
Studios		2,520		315
Space hire		100		750
Education		0		3,640
Events		39,484		22,146
Associate Artists		3,272		3,234
Legacy Giving		0		0
Public Art Commissions		500		0
Employers Allowance		457		0
Shop Income		78		75
<b><u>Total Income</u></b>		<b>115,538</b>		<b>94,784</b>
Interest Received		0		0
<b><u>Overheads</u></b>				
Sub-contractors	37,998		57,581	
Cost of sales	15,275		0	
Residencies	0		0	
Website and computer costs	1,094		288	
Exhibition Hire	0		0	
Workshop & Event expenses	2,886		6,318	
Shop Expenses	0		113	
Travelling	429		157	
PPS, Marketing & Advert	5,504		675	
Accounts	630		493	
Professional fees	0		0	
Office, Phone & Maintenance	126		1,464	
Professional	4,964		800	
Insurance	1,777		1,891	
Rent, Rates & utilities	20,107		9,291	
Training	1,690		0	
Bank charges	296		230	
Salaries	6,802		0	
Pension	39		0	
Donations	396		366	
Subscriptions	534		0	
Sundry	267		485	
		100,814		80,152
<b><u>PROFIT/(LOSS) ON ORDINARY ACTIVITIES</u></b>		<b>£ 14,724</b>		<b>£ 14,632</b>