

Company number: 02089425
Charity number: 1070805

Fusion Oxford's Community Arts Agency Limited

Unaudited Report & Financial Statements

for the year ended

31 March 2021

Wenn Townsend

Chartered Accountants

Oxford

Fusion Oxford's Community Arts Agency Limited
Reference and Administrative Details of the Charity
for the year ended 31 March 2021

Status	Fusion Oxford's Community Arts Agency Limited is a charitable company, limited by guarantee and registered as a charity
Company Number	02089425
Charity Number	1070805
Registered Office and Operational Address	Fusion Oxford's Community Arts Agency A Block East Oxford Community Centre Princes Street Oxford OX4 1DD
Trustees	Beverley Clack (Vice Chair April & Chair April - Dec) Andrew John McLellan (Vice Chair as of December 21) Kate Eveleigh Roger McKenzie (Co-Chair as of Dec 21) Sally McKone (Treasurer) Peter McQuitty (Chair until resigned April 21) Lisia Newmark Kate Blessington (appointed 23rd June 2020) Regina Ndhlovu (Co-Chair as of December 21)
Secretary	Kieran Cox
Principal Bankers	National Westminster Bank PLC
Accountants	Wenn Townsend 30 St Giles' Oxford OX1 3LE

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report For the year ended 31 March 2021

Structure, Governance and Management

The Trustees present their annual report and the financial statements for the year ended 31 March 2021.

Constitution and Organisation

Fusion Oxford's Community Arts Agency Limited ("Fusion") is a registered Charity (number 1070805) governed by its Memorandum and Articles of Association and Company Limited by Guarantee (number 02089425). Its Board of Trustees governs the Charity.

Recruitment and Appointment of Trustees

The Directors of the charitable company ("the charity") are its Trustees: for the purpose of charity law and throughout this report they are collectively referred to as the Trustees and constitute its Members of Council.

Fusion's constitution states that Board membership numbers should not be less than three with a quorum not less than one third or two trustees, whichever is the greater. Trustees to date have been recruited through a direct approach by a member of staff or board member. They are usually previously known to the organisation or the individual who approaches them.

More recently, following guidelines, Fusion has implemented a targeted recruitment campaign, sending out advertisements to appropriate companies and groups with the required skill-set. The applications received back are then presented to the trustees who will meet the candidates and recruit the appropriate people.

New Trustees are briefed on their obligations under charity law and company law and on the committee and decision-making process, safeguarding, policies, the business plan and the recent financial performance of the charity. Trustees cannot personally benefit from Fusion whilst serving as a trustee.

Risk Assessment

The Trustees recognise and accept their responsibility for ensuring that risks to which the Charity is exposed are reviewed and steps taken to mitigate potential damage by the use of appropriate preventative controls and corrective actions. Trustees are aware of the Charities SORP issued in 2016 (FRS 102) and accept the requirement, in relation to all aspects of their work, for regular assessment of operating strengths and weaknesses. To this end, the risk management strategy comprises an annual review of the risks which the Charity may face; the establishment of systems and procedures to mitigate those risks identified; and the implementation of procedures designed to minimise any potential impact on the Charity should any of those risks materialise.

Objectives and Activities for the Public Benefit

Our aims are to

1. Foster and promote the improvement and development of artistic knowledge, understanding and appreciation of the arts including the worlds of drama, dance, music, visual arts, crafts, films, videos, animation and literature for the benefit of the public and in particular community groups, young persons, older people and people with special needs.
2. Provide or assist in the provision of facilities for the arts, recreation and leisure time occupation with the objective of improving the conditions of life for such persons.

The Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

Fusion Key Achievements 2020-21

Mission Statement

Fusion Arts is a catalyst for creativity in Oxford, and beyond. Since 1977 we have connected artists with communities, and inspired hundreds of bespoke creative projects.

Through the transformational power of the arts, we respond to challenging social circumstances by delivering meaningful and inclusive artistic experiences.

Fusion Arts has continued to develop a wide range of projects and initiatives to fulfil our remit and service plan of developing both centre-based activities at our site in East Oxford, as well as off site activities.

The key strands of work as recently defined in our current business plan are as follows:

- Children & young people: improving skills, confidence and self-esteem
- Place-shaping & community cohesion
- Health and wellbeing: improving the physical and mental health of older people & young people
- Artist development: skills and opportunities

Fusion is a leader in developing and maintaining the physical infrastructure of high-quality community arts activities and in providing a participatory arts programme for community artists through training and employment opportunities.

Artistic Policy:

Fusion Arts:

- delivers high quality, participatory arts in partnership with the communities we serve
- initiates inspiring and innovative arts projects that support social inclusion
- provides access to a wide range of expertise, facilities and resources
- acts as an advocate for creative excellence
- we prioritise those experiencing barriers and who may otherwise not access the arts, including:
 - Vulnerable young people
 - People from culturally diverse backgrounds
 - The homeless & those vulnerably housed
 - Asylum seekers and refugees
 - The economically disadvantaged
 - Those with physical, learning or mental health difficulties
 - The elderly
 - We also support artists in furthering their community arts skills

We believe the arts:

- Enable communities to come together to explore issues, share ideas and celebrate identity
- Offer opportunities for self-expression and skills development
- Contribute to personal, social and economic growth, health and wellbeing
- All our projects work towards reaching these goals

Fusion strives through the arts to:

- Remove barriers to access opportunities
- Improve wellbeing
- Reduce isolation
- Give voice and visibility to underrepresented groups
- Reduce inequality and intolerance in all forms
- Increase community cohesion
- Create spaces for the arts, artists and communities

We wish to see a sustainable, supportive and vibrant artistic & cultural ecology for Oxford.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

2020-2021

In 2020-21, Fusion Arts formed new partnerships with many organisations whilst consolidating and developing relationships with established partners and communities. Fusion Arts played an active role in responding to the COVID-19 pandemic by supporting partners, workforces and communities throughout 2020-21. Fusion supported and led on the establishment of a number of networks of collective action and support.

Fusion Arts management and Trustees implemented a risk mitigation and adaptation in response to COVID-19 lockdowns and pandemic by meeting weekly throughout the early stages of the year.

An important decision was made in March 2020 in response to the pandemic that influenced 2020-21. Fusion would actively support all freelance staff and those expecting income from Fusion Arts employment, commissions and projects. Working collaboratively with partners and funders, Fusion committed to supporting the local community and workforce.

Fusion Arts did not create any redundancies or furlough any staff in the year 2020-21 in response to COVID-19 pandemic and its economic impact, even though, like other cultural organisations, Fusion had to close Fusion Arts Centre and studios for the safety and welfare of staff, artists and communities.

Fusion Arts continued to support the local economy through employment, creating a number of temporary and permanent roles and making some key appointments including a new Deputy Director position.

Fusion Arts continued to fight injustice and advocate for social change.

Fusion developed a number of digital and interactive resources, courses and classes in response to need. Many of these were in partnership with other organisations and partners and reached local and international audiences.

Commitment to social change – Oxfordshire Cultural Anti-Racism Alliance

Commitment to combatting climate emergency – Oxfordshire Green Arts Charter & Artist Research Lab: sustainable practice

Key Projects 2020-21

Stay safe Murals

Fusion Arts worked in partnership with Oxford City Council to put out a callout for artists in late August 2020. Five artists were commissioned to produce three new murals in Oxford (George Street) and along Cowley Road (in Manzil Way Gardens and on the Bullingdon). Each mural spreads the stay safe message to highlight the current pandemic situation, whilst reflecting the area and emphasizing the importance of Oxford's diverse communities and thanking key workers.

- **George Street Mural** Local artist Luke Embden (now based in Berlin) created a bold, geometric, pop-art inspired mural reflects the city, its community and reiterates the stay safe message.
- **Manzil Way Gardens Mural** Artist Bryony Benge-Abbot's mural weaved in statements of gratitude for acts of kindness people have shown throughout lockdown. The work featured a map of the local area showing connection and community at this challenging time. The stay safe message and the need to support each other played a big part. Later in the year Bryony replaced her mural with another beautiful artwork that gave thanks to the community for continuing to support each other during the pandemic.
- **The Bullingdon Mural** Oxford based artists, Lisa Curtis, Eleanor (Nor) Greenhalgh and Sam Skinner, collaborated on the final mural on boarding covering the front of The Bullingdon on Cowley Road. The mural emphasised the importance of care and looking out for each other as our best chance of fighting Covid. The community itself must be our protection. The phrase "You are my contingency" flips the authoritative tone of usual Covid messaging and underlines vulnerability: we all ultimately rely on one another.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

Story Makers – Story Makers is an acclaimed innovative multi-arts project designed and delivered in partnership with an integrative arts psychotherapist. Each year the project is funded by BBC Children In Need and delivered in partnership with a different Oxford museum and community collection.

The project gets 7-11 year old children with speech, language and communication needs to engage in creative arts practice to build skills, self-esteem, confidence and interpersonal relationships. Due to COVID-19 safety precautions and restrictions, we adapted the programme to be delivered in partnership with one educational institution at a time and a large amount of the programme was delivered outside in nature and with digital link ups with museums. The project benefitted over 30 children directly through creative interventions and indirectly by improving provision and understanding within schools, museums and in their home lives. The school partner for 2020-21 Story Makers was Rose Hill Primary School. The museum partner, the Pitt Rivers Museum, was able to support the programme in person and digitally, bringing inspiration from their collection to the children during the Autumn term. This project was an extremely important creative intervention during a year of lockdowns. The project coincided with 'Lockdown 2' and offered additional support for children's physical and mental wellbeing in extremely challenging circumstances. Stories and images created by the children were turned into a professional book and gifted to all participants under the title *Stories of Trees* to share and celebrate the project.

This intensive, in-depth and sustained programme has been shown to make significant differences to participants lives. The project culminates with a celebration day and follow-on exhibition showcasing the children's work within the community collection. The Story Makers learning is shared with experts across education and arts psychotherapy through a symposium that brings people together. Learnings have also been included in multiple publications. In 2021-22 we are able to partner with Museum of Oxford (closed until Oct 2021). We have extended this programme under current funding until 2024.

Christmas Light Festival

Fusion Arts took a leading role in partnership with Oxford City Council alongside a number of cultural partners to develop and produce a new community focused COVID-19 safe festival.

Lantern Workshops – Fusion Arts were commissioned by Oxford City Council to produce and coordinate lantern workshops with community groups and schools alongside physical and digital lantern making resources.

In 2020 online and socially distanced workshops for children, young people and community groups were facilitated by local and national professional artists. In workshops over 650 participants working alongside 9 artists created their own lanterns that meant something of significance to them, their communities and localities (and curriculums). Fusion created Lantern packs and partnered with a local cycle courier company to distribute them around the city. During Covid lockdown 'Street champions', local hubs, schools and communities decorated their local areas and held socially distanced displays. They created a memorable and diverse shared cultural experience of togetherness for participants and spectators alike at this very difficult time. After 9 months of the pandemic a festive and joyous experience was experienced by thousands of the cities residents.

Illuminating Oxford 2020 – During "Lockdown 2" in November 2020, Fusion Arts facilitated spectacular son et lumière works for Oxford. The digital spectacular was filmed over the course of one evening and included messages of hope and togetherness selected by communities. The show was produced with artistic partners Luxmuralis. The filmed pieces were released on line over the course of the Light Festival weekend, opening and closing the events. A few individuals were fortunate enough to stumble across the live spectacular installation across Oxford's Historic buildings whilst taking their one hour exercise. Co-curate inspirational content was projected across iconic, historically important, heritage spaces in Oxford city centre. A collaboration with University of Oxford's Gardens, Libraries and Museums; The Museum of Natural History and Pitt Rivers. The Bodleian Libraries and University Church of St Mary the Virgin The Radcliffe Camera were illuminated with kaleidoscopic colour and selections of local maps and individuals relevant and meaningful to the local communities. Christ Church College in partnership with Christchurch cathedral.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

Meanwhile in Oxfordshire

Meanwhile in Oxfordshire is a first of its kind £1.7m programme to reanimate 50 disused buildings in high streets across the county. We are partnering on this initiative with Makespace Oxford, Wild Property, Transition by Design, Independent Oxford, Soha Housing, Aspire Oxfordshire and Meanwhile Space CIC.

Fusion Arts is a Project Board member, Delivery Partner and Lead Occupier in this programme – bringing vast experience of arts, culture alongside community and social justice-driven values to the project. Helping to create new opportunities for local artists & communities. Whilst positively changing the face of the built up environment.

Oxford Cultural Anti-Racism Alliance

In April 2002, Fusion met with community and cultural organisations across the city. Spearhead collaborative action to combat racism and other the Oxford Cultural Anti-Racism Alliance was launched and Fusion was one of the many signatories of the alliance's manifesto.

The aim of the alliance is to get organisations in Oxford's arts and cultural sector to commit individually and collectively to dismantling systematic racism within the sector and across wider society.

By signing the manifesto, Fusion has committed to radical and lasting cultural change, taking an active anti-racist stance and ensuring that there is meaningful representation of people from the Global Majority across Oxford's cultural sector.

Write On!

A new Creative Writing programme created in Summer 2020. We partnered with Be Free Young Carers to deliver a 6-week series of online creative writing workshops with a group of young carers aged 13-17. These online sessions offer participants the opportunity to explore and develop their creative writing skills over the course of six weeks through a variety of exploratory writing exercises, techniques, and discussions, led by mentors who are currently studying on the Creative Writing MSt course at the University of Oxford. The mentors received excellent feedback from the participants, reporting benefits including increased confidence in their writing ability and confidence speaking & sharing work in front of a group.

Participants were initially recruited internally through Be Free Young Carers' network of carers. Later, the opportunity was also publicised on social media.

We have now delivered five workshops for five young carers, as well as three workshops for the Council of Children in Care over the February 2021 half term.

Windrush

"Caribbean Living Room Exhibition" in a Fusion Temporary Space (see below). In partnership with African and Caribbean Kultural Heritage Initiative (ACKHI), BKLWUO & Windrush Oxford partnership.

Supported an exciting online programme celebrating Windrush in June 2020. Fusion also supported partners in the creation of an associated exhibition created marking the Black Lives Matter protests.

Parasol Fusion Arts Studio

Non-contact digital and physical workshops – Parasol Project partnership. Fusion and Parasol worked together to provide professional high-quality arts provision (with additional artist training opportunities). Working in partnership and using specialities and core values, Parasol provided experienced support staff and Fusion Arts provided artists and assistants to deliver a varied inclusive arts programme. The majority of the programme was non-contact due to COVID19 and this high risk group. We also delivered in person arts workshops within bubbles as part of holiday provision. Increased CPD and training opportunities for all staff, volunteers and artists. Arts and culture embedded as normal offer in the health and wellbeing of this group.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

Temporary Spaces

Artist residencies, studios, galleries, venues, workshop, rehearsal, and community spaces

Building on conversations with partners and landlords in early 2019 Fusion Arts established a number of "meaningful, meanwhile use" opportunities. Developing spaces for artists and communities to make, show, create and experience the arts together. Two empty shops and three unused offices were converted into shared studio spaces, a recording studio, venue and community exhibition space, and a gallery, rehearsal and exhibition space. We have developed Artist Residencies and partnerships supporting **Upcycled Sounds, ACKHI, Kuumba Nia Arts** as well as a diverse group of artists with subsidized studio spaces.

Window Galleries

In partnership with the Randolph Hotel we created a new gallery space for the city The #WindowGalleries, which are located along Friars Entry in Oxford, are an innovative collaboration between community organisation Fusion Arts and The Randolph Hotel by Graduate Hotels.

The project connects and supports Oxford's communities, creating a lively space for the public to experience inspiring work by local artists. Rejuvenating the area in this manner helps bring vibrance and intrigue to the otherwise empty windows that so many people pass by each day.

From Oct 2020 – Feb 2021 we had our first exhibition featuring 6 local and international artists, curated by Josh Rose as Love Your Plane – Fusion Arts Studio artist.

Green Arts Oxfordshire Network

We have supported and led on the establishment of the Green Arts Oxfordshire Network in collaboration with Tandem Collective. The network is designed to help catalyse environmentally friendly actions amongst Oxfordshire artists and cultural organisations and charter our collective commitment to environmental justice.

The network had a successful soft launch in January 2021, which was attended by over 50 artists and individuals from Oxfordshire cultural organisations. Discussions revealed the need for guidance, community, pledges and support around achieving ecological goals.

A mailing list has been created and the next steps are to host a workshop where the collective will formulate the structure needed to meet these requirements.

Fusion Arts Centre at EOCC

The Fusion Arts Centre is a hub for creativity in the local area. Using the centre, we support multiple diverse groups, multi arts, exhibitions, events, collaborations between organisations, community and artists. Fusion Arts Centre has become established as one of Oxford's most important Grassroots music venues, hosting local, national and international acts throughout the year, including events for all ages and all-day festivals.

Lockdown and COVID-19 meant a large amount of our participatory work and space hire at the centre was prevented – a number of groups were supported digitally and we used the space in a safe way to produce work for the community.

Audiograft Festival, If Not Now When? Music festivals were sadly cancelled in order to keep people safe.

Artists in Residence Fusion supports and develops artists and organisations through a dedicated Artist in Residence scheme offering space, resources, advice and mentoring with additional short-term opportunities for artists to use the studio and support when working towards specific projects.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

African Treasury: Celebrating sub-Saharan Sculpture - a series of 5 lectures over summer 2020 on sub-Saharan sculpture by Natty Mark Samuels, founder of the African School, a Cultural Educational project providing teaching in African Studies, to the general community; focusing on societies of pre-colonial and sub-Saharan societies.

Artist Research Labs 2021 New to 2020-21 was the establishment of an innovative and dedicated artist research and development collaboration focused on sustainable practice. The Fusion Artist Research Lab scheme created time, support and collaborative opportunities for artists.

Community Darkroom Although physically closed for much of the year with only a small amount of access permitted, digital introduction to photography workshops in partnership with **John Blythe** and other artists were created alongside the Fusion Arts Community Darkroom at Fusion Arts Centre.

We regularly ran workshops throughout the year including digital introduction to photography series, a short in-person cyanotype series in partnership with TORCH a local school in a COVID19 safe environment saw work exhibited as part of Photo Oxford 2020.

Young Person's Drawing Club (YPDC) Established in 2018, the YPDC has expanded to 2 groups of 10-15 year-olds. As COVID19 lockdowns hit early in 2020 YPDC went online to support young people and their families with some creativity and connectivity

Fusion Arts Centre Regular hires were suspended throughout the year. We were able to use the space to support artists, other organisations and individuals with space to create and make as well as broadcast digital content.

Notable partners 2020-21 include:

African Caribbean Kultural Heritage Initiative (ACKHI), Kuumba Nia Arts, Upcycled Sounds, Parasol Project, Luxmuralis, Tandem Collective, Young Women's Music Project (YWMP), Modern Art Oxford, What Next? Oxford, Cultural Partners Group OCC, East Oxford Youth Partnership Board, Cultural Education Partnership Board, Restore, Bounce Design, BKLWO, Museum of Oxford, Film Oxford, Oxford University Museum of Natural History, Christmas Light Festival, Pitt Rivers Museum, Bodleian Libraries, Museum of the History of Science, Ashmolean Museum of Art and Archaeology, Botanic Gardens, GLAM partnership, Oxford Brookes University, Oxford Brookes Sonic Art Research Unit, Divine Schism, Oxford, EMBS, Age UK, Creative Dementia Arts Network (CDAN), Oxford Playhouse, Oxfordshire Schools include; Rose Hill Primary, Wood Farm Primary, Bayards Hill Primary, West Oxford Community Primary, Wolvercote Primary, St Barnabas Primary, Church Cowley St James Primary, St Andrew's C of E Primary, Windmill Primary, East Oxford Primary, Cheney (Secondary), the Virtual school for looked after Children, Templars Square Shopping Centre – New River REIT, Community Spaces, Rose Hill Youth Club, Rose Hill Community Group, African School, Love Your Plane, Randolph Hotel by Graduate Hotels, Oxford City Council.

Fusion Arts actively embeds artist development opportunities throughout projects from planning to delivery.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

Financial Review

Reserves

The Board has an established reserves policy with a five year target to build a reserve covering three months' operating costs (2019-20). In the year 2020-2021 although there was a very difficult financial climate due to the increased risk recognition regarding the COVID-19 pandemic, Fusion Arts have prioritised adding to the operating reserve funds to meet this target 4 years early. This also recognises the potential increasingly harsh funding climate limiting possibilities for securing unrestricted funds going forward.

The Board continues to closely monitor the funding position of the organisation to adjust and take decisions appropriately.

Application of reserves: The Board intends that the reserve is established and preserved as a fund to ensure business continuity in the event of a temporary funding shortfall or an ultimate decision to wind up operations, requiring a close-down period. However, the Board considers the following applications to be valid uses of funds placed in the reserve over and above the base level of two months' operating funds.

- 1) Business Support: core support to the business designed to advance its activities or strengthen its resources including funding of additional resources, human or material.
- 2) Development funds: small allocations to permit development of new initiatives in the absence of other developmental funds being secured.
- 3) Stability reserve: further building of the base reserve level, considering inflationary pressures on budget and/or the impact of increased staffing or other costs on the three-month operating costs reserve level.

In the case of uses being proposed under 1) or 2), the Board will receive, in advance of any commitment being entered, a costed proposal for consideration, along with indication of method and timing of restoration of any temporary depletion of the base Reserves level.

In the case of use under 3), the Board will be advised by the Director, in consultation with the Treasurer, of any amounts drawn down for business continuity purposes, the underlying reasons for this and the plans for restoration of the reserves to the established level.

Future Plans

In line with Fusion Art's Business, Development and Funding Plans Fusion intends to collaborate and work in partnership with multiple diverse communities and organisations to increase access to the arts and improve lives through opportunity to take part in creative practice.

Ongoing projects include iCreative, Story Makers, Oxford Light Festival (Illuminating Oxford & Lantern Parades). We also have plans to expand and develop our meaningful temporary spaces and pop-ups to increase access to the arts and opportunities for artists and communities through provision of studios, exhibition and rehearsal spaces. Whilst also increasing support for local artists through innovative artist residencies and employment.

Fusion Arts is developing a new business plan and organisational structure. Fusion Arts is working in partnership with stakeholder communities and organisations alongside Oxford City Council to envisage a new East Oxford Community Centre, increasing new opportunities to develop and enhance its outputs and engage with more communities.

Fusion Oxford's Community Arts Agency Limited

Trustees Annual Report for the year ended 31 March 2021 (continued)

Directors

The following persons served as directors throughout the year unless otherwise stated. They are also Trustees under charity law, constitute the Members of Council and have no beneficial interest in the charitable company.

Beverley Clack	
Kate Eveleigh	
Andrew John McLellan	
Roger McKenzie	(Co-Chair)
Sally McKone	(Treasurer)
Peter McQuitty	(Vice Chair & Chair as of December 2020)
Lisia Newmark	
Kate Blessington	(appointed June 2020)
Regina Ndhlovu	(Co-Chair, appointed trustee September 2020)

The Members of Council guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total amount of such guarantees at 31 March 2021 was £9 (2020: £7)

Roger McKenzie and Regina Ndhlovu
Co-Chairs
31st January 2022

Fusion Oxford's Community Arts Agency Limited

**Independent Examiner's Report to the Trustees of
Fusion Oxford's Community Arts Agency Limited**

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2021 which are set out on pages 10 to 18.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Mr Anthony Haines BSc FCA
Partner
Wenn Townsend, Chartered Accountants
Oxford

31st January 2022

Fusion Oxford's Community Arts Agency Limited
Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £	Unrestricted Funds £	Restricted Funds £	2020 Total £
<u>INCOME AND ENDOWMENTS FROM</u>							
Incoming resources from generated funds:							
Donations and Legacies - Grants		149,800	133,030	282,830	35,198	37,342	72,540
Income from charitable activities:							
- Project income		15,732	500	16,232	9,137	8,549	17,686
- Programme income		6,650	-	6,650	23,913	-	23,913
- Sundry income		7	-	7	13,786	-	13,786
- Donations		-	-	-	5,085	-	5,085
<u>TOTAL INCOME AND ENDOWMENTS</u>	2	<u>172,189</u>	<u>133,530</u>	<u>305,719</u>	<u>87,119</u>	<u>45,891</u>	<u>133,010</u>
<u>EXPENDITURE ON</u>							
Charitable activities	3	28,747	128,952	157,699	86,592	39,456	126,048
Support and governance costs	3	12,976	17,370	30,346	35,461	460	35,921
<u>TOTAL RESOURCES EXPENDED</u>		<u>41,723</u>	<u>146,322</u>	<u>188,045</u>	<u>122,053</u>	<u>39,916</u>	<u>161,969</u>
Net resources expended	4	130,466	(12,792)	117,674	(34,934)	5,975	(28,959)
Transfers between funds		(4,077)	4,077	-	20,358	(20,358)	-
Net movement in funds		126,389	(8,715)	117,674	(14,576)	(14,383)	(28,959)
Funds at 1 April 2020		<u>14,797</u>	<u>18,788</u>	<u>33,585</u>	<u>29,373</u>	<u>33,171</u>	<u>62,544</u>
Funds at 31 March 2021	11	<u>141,186</u>	<u>10,073</u>	<u>151,259</u>	<u>14,797</u>	<u>18,788</u>	<u>33,585</u>

Included within unrestricted funds at 31st March 2021, is £55,000 (2020 £nil) relating to designated funds and £86,186 (2020: £14,797) general funds.
All income and expenditure derive from continuing activities. The statement of financial activities includes all gains and losses recognised during the year.
The notes on pages 12 to 18 form part of these financial statements.

Fusion Oxford's Community Arts Agency Limited

Balance Sheet as at 31 March 2021

	Note		2021 £	2020 £
Fixed assets				
Tangible fixed assets	7		2,854	1,938
Current assets				
Debtors	8	13,314	17,135	
Cash at bank and in hand		172,100	31,255	
		<u>185,414</u>	<u>48,390</u>	
Creditors: amounts falling due within one year	9	<u>(37,009)</u>	<u>(16,743)</u>	
Net current assets			<u>148,405</u>	<u>31,647</u>
Net assets	10		<u><u>151,259</u></u>	<u><u>33,585</u></u>
Funds				
Unrestricted funds	11	141,186	14,797	
Restricted funds	11	10,073	18,788	
		<u>151,259</u>	<u>33,585</u>	

The directors are satisfied that the company was entitled to exemption section 477 of the Companies Act 2006 and that members have not required an audit in accordance with section 476.

The directors acknowledge their responsibilities for:

- i ensuring that the company keeps accounting records which comply with section 336; and
- ii preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 396 and which otherwise comply with the requirements of this Act relating to accounts, so far as applicable to the company.

The financial statements are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the Board on 2022 and signed on its behalf by

Roger McKenzie and Regina Ndhlovu
Co-Chairs
Company number: 02089425

The notes on pages 12 to 18 form part of these financial statements.

Fusion Oxford's Community Arts Agency Limited

Notes to the Financial Statements for the year ended 31 March 2021

1. Accounting Policies

Basis of Preparation

The financial statements have been prepared in accordance with the Companies Act 2006, the Charities Act 2011, the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019) (Charity SORP FRS 102) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity meets the definition of a public benefit entity under FRS 102.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Incoming resources

Voluntary income received by way of donations and grants to the charity is included in full in the statement of financial activities when receivable, receipt is reasonably certain, and the amount can be quantified with reasonable accuracy.

Income from legacies is accounted for on a receivable basis, and is recognised in full in the statement of financial activities in the period in which receipt becomes certain.

All other discretionary income is recognised on a receivable basis in the statement of financial activities.

Income generated from the supply of services is included in the statement of financial activities in the period in which the supply is made.

All of the income generated in the year has been derived from activities wholly undertaken in the UK.

Fund accounting

Unrestricted funds are built up from incoming resources received or generated for the charitable purpose. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds are funds set aside out of unrestricted funds by the Council and applied towards specific purposes as identified by the Council.

Restricted funds are funds used for specified purposes as laid down by the donor. Expenditure meeting the criteria is charged against the fund, together with a fair allocation of overheads and support costs.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of those resources.

Governance costs are those incurred in connection with the administration of the charity regarding compliance with constitutional and statutory requirements.

Fusion Oxford's Community Arts Agency Limited

Notes to the Financial Statements for the year ended 31 March 2021 (continued)

1. Accounting Policies (continued)

Resources expended (continued)

Staff costs and overhead expenses are allocated to activities on the basis of staff time spent on those activities.

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on fixed assets using the following annual rates in order to write off each asset over its anticipated useful life.

Plant and machinery	33% reducing balance
Computer equipment	33% reducing balance

2. Income

In the opinion of the trustees, none of the income of the company is attributable to geographical markets outside the UK (2020: none).

3. Charitable expenditure

	Furthering Charity £	Support Costs £	Governance Costs £	2021 Total £	2020 Total £
Wages and salaries	25,139	12,951	-	38,090	32,633
Project costs	129,278	-	-	129,278	101,030
Travel and subsistence	-	-	-	-	1,545
Office and workshop	-	8,028	-	8,028	15,359
Telephone costs	-	343	-	343	994
Printing, postage and stationery	1,912	173	-	2,085	1,304
Advertising and publicity	294	-	-	294	335
Training and subscriptions	1,066	-	-	1,066	2,029
Insurance	-	2,289	-	2,289	1,508
Accountancy fees	-	-	5,610	5,610	4,857
Sundry expenses	10	-	-	10	190
Depreciation	-	952	-	952	953
	<u>157,699</u>	<u>24,736</u>	<u>5,610</u>	<u>188,045</u>	<u>161,969</u>

Fusion Oxford's Community Arts Agency Limited

**Notes to the Financial Statements
for the year ended 31 March 2021 (continued)**

4. Net (resources expended) / incoming resources for the year

	2021	2020
	£	£
This is stated after charging:		
Independent examiner's fee	2,880	2,880
Depreciation	952	953
	<u>2,880</u>	<u>2,880</u>

5. Staff costs and numbers

	2021	2020
	£	£
Salaries and wages - gross	37,386	32,063
Pension	704	570
	<u>38,090</u>	<u>32,633</u>

The average weekly number of employees (full-time equivalent) during the year was as follows:

Direct charitable activities	1	1
Management and administration	1	1
	<u>2</u>	<u>2</u>
Total employed staff	2	2
Freelance staff	4	4
	<u>6</u>	<u>6</u>
Total staff	<u>6</u>	<u>6</u>

No employee received emoluments in excess of £60,000 per annum for either 2021 or 2020.

In addition to employed staff, many freelance staff also support the charity on an ad hoc basis. The full time equivalent of these staff is estimated above.

The Trustees of the charity, who are also the key management personnel, received no remuneration during the year (2020: £nil).

No Trustees had expenses reimbursed by the charity (2020: £nil)

6. Taxation

The charity is not in receipt of income chargeable to taxation. All of its income is applied for charitable purposes.

Fusion Oxford's Community Arts Agency Limited

**Notes to the Financial Statements
for the year ended 31 March 2021 (continued)**

7. Tangible fixed assets

	Plant & machinery £	Fixtures & fittings £	Computer equipment £	Total £
Cost				
At 1 April 2020	4,529	1,123	19,976	25,628
Additions	275	-	1,593	1,868
	<u>4,804</u>	<u>1,123</u>	<u>21,569</u>	<u>27,496</u>
At 31 March 2021	<u>4,804</u>	<u>1,123</u>	<u>21,569</u>	<u>27,496</u>
Depreciation				
At 1 April 2020	4,528	1,122	18,040	23,690
Charge for the year	91	-	861	952
	<u>4,619</u>	<u>1,122</u>	<u>18,901</u>	<u>24,642</u>
At 31 March 2021	<u>4,619</u>	<u>1,122</u>	<u>18,901</u>	<u>24,642</u>
Net book values				
At 31 March 2021	<u>185</u>	<u>1</u>	<u>2,668</u>	<u>2,854</u>
At 31 March 2020	<u>1</u>	<u>1</u>	<u>1,936</u>	<u>1,938</u>

8. Debtors

	2021 £	2020 £
Trade debtors	11,323	16,268
Prepayments	1,991	867
	<u>13,314</u>	<u>17,135</u>

9. Creditors: amounts falling due within one year

	2021 £	2020 £
Taxes and social security	641	449
Accruals and deferred income	16,471	2,880
Other creditors	19,897	13,414
	<u>37,009</u>	<u>16,743</u>

Fusion Oxford's Community Arts Agency Limited

**Notes to the Financial Statements
for the year ended 31 March 2021 (continued)**

10. Analysis of net assets between funds

2021	Designated Fund £	General Fund £	Restricted Funds £	2021 Total £
Tangible fixed assets	-	2,854	-	2,854
Current assets	55,000	120,341	10,073	185,414
Current liabilities	-	(37,009)	-	(37,009)
Net Assets at 31 March 2021	<u>55,000</u>	<u>86,186</u>	<u>10,073</u>	<u>151,259</u>
2020		General Fund £	Restricted Funds £	2020 Total £
Tangible fixed assets		652	1,286	1,938
Current assets		30,888	17,502	48,390
Current liabilities		(16,743)	-	(16,743)
Net Assets at 31 March 2020		<u>14,797</u>	<u>18,788</u>	<u>33,585</u>

Fusion Oxford's Community Arts Agency Limited

Notes to the Financial Statements for the year ended 31 March 2021 (continued)

11. Movement in funds 2021

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
Restricted Funds:					
Engaging Young People - Music & Science 2020	3,500	-	(3,000)	(500)	-
Illuminating Oxford 2020	-	10,000	(10,000)	-	-
Inside Out Outside In	3,163	-	-	-	3,163
Sensational Books	(189)	-	(2,864)	189	(2,864)
Story Makers 3	9,137	10,770	(5,179)	-	14,728
Street Arts – Rose Hill	-	500	-	-	500
YA Arts Inclusion	3,177	-	-	-	3,177
Culture recovery fund	-	77,675	(90,598)	4,388	(8,631)
Emergency recovery fund	-	34,585	(34,681)	96	-
	<u>18,788</u>	<u>133,530</u>	<u>(146,322)</u>	<u>4,077</u>	<u>10,073</u>
Unrestricted Funds					
General	14,797	172,189	(41,723)	(59,077)	86,186
Designated	-	-	-	55,000	55,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>55,000</u>	<u>55,000</u>
Total Funds	<u><u>33,585</u></u>	<u><u>305,719</u></u>	<u><u>(188,045)</u></u>	<u><u>-</u></u>	<u><u>151,259</u></u>

Transfers relate to overspends on some restricted projects being covered by unrestricted income. During the year, the Trustees elected to designate a portion of their general reserves for the development of the Charity's premises, this is shown as a transfer from general to designated funds.

Restricted funds

- Illuminating Oxford is supported in 2020 by Oxford City Council and in kind support from partners. Originally created using public funding by the National Lottery through the Arts Council England.
- Inside Out Outside In is funded by the Lankelly Chase Foundation and the Tolkien Trust.
- Music & Science 2020 is funded by Oxford Cultural Education Partnership and as part of their Engaging Young People programme.
- Sensational Books is funded by the Bodleian Libraries and The Oxford Research Centre in the Humanities (TORCH)
- Story Makers is funded by BBC Children in Need.
- Streets Arts - Rose Hill is funded through Oxford City Council.
- YA Arts Inclusion is funded by Youth Ambition Grant from Oxford City Council.
- Arts Council England - Emergency Recovery Grant is funded using public funding by the National Lottery through the Arts Council England.
- Culture Recovery Fund 1 - grant is funded by the Arts Council England to support the arts '#HereForCulture' on behalf of the Department of Culture, Media and Sport.

Designated fund

The designated fund sets aside funds for the future development of the premises and mitigation of risk surrounding the future unknown spends with regards to the property.

Fusion Oxford's Community Arts Agency Limited

**Notes to the Financial Statements
for the year ended 31 March 2021 (continued)**

11. Movement in funds 2020

	Opening balance £	Incoming Resources £	Outgoing Resources £	Transfer £	Closing balance £
Restricted Funds:					
Engaging Young People - Music & Science 2020	-	3,500	-	-	3,500
iCreative	1,596	-	-	(1,596)	-
Illuminating Oxford 2018	-	1,474	-	(1,474)	-
Illuminating Oxford 2019	-	26,345	(20,241)	(6,104)	-
Inside Out Outside In	3,163	-	-	-	3,163
Mr MOT	2,241	-	-	(2,241)	-
Parasol Fusion	9,644	-	(7,530)	(2,114)	-
Sensational Books	-	-	(189)	-	(189)
Story Makers 2	16,527	-	(8,986)	(7,541)	-
Story Makers 3	-	11,320	(2,895)	712	9,137
YA Arts Inclusion	-	3,252	(75)	-	3,177
	<u>33,171</u>	<u>45,891</u>	<u>(39,916)</u>	<u>(20,358)</u>	<u>18,788</u>
Unrestricted Funds	29,373	87,119	(122,053)	20,358	14,797
Total Funds	<u><u>62,544</u></u>	<u><u>133,010</u></u>	<u><u>(161,969)</u></u>	<u><u>-</u></u>	<u><u>33,585</u></u>

12. Related parties

There were no related party transactions in the current or preceding year.