Trustees' Annual Report

For the period from 1st January 2025 to 31st December 2025

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Summary

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

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

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

Vision and Values

OUR VISION
A standout physical theatre company powerfully changing lives.

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

To advance our mission:

1. WE CREATE HIGH QUALITY WORK ACROSS ART FORMS
We investigate, explore, and tell hidden stories predominately through the performing arts, inspired by true accounts of social injustice. Our work is exciting, engaging, thought-provoking, and always packs a punch.

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

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

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

Year in Summary

2025 has been a particularly formative year for Justice in Motion, with lots of challenges to overcome and yet a lot of ground covered. In this financial year our artistic director Anja was off on bereavement leave for an extended period of time. Meanwhile the team stepped up incredibly, and carried Justice in Motion forward, which in hindsight really strengthened the organisation, and moved some of the responsibilities away from the artistic director, making the organisation more resilient overall.

We started the year off with a Schools Tour across Oxfordshire and Hull, where the team delivered 20 presentations and 140 workshops, to 3,050 young people and 220 staff across 14 schools, teaching them about the dangers of county lines and knife crime, as well as various creative skills we employ in CODE.

We then embarked on another tour with CODE across the UK (Great Yarmouth, Sleaford, Didcot, Oxford, Bradford, Worthing, King's Lynn, Bournemouth, Reading, Newquay, Warwick and Banbury), and performed the show to 11,626 people overall, whilst delivering schools workshops and presentations to 2,232 young people, teaching them about the dangers of county lines and knife crime. Several shows unfortunately got cancelled this year, even last-minute (due to various unforeseeable factors, such as mock-exams shifting weeks, locations becoming unsuitable due to leaks, external spending freezes...), which has been difficult for the team, yet has led us to putting much stronger contractual agreements in place for the future, and ensuring more resilience for our organisation here too.

Meanwhile, our Artistic Director had the opportunity to visit festivals across the country and overseas, in order to build connections, discuss future bookings, and expand our network. She was also invited to speak at various events, including the OAUK (Outdoor Arts UK) conference in Stoke-on-Trent on the theme of diversifying income streams, a panel around Arts & Migration, the Big Breakfast with the High-Sheriff in Didcot, in conversation with Erica Whyman around Art & Power as part of the at the Wadham Experience, as well as presenting Justice in Motion at a Networking Event at Oxford Brookes University, and OxBOost, and CODE at Pitch Up! in Brighton. Justice in Motion was also invited to contribute to the AWA Girls in Dance Festival, and the Oxfordshire Enterprise Marketplace at Oxford's Town Hall.

Anja further spoke on a panel as part of an event organised by Ukrainian collaborator Marina Solovieva during Refugee Week. We were delighted to also bring our RESISdANCE exhibition back to life at the Oxford Central Library during that week, where the public

could engage with both the portraits and audio of the Ukrainian women we had the privilege of working with in 2022. Furthermore, Anja contributed to the Book "Engaging Design: Tools for design practices urging new forms of citizenships".

Financial Review

Review of the charity's financial position at the end of the period.
1 January 2025 - 31st December 2025

Note 1: Total income for the year was £319,542 (2024: £333,559), a decrease of £14,017. Income from donations and grants rose to £189,127 (2024: £119,391) and earned performance fees from CODE increased to £87,808 (2024: £83,620). Fees for charitable services fell to £3,371 (2024: £90,037), and Theatre Tax Relief of £39,236 was received (2024: £40,511).

Note 2: Expenditure increased from £333,407 to £337,231, an increase of £3,824. This is in line with the direct costs of delivering CODE, with direct project costs of £220,704 (2024: £211,879). Expenditure includes £1,064 of interest paid on the loan from the founder (see Note 4 and the Related Parties Statement).

Note 3: The charity recorded net expenditure of £17,689 for the year (2024: net income of £153). Restricted project expenditure of £217,609 exceeded restricted income of £125,783, and the shortfall of £91,826 was met by a transfer from unrestricted funds.

Note 4: In July and August 2025 the charity received a loan of £25,000 from its founder. The loan is shown as a cash receipt and not as income, as it is repayable in full between 1 January and 31 December 2026.

Cash funds at the start of the year were £8,919 and increased to £16,230 at the end of the year, a net movement of £7,311.

Justice in Motion
Charity Registration Number 1166800

Statement of Financial Activities
(including Summary Income and Expenditure Account) for the period 1 January 2025 to 31 December 2025

	Unrestricted funds £	Restricted income funds £	Endowment funds £	Total funds 2025 £	Prior year funds 2024 £
Income and endowments from:					
Donations and grants	63,344	125,783	-	189,127	119,391
Fees for charitable services	3,371	-	-	3,371	90,037
Other trading activities	-	-	-	-	-
Other Income (Theatre Tax Relief)	39,236	-	-	39,236	40,511
Performance Fees (Earned income – CODE)	87,808	-	-	87,808	83,620
Total income	**193,759**	**125,783**	**-**	**319,542**	**333,559**
Expenditure on:					
Core Freelancers and Contractors	95,319	-	-	95,319	89,106
Insurance	2,742	-	-	2,742	2,366
Direct Project Costs	3,095	217,609	-	220,704	211,879
Office Expenditure	5,061	-	-	5,061	5,444
Marketing	688	-	-	688	928
Storage (incl. trailer maintenance)	3,050	-	-	3,050	6,010
Professional Fees	2,584	-	-	2,584	14,479
General Expenses	7,084	-	-	7,084	-
Total expenditure	**119,623**	**217,609**	**-**	**337,231**	**333,407**
Net income/(expenditure) before tax for the reporting period	**74,137**	**(91,826)**	**-**	**(17,689)**	**153**
Tax payable	**-**	**-**	**-**	**-**	**-**
Net income/(expenditure) after tax	**74,137**	**(91,826)**	**-**	**(17,689)**	**153**
Net gains/(losses) on investments	**-**	**-**	**-**	**-**	**-**
Net income/(expenditure)	**74,137**	**(91,826)**	**-**	**(17,689)**	**153**
Extraordinary items	**-**	**-**	**-**	**-**	**-**
Transfers between funds	**(91,826)**	**91,826**	**-**	**-**	**-**
Other cash receipts (not income):					
Loan received from founder, repayable 1 Jan to 31 Dec 2026 (see note)	25,000	-	-	25,000	-
Net movement in cash funds	**7,311**	**-**	**-**	**7,311**	**153**
Reconciliation of funds:					
Total funds brought forward	8,918	-	-	8,918	8,766
Total funds carried forward	**16,230**	**-**	**-**	**16,230**	**8,919**

The independent examiner's report on these accounts is included at the end of this report.

Additional information

Justice in Motion's principal sources of funds come from

Arts Council England

Trusts & Foundations

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

Private Donations

Corporate Giving

Earned income through classes, workshops, and performances

Commission Fees

Performance Fees / Box Office Splits

Structure, Governance and Management

Constitution

Charitable Incorporated Organisation – 27th April 2016

Organisational policy

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

Artists and Collaborators (designers, composers, production manager, stage manager and technicians) are employed on freelance contracts based on Equity rates, during a specified project period. Performers are also employed on freelance contracts based on Equity rates, and mostly selected via a rigorous auditioning process. Workshop facilitators are further employed on a freelance basis.

All selection processes are based on an Equal Opportunities Policy.

The trustees meet quarterly, to review all relevant aspects of the CIO's affairs. The main meeting is in August and generally this meeting will review the Business Plan and Strategies going forwards.

Appointment of Trustees

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

Trustee Induction & Training

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

Statement of Trustees Responsibilities

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

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

Related Parties Statement

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

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

Loan from founding trustee

During the year Anja Meinhardt-Bruckmann, founding trustee, made a loan of £25,000 to the charity, received in July (£5,000) and August (£20,000) 2025. The loan is repayable in full between 1 January and 31 December 2026. Interest of £1,064.09 was paid to Anja in December 2025 and is included in General Expenses. The trustees consider the rate of interest to be reasonable and proper, and Anja did not take part in the trustees' decision to accept the loan or agree its terms.

Reserves policy

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

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

The beneficiaries of the CIO are the following:

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

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

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

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

Reference and Administrative details

Charity name:
Justice in Motion

Registered charity number:
1166800

Charity's principal address:
Gallery Co-Working, The Gallery
54 Marston Street
Oxford. OX4 1LF

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

Names of the charity trustees who manage the charity:

Name	Role	Date of Appointment
Anja Christina Meinhardt-Bruckmann	Founder / Trustee	26 April 2016
Matthew James Francis	Co-Chair	30 November 2020
Sarah Elizabeth McCalla	Co-Chair	27 June 2023
Joni Mary McAuliffe	Trustee	10 March 2025
Anna Margaret Nyatsanza	Trustee	6 June 2024
Hugh Peter John Bendor-Samuel	Trustee	6 June 2024
Alice Rose Jessop	Trustee	15 December 2025

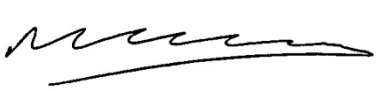
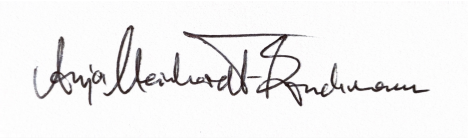
Names of the charity trustees who retired during the financial year

Name	Role	Date of Retirement
John Douglas Sackett	Trustee	22 September 2025

Declarations:

The trustees present their report and declare that they have approved the Trustees' Report and accounts for the year ended 31 December 2025 above.

Signed on behalf of the charity's trustees:

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

Date	28 October 2026

Justice in Motion
Charity Registration Number 1166800

CHARITY COMMISSION FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A	Independent Examiner's Report
Report to the trustees	JUSTICE IN MOTION
On accounts for the year ended	31 December 2025
Charity no (if any)	1166800
Set out on pages	

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/12/2025.

Responsibilities and basis of report

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

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

Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of ICAEW.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did 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.

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

Signed:	Robert Couser	**Date:**	27/10/2026
Name:	Robert Couser		

Relevant professional qualification(s) or body (if any):	ICAEW - ACA
Address:	162 Kingsquarter Maidenhead SL6 1AW

Section B	**Disclosure**
	Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).
Give here brief details of any items that the examiner wishes to disclose.	